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SECRETARY OF THE AIR FORCE**

**DEPARTMENT OF THE AIR FORCE
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***Nuclear, Space, Missile, Command and
Control Operations***

***COMMAND AND CONTROL (C2)
ENTERPRISE***

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This Department of the Air Force Policy Directive (DAFPD) implements portions of Department of Defense (DoD) Directive 3700.01, *DoD Command and Control Enabling Capabilities*. This directive is consistent with policy and responsibilities established in Air Force Policy Directive 17-1, *Information Dominance Governance and Management*. This directive establishes key and broad policies for the Department of the Air Force (DAF) Command and Control enterprise. The directive establishes policy for the integrating aspects of command and control (C2) capabilities across air components presented to combatant commands. The Chief Information Officer has responsibility for information technology, cybersecurity, enterprise data management, artificial intelligence policy and governance, information management, and information resources management for the DAF. Nuclear policy and guidance are not contained in this publication. This directive applies to all uniformed members and civilian employees of the United States Air Force (USAF), United States Space Force (USSF), Air Force Reserve, and Air National Guard. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the Office of Primary Responsibility using the DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command to AF/A34C (Command and Control) at USAF Pentagon AF-A3 Mailbox (af.a34c.workflow@us.af.mil). This publication may not be supplemented.

SUMMARY OF CHANGES

This document has undergone minor revisions that require a review. Changes include: removal of E-8 JSTARS, inclusion of Common Mission Control Center and DAF Battle Network (DBN), addition of Deputy Chief of Staff, Strategic Deterrence and Nuclear Integration (AF/A10) functions, and changes to the USSF nomenclature and agency coordination.

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1. Overview.

1.1. Joint force operations in all domains are becoming increasingly interconnected, interdependent, and challenged. Anti-access and area denial threats, reduced freedom of maneuver, and rapid proliferation of advanced technologies challenge the DAF's ability to operate effectively and efficiently in any one domain. This operating environment requires both services to examine and refine how forces will observe, orient, decide, and act rapidly and in concert across all domains. Achieving the necessary freedom of action will require the ability to leverage technology to communicate across space, aerial, and terrestrial layers to converge effects over all domains in a way that presents an adversary with multiple dilemmas, with an operational tempo that complicates or negates adversary response and enables the joint force to operate inside the adversary's decision-making cycle. The complementary employment of capabilities in different domains will enhance effectiveness and compensate for vulnerabilities, creating all-domain synergy in outcomes not readily attainable through single-domain action.

1.2. To address this challenge, the DoD is developing an approach to Joint All-Domain Operations (JADO) in which actions by the joint force in all domains are integrated in planning and synchronized in execution, at the speed and scale needed to gain advantage and accomplish the mission.

1.3. The DAF's components support JADO by conducting operations principally in, from, and through the domains of air, space, cyberspace, the information environment, and the electromagnetic spectrum (EMS) to enable convergence of effects in all domains. The DAF must enhance its C2 capabilities to enable and support JADO at a tempo the adversary cannot match.

1.4. Combined/Joint All-Domain Command and Control (C/JADC2) is the emerging framework for describing the evolution of traditional C2 to support JADO. The USAF and USSF organize, train, equip, and present air, space, nuclear, and cyberspace forces capable of supporting effective JADO along with the ability to command and control them, even in a contested environment.

1.5. The C2 envisioned end state connects commanders, their support staffs, and fielded forces via a resilient architecture which enables air, space, nuclear, and cyberspace capabilities.

1.6. The DAF C2 enterprise consists of the people, organizations, processes, procedures, information, communications, facilities and systems used to plan, direct, coordinate, and control forces and operations. It includes the infrastructure and life-cycle activities for C2 systems, components, and supporting systems; intellectual and technical competencies; and cultural mindset which ensures the effective and efficient employment of net-enabled, integrated, reliable and enduring USAF and USSF C2 forces.

1.7. Currently, on a day-to-day basis at the operational level, the USAF organizes its C2 construct around the air operations center (AOC) of the supported Combatant Commanders Air Force Service Component or the Service component designated as the Combined/Joint Force Air Component Commander (C/JFACC). The AOC works directly for the C/JFACC and the AOC can receive all-source C2, Intelligence, Surveillance, and Reconnaissance (C2ISR) situational awareness data feeds from the theater air control system (TACS), other component commanders, as well as Joint and multinational sources to aid in execution of operations in line with the commander's intent and combatant command directed reporting requirements.

1.7.1. The USAF C2 enterprise encompasses the elements of the C2 function, including the air component commander (COMAFFOR/ JFACC), appropriate C2 systems, and the ability to conduct the major activities of the C2 process.

1.7.2. The component enterprise consists of the Air Force components, Air Reserve Component units (both Air National Guard and Air Force Reserve units), C/JADC2 experimentation and exercise support centers, Shadow Network, and Air Combat Command (ACC) entities responsible for facilitating the enterprise-wide training of people and processes.

1.7.3. The current TACS is composed of the following weapon systems and elements: AOC, Tactical Air Control Party (TACP), Air Support Operations Squadron (ASOC), Control and Reporting Center (CRC), Wing Operations Center (WOC), E-3G Airborne Warning and Control System (AWACS) and Battlespace Control Centers (BCCs). The Common Mission Control Center (CMCC) capability, once operational, will provide BCCs with the ability to integrate and fuse collected intelligence, surveillance, and reconnaissance data from exquisite systems across multiple domains and classifications. In addition to worldwide combatant command support, some BCCs (primarily Guard BCCs) will remain primarily employed in support of homeland defense and civil support operations in the continental United States, Alaska, Hawaii, United States territories, and surrounding territorial waters and airspace.

1.7.4. Wing C2 is conducted with elements of the WOC (which can include the command post), base defense operations center, fire dispatch, emergency operations center, maintenance operations center, intelligence, safety, base communications, civil engineers, airfield operations, crisis action team, and other base level organizations with the goal of protecting personnel, base infrastructure, and mission capabilities.

1.7.5. The DAF Portfolio Acquisition Executive for Command, Control, Communications, and Battle Management (DAF PAE C3BM) is the acquisition arm in developing and laying the foundation for the DAF BATTLE NETWORK (DBN). DBN is the DAF's contribution to C/JADC2 and is the system-of-systems connecting sensor, effector, and logistics systems resulting in better situational awareness, faster operational decisions, and decisive

direction to the force. DBN is now synonymous with generic terms such as fighter, bomber, or tanker. It is important to delineate which program of the DBN is being discussed and how it fits into the broader USAF C2 enterprise from the tactical to the strategic level of C2. DAF PAE C3BM DBN modernizes the TACS and integrates over 50 programs of record across the DAF to create resilient decision advantage for the USAF, USSF, Joint, and multinational force. DAF PAE C3BM will support onboarding future capabilities that increase TACS lethality while also supporting the 7 Joint Functions (i.e., intelligence, movement and maneuver, fires, information, protection, sustainment, and C2). The fundamental capability provided by the DBN is an architecture for distributed, federated, and dispersed battle management while ensuring resilient and survivable connectivity across the system-of-systems to enable decision superiority across the continuum of control. The CMCC integrates and fuses all the collected intelligence, surveillance and reconnaissance data from the TACS using artificial intelligence and machine learning to reduce the human task load of decision makers.

1.8. On a day-to-day basis at the operational level, the USSF organizes its C2 construct around the Component Field Commands (C-FLDCOM) of the supported Combatant Commander's Space Force Service component designated as the Combined/Joint Force Space Component Commander (C/JFSCC). The C-FLDCOM staff works directly for the COMSPACEFOR who may also be designated the C/JFSCC when provided operational control (OPCON) of joint space forces by the theater Combatant Commander. The C-FLDCOM provides Service administrative control (ADCON) in line with directed reporting requirements. Additionally, the C-FLDCOM integrates with theater joint and multinational elements to aid in execution of OPCON in line with the commander's intent and combatant command directed reporting requirements. SPACE-FORCES SPACE supports the United States Space Command (USSC) C2 via the National Space Defense Center (NSDC) and Combined Space Operations Center (CSpOC).

1.8.1. The USSF C2 enterprise will include: the Space Force Service Watch Cell (SFSWC), component or Service Field Command (FLDCOM) C2 elements, National Space Defense Center (NSDC), Combined Space Operations Center (CSpOC), Delta C2 nodes, and Squadron C2 nodes.

1.8.2. USSF Delta C2 is conducted with Delta and/or Squadron C2 nodes in partnership with the Air Force Materiel Command (AFMC) regarding installation and mission support functions including, base defense operations center, fire dispatch, emergency operations center, maintenance operations center, intelligence, safety, base communications, civil engineers, airfield operations, and other base level organizations with the goal of protecting personnel, base infrastructure, and mission capabilities.

1.8.3. The USSF Deputy Chief of Space Operations Officer ((DCSO) S3/4/7) and USSF Chief Strategy and Resourcing Officer (SF/S5/8) will work with the DAF PAE C3BM and Space System Command (SSC) as the C2 systems acquisition arm in collaborating, developing, and laying the foundation for the DAF Battle Network (DBN) to support the DAF's contribution to C/JADC2.

1.9. As the services pursue C/JADC2 materiel solutions (e.g., DBN), they will ensure synchronization between the future C2 enterprise and the nuclear command, control and communications (NC3) next generation. Securing prudent coordination and mutually

supportive relationships between C/JADC2 solutions and NC3 next generation will enable the warfighter in highly contested environments, allowing ordered transitions to fight in, around and through the spectrum of conventional-nuclear conflicts.

1.10. The USSF will support combatant commands through established USSF Service components. USSF Service component C2 elements are key to the USSF C2 enterprise and will integrate into the overall DAF C2 enterprise. The USSF Service component C2 elements may be co-located with an existing operations center (i.e. NSDC or CSpOC), such as an AOC, to enable the use of existing tactical data processor and application infrastructure, as required. USSF Service component operations centers or C2 elements will enable battlespace awareness, threat warning, control, and coordination to provide real-time synchronization and deconfliction with joint operations in execution and Service C2 requirements.

2. Policy.

2.1. The DAF will develop resilient C2 capabilities and capacity to accomplish assigned functions and tasks. This must be predicated upon enterprise-wide agility and flexibility to plan early and respond effectively in unison with interdepartmental, non-governmental, and international partners. To support that goal, USAF and USSF C2 capabilities must:

2.1.1. Be able to survive and operate despite degradation or loss of C2 nodes, links, and/or the ability to operate within the EMS.

2.1.2. Enable improved access to tactical resources through national assets and greater effects within or across multiple domains.

2.1.3. Provide improved data fusion, data displays, tactical decision aids, and applications.

2.1.4. Possess a cyber defense architecture which focuses on rapid threat detection by providing systems and processes designed from the beginning to resist intrusion and interference, provide resiliency through multiple mission pathways, and support and integrate support for the combatant command to provide rapid response and active defense.

2.1.5. Be network enabled for potential of dislocated leader operations, and ready to operate in complex, chaotic and degraded information environments, such as Denied, Disrupted, Intermittent, and Limited (DDIL) conditions.

2.1.6. Be agile and flexible, and enable commanders and forces to quickly transition from one operation to another or to conduct multiple operations simultaneously across multiple domains, regardless of location and access to the EMS.

2.1.7. Integrate and interoperate with multinational forces and allies to rapidly receive and disseminate appropriately classified information and actions. Be able to integrate and interoperate with joint and multinational forces, as well as synchronize with governmental and non-governmental organizations to ensure unity of effort, maximize the contribution of partners, and create the desired effects necessary to achieve the mission.

2.1.8. Provide commanders with decision-ready optimized courses of action.

2.1.9. Possess an EMS operations architecture which requires integrated and synchronized execution of electronic warfare (e.g., electromagnetic attack, electromagnetic protection, and electromagnetic support), space operations, signals intelligence, electromagnetic battle management, spectrum management, and additional functions for controlling the EMS

throughout the air, land, maritime, cyberspace, and space warfighting domains to support joint and multinational forces operations.

2.2. In order to provide commanders with the ability to quickly respond to near-peer threats and events and integrate the appropriate mix of capabilities, the C2 enterprise will:

2.2.1. Develop, test, and validate new kinetic and non-kinetic C2 operating concepts that enhance command relationships, authorities, processes, procedures, and doctrine to effectively support JADO.

2.2.2. Mature the concepts of reachback and distributed operations and be capable of decentralized execution during periods of degraded operations.

2.2.3. Rapidly leverage advanced technology to improve situational awareness across the Joint Force and improve the quality and speed of decision making, to focus the force's ability to direct lethal and non-lethal capabilities across the full spectrum of JADO.

2.2.4. Prioritize efforts to improve relevant support structures for C2 that enable JADO training and education, and security policy and processes.

2.2.5. Conduct regular, substantive small and large-scale experiments and exercises to quickly validate or reject new concepts, processes, systems and organizational structures designed to enable more effective operational approaches.

2.2.6. Develop, test, and validate the capability to ingest multi-domain, multi-phenomenology, joint and multinational sensors. Ability to connect to joint kill webs in development will be vital to future operations.

2.3. The DAF C2 enterprise will provide manpower for combat and combat support forces who are directly responsible for emergency action messages from the Chairman of the Joint Chiefs of Staff, Headquarters Air Force, Headquarters Space Force, or combatant commands. In order to properly meet these joint force requirements:

2.3.1. The USAF and USSF will shape their personnel and processes to fully support C/JADC2 operations for combatant commands and the joint warfighter.

2.3.2. The DAF, with requisite funding and authority, will provide facilities, equipment, procedures, and staffing to support and sustain military C2 operations.

2.4. The C2 processes and systems of Air Force Forces staffs, AOCs or functional operations centers, Space Force staffs, USSF operations centers or USSF C2 elements, and assigned and attached forces must be interoperable to ensure seamless exchange of data, requirements, plans, orders, reporting, and programs across the C2 enterprise.

3. Responsibilities.

3.1. Commander, Air Force Forces and Commander, Space Force Forces and their respective staffs will monitor air, space and cyberspace, to plan, prepare, execute, and assess operations in support of forces across the range of military objectives. This includes the requisite personnel, technology, and processes to make and disseminate informed and timely decisions to the appropriate forces and organizations. Tasks include but are not limited to:

- 3.1.1. Executing standardized processes and procedures to employ integrated systems at all levels down to and including USAF Wing, USSF Field / Component Command, Delta, or Squadron C2, as required.
- 3.1.2. Using commonly accepted joint C2 tools, doctrine, and processes (e.g., operations plans, operations orders, fragmentary orders, etc.), to the maximum extent possible.
- 3.2. When directed by the appropriate Joint Force Commander, Air Force Component Commanders and Space Force Component Commander and their respective staffs (with appropriate augmentation and authority) will be prepared to:
 - 3.2.1. Accomplish the tasks of their respective combined or joint force component command (C/JFACC or C/JFSCC), Joint Special Operations Air Component Commander, Area Air Defense Commander, Airspace Control Authority, Commander, United States Cyber Command, and EMS Control Authority.
 - 3.2.2. Form the core of a Joint Task Force Headquarters as set forth in Joint Publication 3-33, *Joint Task Force Headquarters*.
- 3.3. Air and Space Force Component Commanders will act in a supporting and supported manner to effectively implement C2 of theater operations and coordinate with other appropriately designated command authorities for global operations. Air and Space Force components and associated AOCs support combatant commands or subordinate unified commands, use fielded AOC or Space Operations Center, or Space C2 Element Program of Record system baseline and additional multinational-required unique systems tailored to the regional mission and requirements.
- 3.4. Assistant Secretary of the Air Force, Acquisition, Technology and Logistics (SAF/AQ), in coordination with the Assistant Secretary of the Air Force for Space Acquisition and Integration, will:
 - 3.4.1. Lead integrated life cycle management of C2 capabilities through formal collaboration between the operational community, C2 capability developers, and materiel developers to ensure developed products meet C2 capability needs.
 - 3.4.2. Lead technology development risk reduction efforts to conduct C2 system demonstrations and prototypes.
 - 3.4.3. Ensure C2 materiel solutions employ a modular and open design in order to enable frequent upgrades, technology insertion, and innovation.
 - 3.4.4. Oversee the DAF PAE C3BM functions.
 - 3.4.5. In consultation with the DAF PAE C3BM, who is also the integrating PAE for the DBN, resolve architecture differences between PAE and Program Executive Officers.
- 3.5. Deputy Chief of Staff of the Air Force, Operations (AF/A3) and SF/S3/4/7 will:
 - 3.5.1. Provide a common forum for stakeholders to provide advice and assessments on overall C2 capability needs.
 - 3.5.2. Coordinate, in conjunction with Deputy Chief of Staff of the Air Force, Strategy, Design, and Requirements (AF/A5/7), Deputy Chief of Staff of the Air Force, Strategy, Deterrence, and Nuclear Integration (AF/A10), Deputy Chief of Staff of the Air Force,

Intelligence (AF/A2), Deputy Chief of Staff Warfighter Communications and Cyber Systems (AF/A6), and the SF/S5/8 on current development, implementation, and sustainment efforts of the DoD Joint Global C2 System family of systems and associated programs to:

3.5.2.1. Facilitate evolution of existing C2 capabilities in the DoD Joint Global C2 System family of system-to-joint C2 way-ahead.

3.5.2.2. Enhance interoperability with related C2 systems.

3.5.3. In coordination with Deputy Chief of Staff of the Air Force, Manpower, Personnel and Services (AF/A1), define and shape the operational-level C2 career fields for the Information Operations Officer and associated enlisted career fields, including all necessary activities needed for effective career field management.

3.5.4. In coordination with Major Command (MAJCOM) FLDCOM operations, plans and requirements (A3), the United States Air Force Warfare Center, and the Curtis E. LeMay Center for Doctrine Development and Education, shape the evolution and validation of new C2 tactics, techniques, and procedures, and facilitate their incorporation into doctrine.

3.5.5. Be the lead agent, through the Air Force Flight Standards Agency, for airfield operations capability development, concept of operations, and sustainment and modernization program resources for USAF components.

3.5.6. Coordinate with the SF/S3/4/7 on issues affecting both the USAF and USSF as required.

3.6. Deputy Chief of Staff of the Air Force, Logistics, Engineering and Force Protection (AF/A4) will:

3.6.1. Provide expertise, advocacy, and requirements for those logistics, engineering and force protection elements within the Wing C2 enterprise in order to protect personnel, base infrastructure, and mission capabilities.

3.6.2. Coordinate with the SF/S3/4/7 on issues affecting both services as required.

3.7. Deputy Chief of Staff of the Air Force, Intelligence (AF/A2) and Deputy Chief of Staff Warfighter Communications and Cyber Systems (AF/A6), will:

3.7.1. Develop, in conjunction with AF/A3 and AF/A5/7, systems that enable strategic warfighter communications, with AF/A2 advising on any interfaces with Intelligence Community (IC) systems and data.

3.7.2. Report on the Air Force Force's ability to generate, project, and provide resilient global assured communications, and provide cyberspace capabilities to enhance Air Force core missions in air, cyberspace, and the electromagnetic spectrum; develop plans and instructions for modernization and addressing capability gaps; supervise the execution of those plans and instructions.

3.7.3. Coordinate with their respective counterparts at Space Force Deputy Chief of Staff ISR (SF/S2) and the Deputy Chief of Space Operations (DCSO) for Cyber and Data (SF/S6) on issues affecting both services as required.

3.8. Deputy Chief of Staff of the Air Force, Strategy, Integration and Requirements (AF/A5/7) will:

3.8.1. Provide, in conjunction with AF/A3, coordination, synchronization, and integration of joint C2 capabilities with the DoD Joint Global C2 system family of systems/Joint C2 family of programs and related C2 programs.

3.8.2. Be responsible for the organization, analysis, and prioritization of joint warfighting capabilities.

3.8.3. Provide an assessment of the requirement and prioritization of cyber capability within the USAF and Joint Force Design mission threads.

3.8.4. Ensure the Air Force Warfighter Integration Capability will:

3.8.4.1. Drive enterprise-wide C2 integration, guide future force design, and recommend resource alignment by centralizing C2 enterprise design and capability planning across the Air Force.

3.8.4.2. Be the lead agency for updating, as required, the previously developed Wing C2 concept of operations, considering a base-wide common operating picture, situational awareness beyond the base perimeter, air base defenses, assured communications, and continuity of operations.

3.8.5. Coordinate with the SF/S3/4/7 and SF/S5/8 on issues affecting both services as required.

3.9. Deputy Chief of Staff of the Air Force, Plans and Programs (AF/A8) will:

3.9.1. Review and develop C2 resource allocation issues during program and budget review, and make recommendations to the 3-Star Programmers Group..

3.9.2. Coordinate with the SF/S5/8 on issues affecting both services as required.

3.10. Deputy Chief of Staff, Strategic Deterrence and Nuclear Integration (AF/A10) will:

3.10.1. Provide advocacy to enable NC3, conventional nuclear integration (CNI), and conventional support for nuclear operations.

3.10.2. Coordinate sustainment of NC3 through current systems, development of future capabilities, and development of planning guidance for upcoming budget cycles IAW DAFI 13-550, *Air Force Nuclear Command, Control, and Communications*.

3.10.3. Develop and provide, in conjunction with AF/A3, AF/A5/7, AF/A6, and the MAJCOMs, strategic warfighter communications and training.

3.11. All USAF MAJCOMs and Air Force Service Component Headquarters will:

3.11.1. Provide forces in support of global contingency operations.

3.11.2. Provide command, control, and support infrastructure of the DAF components which includes component MAJCOMs and component Numbered Air Forces (NAFs).

3.11.3. Determine, in conjunction with AF/A3 and combatant commanders, what additional component NAFs, Service component commands, or component MAJCOMs will develop additional core Joint Task Force Headquarters.

- 3.11.4. Direct changes to unit integration and alignment based on strategic priorities. The Air Reserve Component, consisting of the Air Force Reserve and Air National Guard, will direct unit changes based on both strategic priorities and guidance received from the lead command (ACC).
- 3.11.5. Provide operational control, if delegated from the combatant commander, through the AOCs and operations centers critical support nodes and Air Force and Space Force Forces staff, as well as support administrative C2.
- 3.11.6. Provide a sufficient number of C2 cadre capable of performing and supporting the roles of Commander, Air Force Forces; Commander, Air Force Special Operations Forces; C/JFACC; Joint Special Operations Air Component Commander; and Commander, Joint Task Force.
- 3.11.7. Leverage advanced technology to improve situational awareness as well as the quality and speed of decision making, and focus the DAF's ability to direct kinetic and non-kinetic forces and capabilities across the full spectrum of operations and across all domains.
- 3.11.8. Ensure that both operational and tactical C2 desired learning objectives are prioritized during exercises, wargames, and training events and include learning objectives for C2 of JADO and CNI.
- 3.11.9. Ensure learning objectives drive operational-level tactics for advanced battle management, C/JADC2 force packaging, dynamic distributed control (as described in Air Force Doctrine Publication 1-1, *Mission Command*), condition-based authorities, and other comparable concepts.
- 3.11.10. Ensure that Wing and/or Delta C2 spans the full range of in-garrison, expeditionary installation, and joint basing operations (e.g., emergency operations, disaster response, combat operations, air mobility operations, etc.).
- 3.12. USSF Field Commands and Space Force Service Component Headquarters will:
- 3.12.1. Provide forces in support of global contingency operations.
- 3.12.2. Coordinate with SF/S3/4/7 and combatant commanders, to provide service command, control, and support infrastructure to support Service and Joint C2 requirements.
- 3.12.3. Determine, in conjunction with SF/S3/4/7, combatant commanders, and C-FLDCOMs which Service component commands will develop additional core Joint Task Force Headquarters.
- 3.12.4. C-FLDCOM C2 elements work with critical support nodes to support service Administrative Control (ADCON) and Operational Control (OPCON) for Service and Joint C2 requirements.
- 3.12.5. Provide a sufficient number of C2 cadre capable of performing and supporting the roles of Commander, USSF Forces (COMSPACEFOR), Commander, Joint Forces Space/Combined Component Command (C/JFSCC or C/CFSCC), or Commander, Joint Task Force.
- 3.12.6. Leverage advanced technology to improve situational awareness as well as the quality and speed of decision making to focus the DAF's ability toward direct kinetic and

non-kinetic forces and capabilities across the full spectrum of operations and across all domains.

3.12.7. Ensure that both operational and tactical C2 desired learning objectives are prioritized during exercises, wargames, and training events and include learning objectives for C2 of JADO.

3.12.8. Ensure learning objectives drive operational-level tactics for advanced battle management, C/JADC2 force packaging, dynamic distributed control, and Mission Command, condition-based authorities, and other comparable concepts (as described in Space Doctrine Publication 3-0, *Operations*; Space Force Doctrine Document 1, *The Space Force*; and Air Force Doctrine Publication 1-1, *Mission Command*).

3.12.9. Ensure Delta C2 nodes (Space mission C2 operations) integrates with AFMC (Installation mission C2 operations) for the management of Base Operations Support (BOS) functions spanning the full range of in-garrison support operations (e.g., emergency operations, disaster response, combat operations, air operations, etc.).

3.13. Air Combat Command (ACC), as lead command for air C2, will:

3.13.1. Coordinate with AF/A5/7, along with other stakeholders to develop governance for the Air Force and Space Force component C2 enterprise.

3.13.2. Manage DAF C2 requirements and capabilities as part of a single enterprise and coordinate with AF/A5/7 to determine who advocates for sustainment and modernization program resources for Air Force and Space Force components, 461st Air Control Wing, 552nd Air Control Wing, 700th Air Support Squadron, 505th Command and Control Wing (CCW) (including Combined AOC – Experimental, or CAOC-X), Air Mobility Operations Squadrons, and the Air Reserve Component units.

3.13.3. Collaborate DAF components to define AOC, operations center, and Air Force and Space Force Forces staff information exchange requirements and program for system resources to ensure geographic and global interoperability.

3.13.4. Provide requirements and direction to AOC Weapon System Program Management Office in order to field appropriate AOC hardware and software family of systems necessary for mission accomplishment.

3.13.5. Organize, train, and equip highly qualified personnel postured for the C2 of an assigned joint task force as an equitable strategic partner in the Global Response Force framework.

3.13.6. Manage Air Force tactical data links operational employment and tactical data link requirements, as an enabler of C/JADC2 to support joint and multinational interoperability.

3.13.7. Provide requirements and direction to TACS Program Management Offices in order to field appropriate TACS hardware and software family of systems necessary for TACS mission accomplishment.

3.13.8. Design, train, and certify designated core joint task force headquarters in accordance with joint standards and timelines.

3.14. Combat Forces Command (CFC) as the lead command for tactical space C2, will:

3.14.1. Recognize ongoing USSF organization and operational C2 modernization efforts which it will coordinate with along with other stakeholders to develop governance for the USSF C2 enterprise.

3.14.2. Manage USSF operational C2 requirements and capabilities as part of the DAF enterprise and coordinate with SSC and AFMC to determine who advocates for sustainment and modernization program resources.

3.14.3. Provide requirements and direction to applicable Program Management Office(s) in order to field appropriate technology and systems necessary for mission accomplishment.

3.14.4. Manage Space Force tactical data links operational employment and tactical data link requirements, as an enabler of C/JADC2 to support joint and multinational interoperability.

3.15. Air Education and Training Command will:

3.15.1. Ensure the Air Force continuum of learning accounts for joint C2 matters across a career lifecycle, and ensure the USAF integrates the requisite knowledge, skills, and abilities as an essential component of the Total Force development.

3.15.2. In conjunction with ACC, Air Force Global Strike Command, and Air Force Warfighter Integration Capability, continue to execute a wargame series to explore joint all-domain warfighting concepts to improve interoperability between air, space, nuclear, and cyber forces.

3.15.3. Ensure that Air Force Forces' development of continuum of learning incorporates joint all-domain operational concepts in support of improving joint warfighting excellence.

3.15.4. In coordination with ACC's 505 CCW, redesign training and education for operational-level C2 personnel to ensure comprehensive ability to execute C/JADC2 operations.

3.15.5. Coordinate with USSF Space Training and Readiness Command (STARCOM) on issues affecting both services as required.

3.16. USSF Space Training and Readiness Command (STARCOM) will:

3.16.1. Ensure the Space Force continuum of learning accounts for joint C2 matters across a career lifecycle, and ensure the USSF integrates the requisite knowledge, skills, and abilities as an essential component of Total Force development and integration with the DAF C2 enterprise.

3.16.2. In conjunction with Space Operations Command and SF/S5/8, continue to execute a wargame series to explore joint all-domain warfighting concepts to improve interoperability between space and cyber forces.

3.16.3. Ensure that USSF Forces' development of continuum of learning incorporates joint all-domain operational concepts in support of improving joint warfighting excellence.

3.16.4. In coordination with SF/S3/4/7 and C-FLDCOMs, redesign training and education for operational-level C2 personnel to ensure comprehensive ability to execute service C2 and joint C2 to support C/JADC2 operations.

3.16.5. Coordinate with USAF Air Education and Training Command on issues affecting both services as required.

3.17. The LeMay Center for Doctrine Development and Education will:

3.17.1. Document commanders and senior staff members organizational C2 issues for resolution and best practices for implementation. Air Force and Space Force Lessons Learned will facilitate C2 recommendations to improve doctrine, organizations, training, materiel, leadership and education, personnel, facilities and policy which informs leadership decisions.

3.17.2. Develop DAF doctrine and ensure content aligns with and informs joint doctrine of the airpower capabilities available to joint force commanders.

3.17.3. Coordinate with STARCOM Delta 10 – Doctrine Command on issues affecting both services as required.

3.18. The National Guard Bureau and Air Force Reserve Command will ensure Air Reserve Component augmentation units are organized, trained, and equipped to support both aligned Air Force Component and worldwide deployment requirements.

3.19. As outlined in Air Force Mission Directive 4 (AFMD 4), *Air Force Materiel Command*, the Air Force Materiel Command Commander is responsible for supporting life cycle management and provides installation and mission support to Air Force and Space Force commanders world-wide.

3.20. The USSF, Air Force Special Operations Command, Air Force Global Strike Command, Air Force Cyber, and Air Mobility Command will coordinate with ACC to ensure AOC and operations center weapon system program requirements, documentation, sustainment, modernization efforts, and equipment fielding plans incorporate information exchange and interoperability needs with each of the respective tailored AOC and operations center C2 systems.

3.21. The SF/S3/4/7 will:

3.21.1. Organize, train, and equip highly qualified personnel postured to support global C2 of the service and joint force as an equitable strategic partner in the Global Response Force framework.

3.21.2. Serve as the USSF lead for the DAF C2 enterprise to manage service C2 and ensure support to joint space forces, integration into combatant command joint C2, and DAF JADO.

3.21.3. As directed by the Chief of Space Operations, lead engagements with STARCOM to update service C2 and space warfighting capabilities training and doctrine. Provide mission training, validation, and exercise the USSF service C2 enterprise as part of the larger DAF C2 enterprise.

3.21.4. Coordinate with counterparts on all NC3-related issues such as sustainment of current systems, development of future capabilities, and development of planning guidance for upcoming budget cycles.

3.21.5. Establish policies and structure to organize, train, and equip the USSF C2 enterprise to include the USSF Service Watch Cell (SFSWC), all associated USSF C2

elements, and USSF C2 nodes to receive, process, disseminate, and analyze information needed to comprehensively gain and maintain situational awareness, enable operational decision making, direct forces, understand risk, and observe readiness to enable effective C2.

3.21.6. Develop and provide, in conjunction with SF/S5/8, systems that enable strategic communication and data transfer between warfighters, operations centers, and agencies of the intelligence community.

3.21.7. Develop plans for the long-term presentation of USSF forces to combatant commands to include necessary C2 nodes or C2 elements, as required.

3.21.8. Coordinate with the AF/A3 on issues affecting both services as required.

Troy E. Meink
Secretary of the Air Force

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

DoD Directive 3700.01, *DoD Command and Control Enabling Capabilities*, 22 October 2014

Air Force Mission Directive 4, *Air Force Material Command*, 13 July 2017

Air Force Policy Directive 17-1, *Information Dominance Governance and Management*, 12 April 2016

Department of the Air Force Instruction 13-550, *Air Force Nuclear Command, Control, and Communications*, 16 April 2019

Air Force Instruction 33-322, *Records Management and Information Governance Program*, 23 March 2020

Air Force Doctrine Publication 1-1, *Mission Command*, 14 August 2023

Space Doctrine Publication 3-0, *Operations*, 19 July 2023

Space Force Doctrine Document 1, *The Space Force*, 3 April 2025

Joint Publication 3-33, *Joint Task Force Headquarters*, 9 June 2022

Adopted Form

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

A3—Operations, Plans and Requirements

ACC—Air Combat Command

AFMC—Air Force Material Command

AOC—Air operations center

BCC—Battlespace control centers

C2—Command and control

C-FLDCOM—Component Field Command

CCW—Command and Control Wing

C/JADC2—Combined/Joint all-domain command and control

C/JFACC—Combined/Joint Force Air Component Commander

CMCC—Common Mission Control Center

CNI—Conventional Nuclear Integration

CFC—Combat Forces Command

DAF—Department of the Air Force

DAFI—Department of the Air Force Instruction
DAFPD—Department of the Air Force Policy Directive
DBN—DAF Battle Network
DDIL—Denied, Disrupted, Intermittent, and Limited
DoD—Department of Defense
FLDCOM—Field Command
JADO—Joint all-domain operations
MAJCOM—Major Command
NAF—Numbered Air Force
NC3—Nuclear, Command, Control and Communications
SFSWC—Space Force Service Watch Cell
SSC—Space Systems Command
STARCOM—Space Training and Readiness Command
TACS—Theater air control system
USAF—United States Air Force
USSF—United States Space Force

Office Symbols

AF/A1—Deputy Chief of Staff of the Air Force, Manpower, Personnel and Services
AF/A2—Deputy Chief of Staff of the Air Force, Intelligence, Surveillance, and Reconnaissance
AF/A3—Deputy Chief of Staff of the Air Force, Operations
AF/A4—Deputy Chief of Staff of the Air Force, Logistics, Engineering and Force Protection
AF/6—Deputy Chief of Staff for Warfighter Communications and Cyber Systems
AF/A5/7—Deputy Chief of Staff of the Air Force, Strategy, Design, and Requirements
AF/A8—Deputy Chief of Staff of the Air Force, Plans and Programs
AF/A10—Deputy Chief of Staff of the Air Force, Strategy, Deterrence, and Nuclear Integration
PAE C3BM—Portfolio Acquisition Executive for Command, Control, Communications, and Battle Management
SAF/AQ—Assistant Secretary of the Air Force, Acquisition, Technology and Logistics
SF/S3/4/7—USSF Chief Operations Officer
SF/S5/8—USSF Chief Strategy and Resourcing Officer
SF/S2—Deputy Chief of Staff of the Space Force Intelligence, Surveillance, and Reconnaissance

Terms

Agile—Able to outpace adversary action through movement and maneuver to achieve commander's intent.

Airspace Control Authority—The commander designated for overall responsibility for airspace control.

Area Air Defense Commander—The component commander with the preponderance of air defense capability and the required command, control, and communications capabilities who is assigned by the joint force commander to plan and execute integrated air defense operations. Also called AADC.

Combined/Joint Force Air Component Commander (C/JFACC)—The commander within a unified command, subordinate unified command, or joint task force responsible to the establishing commander for recommending the proper employment of assigned, attached, and made available for tasking air forces; planning and coordinating air operations; or accomplishing such operational missions.

Command and Control (C2)—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Also called C2.

Commander, Air Force Forces (COMAFFOR)—The single Air Force commander of an Air Force Service component assigned or attached to a Joint Force Commander at the unified combatant command, sub-unified combatant command, or joint task force level.

Continuity of Operations—The degree or state of being continuous in the conduct of functions, tasks, or duties necessary to accomplish a military action or mission in carrying out the national military strategy.

Decentralized Execution—Delegation of execution authority to subordinate commanders.

Distributed Control—Enables commanders to delegate authorities for planning, coordination, execution, and assessment activities to dispersed locations to achieve an effective span of control and maintain the initiative, particularly in contested environments.

Distributed Operations—When independent or interdependent forces, some of which may be outside the joint operations area, participate in the operational planning and/or decision making to accomplish missions and objectives for commanders.

Flexible—Capable of adjusting to changing requirements/conditions while taking advantage of opportunities and maximizing efficiencies.

Integration—The arrangement of military forces and actions to create a force that operates by engaging as a whole.

Interoperability—The ability to act together coherently, effectively, and efficiently to achieve tactical, operational, and strategic objectives.

Joint All-Domain Operations (JADO)—Actions by the joint force in multiple domains integrated in planning and synchronized in execution, at speed and scale needed to gain advantage and accomplish the mission.

Major Command (MAJCOM)—A major subdivision of the USAF that is assigned a major part of the USAF mission. A MAJCOM is directly subordinate to Headquarters USAF. Most MAJCOMs have the word Command as part of their designation; MAJCOM headquarters are management headquarters and thus have the full range of functional staff.

Multinational—Between two or more forces or agencies of two or more nations or coalition partners.

Multinational Force—A force composed of military elements of nations who have formed an alliance or coalition for a specific purpose.

Non-governmental organization—A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society.

Personnel—Those individuals required in either a military or civilian capacity to accomplish the assigned mission.

Policy—Guidance that is directive or instructive, stating what is to be accomplished. It reflects a conscious choice to pursue certain avenues, and not others. Policies may change due to changes in national leadership, political considerations, or for fiscal reasons. At the national level, policy may be expressed in such broad vehicles such as the National Security Strategy. Within military operations, policy may be expressed not only in terms of objectives, but also in rules of engagement—what we may or may not strike, or under what circumstances we may strike particular targets.

Reachback—The process of obtaining products, services and applications or forces, equipment, or materiel from organizations that are not forward deployed.

Shadow Network—Multi-domain military networks that serve as a development and operations environment that will allow us to experiment and rapidly design, develop and deploy enterprise-wide C2 technology.

Subordinate Unified (Sub-Unified) Command—A command established by commanders of unified commands, when so authorized by the Secretary of Defense through the Chairman of the Joint Chiefs of Staff, to conduct operations on a continuing basis in accordance with the criteria set forth for unified commands.

Support—1) The action of a force that aids, protects, complements, or sustains another force in accordance with a directive requiring such action; 2) A unit that helps another unit in battle; 3) An element of a command that assists, protects, or supplies other forces in combat.

Unity of Effort—Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization—that is the product of successful unified action.