



# CURTIS E. LEMAY CENTER

FOR DOCTRINE DEVELOPMENT AND EDUCATION



## ANNEX 2-0 GLOBAL INTEGRATED INTELLIGENCE, SURVEILLANCE & RECONNAISSANCE OPERATIONS

### COMMAND AND ORGANIZATION OF GLOBAL INTEGRATED ISR FORCES

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Global integrated [intelligence, surveillance, and reconnaissance](#) (ISR) operations are conducted across the [range of military operations](#) (ROMO). The Air Force organizes, trains, and equips forces to be employed in accordance with combatant commander (CCDR) direction. CCDRs typically employ intelligence related assets (assigned or attached forces) through their intelligence (J2) staffs for day-to-day operations. When a joint task force (JTF) is created, the joint force commander (JFC) integrates the actions of assigned, attached, and supporting ISR forces within the operational area. Collection operations management (COM) of airborne ISR is usually delegated to the commander, Air Force forces (COMAFFOR).

Global integrated ISR provides integrated ISR to a diverse set of consumers including, but not limited to, national agencies; geographic, functional, or Service components; multinational partners; and unit-level decision makers.

Command relationships delineate the degree of authority commanders have over forces. Understanding these authorities and how they fit in the [planning and direction; collection; processing and exploitation; analysis and production; and dissemination](#) (PCPAD) process is critical for global integrated ISR operations. This section discusses global integrated ISR command relationships from the perspectives of CCDR, JFC, COMAFFOR, and national leaders. It also describes the types of Air Force organizations that conduct or utilize global integrated ISR operations. Refer to Air Force Doctrine Annex 3-30, [Command and Control](#), and JP 1, [Doctrine for the Armed Forces of the United States](#), for detailed discussion of command relationships.

#### THE COMBATANT COMMANDER

The CCDR employs assigned and attached ISR forces to achieve national and theater objectives. If necessary the CCDR will coordinate with other combatant commands through the Global Force Management (GFM) process to use assets not normally assigned to his theater, or coordinate the cooperative use of assets to improve coverage. Based on guidance and direction from the CCDR, the CCDR's J2 and operations (J3) staff develop an overall theater collection strategy and posture for the execution of the ISR missions.

At the theater level, the geographic CCDR exercises [collection management authority](#) (CMA) for collection operations in his theater. CMA involves two complementary functions: [collection requirements management](#) (CRM), defining what targets intelligence systems should collect; and [collection operations management](#) (COM), specifying how to satisfy the requirement. CRM focuses on the requirements of the customer, is all-source oriented, and advocates what information is required for collection. The collection management functions drive the planning and direction phase of the PCPAD process.

The CCDR may delegate [operational control](#) (OPCON) or [tactical control](#) (TACON) over some theater ISR assets to subordinate commanders. The CCDR, however, retains the authority to validate and prioritize requirements that will be collected by theater ISR assets.

## **THEATER J2 RESPONSIBILITIES**

Joint task forces are normally organized with a combination of Service and functional component commands. The theater J2 should remain informed of all ISR requirements being levied on assets and resources within the CCDR's area of responsibility (AOR). The theater J2 normally retains collection management authority (i.e., to validate, to modify, or to non-concur) over all theater ISR requirements within the AOR. The theater J2 executes these responsibilities through the CCDR's joint intelligence operations center (JIOC).

Tasking and employment of any ISR asset required to support more than one JTF (or geographic command) commander is coordinated and deconflicted by a common superior commander to the JTF commanders.

## **THE JOINT FORCE COMMANDER**

The JFC provides direction for component commands to employ assigned forces to achieve campaign objectives. The JFC normally delegates OPCON of assigned/attached Air Force ISR assets to the COMAFFOR. The COMAFFOR then is responsible for tasking these ISR assets to support combat operations via the air tasking order (ATO).

The JFC's staff is responsible for developing a collection strategy and execution posture for ISR missions and coordinating with national agencies. The JFC establishes priorities for ISR operations which align with national and theater objectives. The JFC J2 reviews, validates, and prioritizes all outstanding intelligence requirements, whether originating from the JFC J2 staff or a subordinate component. High priority, time-sensitive requirements are identified and pre-validated by the JFC for the COMAFFOR to consider for dynamic retasking during execution of ISR operations. Additionally, CCDR and JFC staffs produce theater plans, such as operations plans (OPLANs) and operations plans in concept format (CONPLAN), and tailors joint operations area (JOA) ISR assets to meet crisis requirements. The JFC may retain CRM responsibilities and delegate the responsibility for COM for the JOA to the supported commander for theater ISR, which is typically the COMAFFOR. The COMAFFOR, when dual-hatted as JFACC, is uniquely positioned to execute COM in the operational area (OA). As the

supported commander for theater ISR, the COMAFFOR can leverage the air operations center (AOC), and its supporting C2 mechanism, to integrate CRM and COM. With any command relationship pertaining to ISR forces, care should be taken to understand and align Title 10, United States Code (U.S.C.) and Title 50, U.S.C., authorities to avoid potential conflicts of interest or authorities. Placing the ISR organizations in support of a JFC maintains this integrity by ensuring Title 10/Title 50 command lines are coherent. The supported commander then communicates and prioritizes requirements to enable adequate ISR support.

The JFC's staff, in conjunction with component staffs, is responsible for development of a shared production architecture that leverages reachback, distributed, and federated partners for intelligence exploitation and analysis, leveraging the support of organic capabilities at the component and JTF level, the Services, other CCDRs, and national agencies to ensure complete coverage of all requirements. Finally, in conjunction with functional and service components and coalition partners, the JFC and/or COMAFFOR may request ISR capabilities (personnel, platforms, etc.) to support current and planned requirements that exceed assigned/attached capabilities.

## **THE COMMANDER, AIR FORCE FORCES**

The JFC normally delegates OPCON over assigned/attached Air Force forces to the COMAFFOR. The COMAFFOR also exercises [administrative control](#) (ADCON) over assigned and attached Air Force forces via the Service chain of command. The JFC also normally designates the COMAFFOR as the [joint force air component commander](#) (JFACC) area air defense commander, airspace control authority, and space coordinating authority.

If the JFC does not designate a JFACC, the COMAFFOR typically serves as the supported commander for theater ISR. During operations, collection managers (CMs) communicate the COMAFFOR's taskings through scheduling messages and by assembling a prioritized list of collection objectives. The COMAFFOR tasks attached and assigned airborne, space, and cyberspace capabilities via the ATO and CMs assemble a prioritized list of collection objectives. Specific collection objectives are then tasked in the reconnaissance, surveillance, and target acquisition (RSTA) annex to the ATO which is guided by the ISR strategy developed during the [joint air operation plan](#) (JAOP) process.

## **DEPARTMENT OF DEFENSE**

The DOD develops the annual global theater ISR allocation plan and provides ISR sourcing recommendations in response to CCDR emergent requests and national intelligence requirements. In addition, PCPAD capacity is aligned with ISR allocation. Gaps in capability and shortfalls in capacity are identified. Furthermore, DOD also develops strategies and plans integrating and synchronizing the employment of national, DOD, and international partner capabilities.

## **HEADQUARTERS AIR FORCE (AF) A2, DEPUTY CHIEF OF STAFF OF THE AIR FORCE FOR ISR**

The Deputy Chief of Staff (DCS) of the Air Force for ISR, AF/A2, assists the Secretary of the Air Force and Chief of Staff in accomplishing the global integrated ISR mission of the Department of the Air Force. The DCS for ISR is the Air Force's Senior Intelligence Officer (SIO), representing the Air Force to national intelligence community (IC) through the Office of the Director of National Intelligence (ODNI). As the SIO for a designated IC organization, the DCS for ISR is responsible for integrating as well as leveraging AF and national capabilities, collaborating and sharing information while protecting the integrity of the intelligence process, and establishing the necessary linkages between planning and execution for integrated AF and IC capabilities. The DCS for ISR is the principal AF advisor to national-level and DOD-level executive forums focusing on effectively integrating ISR programs and capabilities nationally and internationally.

### **AIR COMBAT COMMAND (ACC)**

ACC implements HQ AF policy and guidance in order to plan, program, budget, and execute ISR-related resources and activities. Specifically, ACC provides combat ready ISR forces, support, and equipment to CCMDs when directed. ACC meets this responsibility by acting as the ISR global force manager (GFM) and functioning as Lead Command/MAJCOM for managing and modernizing numerous ISR sensors and collection platforms, DCGS, GEOINT, science and technology intelligence (S&TI), MASINT, SIGINT, all-source analysis, targeting, and ISR products.

### **25TH AIR FORCE**

25th AF is subordinate to ACC and executes global integrated ISR responsibilities in support of CCMDs and Combat Support Agencies.

### **AIR FORCE COMPONENT A2**

As the Air Force Service component commander for the joint force, the COMAFFOR is responsible for presenting Air Force global integrated ISR capabilities to the JFC. The COMAFFOR's A2 [guides Air Force intelligence forces](#) by recommending policy and guidance and ensuring coordination among various intelligence functions. The A2 is responsible for intelligence plans and programs, sensitive compartmented information management, intelligence liaison, foreign disclosure and intelligence information management functions.<sup>1</sup> The intelligence structure should be designed to expedite tailored intelligence to operational units. The A2 is responsible for intelligence support to the COMAFFOR and assigned/attached Air Force component forces. This includes the following:

- ✦ Serves as Air Force forces SIO. Advises the COMAFFOR on all intelligence matters impacting mission accomplishment.
- ✦ Recommends Air Force intelligence policy and guidance for operations within the JOA.

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<sup>1</sup> AFI 14-202v3, *General Intelligence Rules*.

- ✦ Establishes, coordinates, and monitors AFFOR ISR requirements and capabilities to support operations in the JOA.
- ✦ Coordinates and monitors JFC global integrated ISR requirements.
- ✦ Coordinates with JFC staff to establish relationships governing federated global integrated ISR operations and distributed operations in theater.
- ✦ Validates unit intelligence and systems requirements and manages fielding and operation of automated intelligence systems.
- ✦ Participates in the contingency planning processes and development of services annexes to CONPLANS, OPLANS, planning orders (PLANORDs), and operation orders (OPORDs).
- ✦ Assists the A3/5 in developing the Air Force component commander's critical information requirements (CCIRs).
- ✦ Plans and develops implementing instructions for wartime intelligence support including augmentation of joint forces.
- ✦ Plans intelligence architecture support to satisfy Service-specific weapon system employment requirements in accordance with theater/JOA OPLANS.
- ✦ Establishes procedures for and manages theater/JOA production requests and requests for information (RFIs).
- ✦ Validates, prioritizes, and sources unit requirements for intelligence information.

## **THE ISR DIVISION**

The air operations center (AOC) provides operational-level command and control (C2) of air component forces as the focal point for planning, executing, and assessing air component operations. The ISR division (ISR D) of the AOC integrates the JFC's theater-wide global integrated ISR capabilities, to include distributed support. Central functions of the ISR D include planning, collection management and analysis.

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