



## **PLANNING, EXECUTION, AND ASSESSMENT**

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### **PLANNING AND ASSESSMENT**

Air Force forces (AFFOR) staffs and [air operations centers](#) (AOCs) provide the full spectrum of planning and assessment in support of homeland operations. A specific AOC provides support for each homeland AOR, aligned by both geographic combatant command and NORAD region. Geographically, US Northern Command (USNORTHCOM) is supported by Air Force-North's (AFNORTH's) 601 AOC, with the exception of Alaska. Alaskan operations are run by Alaskan Command, supported by the 611 AOC. US Pacific Command (USPACOM) is supported by [Pacific Air Forces](#) (PACAF) 613 AOC for the Pacific region.<sup>26</sup>

Additionally, each of these AOCs is in turn supported by [US Transportation Command](#) (USTRANSCOM) for air refueling, airlift, aeromedical evacuation, and specialized airlift missions. This support is provided by USTRANSCOM's air component via the 618 AOC (Tanker Airlift Control Center).

Assessment procedures in accordance with Joint Publication 5-0, [Joint Operation Planning](#) should be used to determine the effectiveness and performance of mission execution in support of homeland operations.

### **PREPAREDNESS AND RESPONSE**

Many events, from terrorist attacks to natural disasters, often occur with little or no warning. Terrorists attempt to hit quickly and decisively. A natural disaster, such as a hurricane, can begin as an event believed to be controllable, but rapidly spiral upward into one requiring greatly increased response needs. One of the best ways to mitigate those realities is to lean forward within the existing legal and policy framework. There are a number of options available for the Air Force to be fully prepared.

Installation commanders should possess a comprehensive and effective emergency management program. Preparation of standing orders provides for better readiness and faster response by the Air Force. These can include prepare-to-deploy orders,

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<sup>26</sup> NORAD assists the defense of Canada via the Canada NORAD Region (CANR), supported by Canada's CANR AOC. The territories protected by PACAF's 613 AOC, such as Hawaii and Guam, do not fall within the auspices of NORAD and therefore do not have a parallel NORAD mission.

establishment of [direct liaison authorized](#) (DIRLAUTH) relationships or command relationships, and other responsibilities, all before an event occurs. They can also include force modules with unit type codes identified, sourced, and alerted to be ready for deployment within a certain notification window. DIRLAUTH allows subordinate echelons to establish relationships within the interagency community, crossflow information, and refine plans and potential support requests. Similarly, concepts of operation help the air component prepare to act by documenting various processes, policies, and plans well before an event takes place. Air Combat Command is the lead agent for the Air Force's homeland security concepts of operation. Lastly, the standing [command and control](#) elements previously discussed enable the air component to lean forward. Once identified, the [commander, Air Force forces](#) (COMAFFOR) and staff can become experts on the plans and policies affecting operations in the homeland, ones that are substantially different than those impacting traditional operations.

In anticipation of being tasked during an actual emergency, commanders can recall personnel, run mobility processes, palletize equipment, and accomplish any other preparatory actions that will minimize the response timeline. Existing rules prohibit actual deployment of personnel until a formal request has been made, unless an immediate response resulting from a civil emergency or attack is required to save lives, prevent human suffering, or mitigate great property damage.

## **IMMEDIATE RESPONSE**

Imminently serious conditions resulting from any civil emergency or attack may require immediate action by military commanders or by responsible officials of other DOD agencies to save lives, prevent human suffering, or mitigate great property damage. When such conditions exist and time does not permit prior approval from higher headquarters, local military commanders and responsible officials of other DOD components are authorized to take necessary action to respond to requests of civil authorities, with follow-on reporting up the appropriate command chain as soon as practicable.

## **INITIAL RESPONSE**

The formal request for assistance process takes time. From the moment the initial request is sent to the DOD until military forces are on scene, critical time elapses that may result in extensive human suffering and property damage. There are actions the component commanders can take in the interim. The commanders of AFNORTH and PACAF are dual-hatted as component commanders and the Air Force regional planning agents for defense support of civil authorities (DSCA) in their respective [combatant commander's](#) (CCDR's) AORs. The respective AFNORTH and PACAF staffs and designated operations centers play a central role in providing component-level initial support to civil authorities.

In general, to execute a component-level initial response effort, the regional planning agents should:

- ★ Quickly establish lines of communication to facilitate requests for assistance, as well as coordinate with the respective CCDR and civil authorities through the assigned defense coordinating officer and emergency preparedness liaison officer.
- ★ Develop courses of action appropriate for Air Force support and response capabilities.
- ★ Perform risk management categorizing hazards and assigning risk controls to the appropriate level of leadership.
- ★ Identify potential Air Force capabilities.
- ★ Establish lines of command and control for Air Force forces.
- ★ Plan for the efficient hand-off to follow-on forces.

## **INCIDENT MANAGEMENT ACTIONS**

When the Secretary of Defense approves use of military forces to aid in a domestic incident, the corresponding combatant command establishes a command structure to conduct the response, incorporating the appropriate Air Force response forces and capabilities. Air Force organizations use the Air Force Incident Management System structure to organize response forces for compatibility and integration with domestic response organization incident management systems. As the operation progresses, military forces will receive direction from civil authorities on how to respond; this will continue until the emergency subsides. Air Force forces should be used for what they have been trained. For example, civil engineer personnel can be used to help provide incident C2 in accordance with the National Incident Management System, perform hazardous materials response, and help move rubble in a natural disaster; medical professionals can treat the sick and wounded; airlift forces can be used to transport humanitarian supplies; and other forces can provide support in their areas of expertise.

## **SUPPORT TO CIVILIAN LAW ENFORCEMENT**

The [Posse Comitatus Act](#) (PCA) restricts direct military involvement for law enforcement purposes, except as authorized by Congress and the US Constitution, called military support to civilian law enforcement agencies. For more information see the discussion on [force presentation for DSCA](#).

## **NATIONAL SPECIAL SECURITY EVENTS**

Terrorist attacks against highly visible, well-attended events can have a significant impact on our country because of the physical and psychological damage. When designated by the Secretary of Homeland Security, in accordance with [18 U.S.C. §3056](#), these events are called national special security events (NSSE).

Examples include the State of the Union Address and national political party conventions. Presidential Decision Directive 62, *Protection Against Unconventional Threats to the Homeland and Americans Overseas*, reaffirms the domestic lead agencies and their responsibilities. It outlines the roles and responsibilities of other federal agencies, including the Public Health Service, the Environmental Protection Agency, the [Department of Energy](#), the [Federal Bureau of Investigation](#), the [US Secret Service](#), [Federal Emergency Management Agency](#), and others. Air Force forces can provide a wide range of support, such as assisting in command and control; performing air patrols; and providing medical support, military working dogs, logistical support, and response if a crisis occurs. Many of the NSSE are vulnerable to air threats, so an air sovereignty mission is expected.

## **DEFENSE OF CRITICAL INFRASTRUCTURE ASSETS**

Certain infrastructure within the US is critical to the defense and normal function of the nation. If this infrastructure were disrupted by a manmade or natural disaster, it could cause grave damage. Examples include national missile defense sites, the National Capital Region, communications and networking infrastructure, and electrical generation plants. DOD can be called on to help protect such installations from attack and to respond if a disaster occurs. The Air Force should be prepared in case it is called on to detect, preempt, respond to, mitigate, and recover from any potential threat to the nation's critical infrastructure.

## **MILITARY ASSISTANCE TO CIVIL DISTURBANCES**

The Enforcement of the Laws to Restore Public Order Act is an exception to the normal prohibition of military forces performing direct law enforcement duties in the civilian communities. Under certain conditions the President may invoke this act to send in DOD forces to help control a situation. If Air Force forces are employed, they should normally be trained and equipped to handle civil disturbances and operate under very specific rules of engagement and rules for the use of force. Since National Guard forces in state status and under the control of a governor do not have the same restrictions (for PCA purposes) as active duty forces, they may be the force of choice.

## **INTERAGENCY COOPERATION**

When a domestic incident occurs, many federal, state, and local agencies will be involved. Air Force personnel should be aware of the different agencies to facilitate effective and efficient support. With the exception of [homeland defense](#) missions, a civilian agency will be in charge of the incident and military assistance will be similar to a direct support role.

Although the Air Force can provide many capabilities, often there is another service or agency better suited to a particular mission. For example, the Air Force has the ability to respond with [chemical, biological, radiological, and nuclear](#) response forces and

medical teams. However, depending on the scenario, the [Centers for Disease Control](#) may be the more appropriate federal agency to lead a response to a biological event.

The COMAFFOR should have a clear understanding of the capabilities, shortfalls, and legal limitations on the use of forces. The COMAFFOR and staff should also have a similar understanding of other agencies in order to plan appropriately. By leveraging the strengths and weaknesses of all agencies, and building strong peacetime relationships, the COMAFFOR can help assure mission success as a whole.

## **LEAD FEDERAL AGENCIES**

During an emergency or other event, there may be a lead federal agency (LFA) designated to lead and coordinate the overall federal response to an emergency. Designation and responsibilities of a lead federal agency vary according to the type of emergency and the agency's statutory authority. When planning Air Force responses to potential scenarios, Airmen should consider which agency could be designated as the LFA. Planners should discern the legal charge and authorities of LFAs to better understand how the COMAFFOR can seamlessly employ Airmen to assist during an incident.

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