

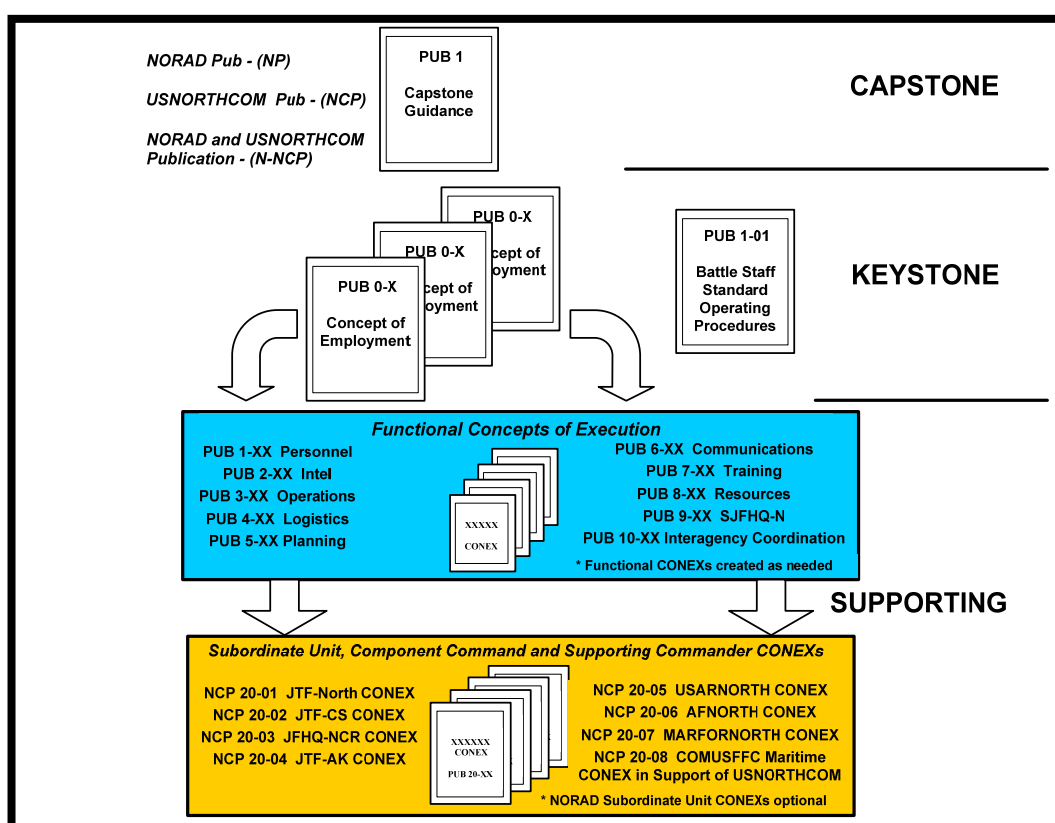
**NORTH AMERICAN AEROSPACE DEFENSE
COMMAND
AND
UNITED STATES NORTHERN COMMAND**



**NORAD AND USNORTHCOM
PUBLICATION 1-01
BATTLE STAFF
STANDARD OPERATING PROCEDURES**

11 March 2011

NORAD AND USNORTHCOM PUBLICATION SERIES



The **NORAD and USNORTHCOM Publication Series** is organized into a comprehensive hierarchy as shown in the chart above.

- **Capstone publications** constitute the foundation for the Publication Series and provide the Commands' strategic-level guidance, direction and doctrine. These capstone publications link the series to the Secretary of Defense and Chief of Defence Staff and Chairman of the Joint Chiefs of Staff direction and joint doctrine.
- **Keystone publications** are based upon specific Command missions as determined by the Commander. Keystone publications are called Concepts of Employment and provide operational-level guidance, force employment direction and Tactics, Techniques and Procedures (TTP). They are numbered 0-X. Keystone publications include the Commands' Battle Staff Standard Operating Procedures (BSOP). Series numbers 1-01 through 1-05 are reserved for BSOP publications.
- **Supporting Publications** provide execution-level guidance, force employment direction and TTP. These supporting publications are called Concepts of Execution (CONEX) and can be functionally aligned or created by a subordinate commander, an assigned component command headquarters or supporting commander. Functional CONEXs are numbered to correspond to the sponsoring NORAD and USNORTHCOM sponsoring directorate. Subordinate unit CONEXs are assigned specific numbers and titles corresponding to each organization.

N-NCP 1-01, BSOP – SUMMARY OF CHANGES

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	POSTED BY	REMARKS

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LETTER OF PROMULGATION

The United States Northern Command (USNORTHCOM) was established on October 1, 2002 to provide unity of command among the United States Armed Forces for homeland defense and civil support. USNORTHCOM is a unique geographic combatant command because the United States homeland is within our area of responsibility. Additionally, USNORTHCOM is unique because it is combined with the North American Aerospace Defense Command (NORAD), a Canada and United States bi-national organization, charged with the missions of aerospace and maritime warning and aerospace control for North America. Together our two Commands have helped redefine jointness, and improved interoperability between the United States and Canada and their interagency communities. Our Commands have forged new relationships and conducted extensive exercises and operations in concert with the total force and total national team to ensure the defense of Canada and the United States.

The NORAD and USNORTHCOM Publication Series is the authoritative reference suite that defines the two Commands' missions and structure, force employment objectives, mission area planning considerations and operational processes from the strategic to the tactical level. The NORAD and USNORTHCOM Publication Series also defines the Commands' doctrine, as well as their operational tactics, techniques, and procedures (TTP). The NORAD and USNORTHCOM Publication (N-NCP) 1-01 *Battle Staff Standard Operating Procedures* (BSOP) is part of the Publication series.

This *BSOP* is directive for all NORAD and USNORTHCOM Battle Staff personnel and compliance is mandatory. Its procedures and checklists are intended to ensure processes critical to mission success are reliable, repeatable and efficient.

For the Commander NORAD and USNORTHCOM:



HOWARD N. THOMPSON
Major General, USAF
Chief of Staff

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TABLE OF CONTENTS

CHAPTER	PAGE
SUMMARY OF CHANGES	iii
LETTER OF PROMULGATION	v
TABLE OF CONTENTS	vii
TABLE OF FIGURES AND TABLES	ix
1 BATTLE STAFF ORGANIZATION AND FUNCTIONS.....	1-1
1.1 Introduction	1-1
1.2 Purpose and Scope of the Battle Staff Standard Operating Procedures	1-2
1.3 NORAD and USNORTHCOM Battle Staff Organization.....	1-3
1.4 Command Executive Group	1-4
1.5 Battle Staff Core Centers.....	1-5
1.6 Supporting Nodes: Centers, Cells, Boards and Working Groups.....	1-5
1.7 Battle Staff Training, Certification, Exercise and Evaluation	1-6
2 BATTLE STAFF CORE CENTERS OPERATIONAL INTEGRATION	2-1
2.1 Purpose	2-1
2.2 Routine Operations and Transition to Contingency Operations	2-1
2.3 Battle Staff Activation Levels.....	2-2
2.4 Battle Staff Activation Execution.....	2-5
2.5 Battle Staff Resourcing	2-9
2.6 NORAD and USNORTHCOM Crisis Core Battle Rhythm	2-14
2.7 NORAD and USNORTHCOM Joint Operation Planning Process	2-18
2.8 NORAD and USNORTHCOM Battle Staff Overall Responsibilities.....	2-24
2.9 Battle Staff Core Center Integration.....	2-25

TABLE OF CONTENTS (CONT)

CHAPTER	PAGE
2.10 Products of the N-NC Joint Operation Planning Process	2-35
2.11 Commander's Critical Information Requirements	2-43
2.12 Return to Normal Operations	2-43
ANNEX/APPENDIX/TAB	
A NORAD AND USNORTHCOM COMMAND CENTER	A-1
B USNORTHCOM FUTURE OPERATIONS CENTER	B-1
C NORAD FUTURE OPERATIONS CENTER.....	C-1
D NORAD AND USNORTHCOM FUTURE PLANS CENTER	D-1
E CORE CENTER SUPPORTING CENTERS, CELLS, BOARDS AND WORKING GROUPS	E-1
E.1 INTELLIGENCE OPERATIONS SUPPORT CENTER.....	E.1-1
E.2 USNORTHCOM COMPARTMENTED PLANNING AND OPERATIONS CENTER.....	E.2-1
E.3 USNORTHCOM CURRENT OPERATIONS CENTER.....	E.3-1
F HEADQUARTERS SUPPORT OF THE BATTLE STAFF	F-1
GL GLOSSARY OF ABBREVIATIONS	GL-1

LIST OF FIGURES

FIGURE		PAGE
1-1	NORAD AND USNORTHCOM BATTLE STAFF OPERATIONAL CONSTRUCT..	1-4
2-1	NOTIFICATION AND ACTIVATION FLOW CHART.....	2-2
2-2	BATTLE STAFF ACTIVATION LEVELS	2-3
2-3	NORAD AND USNORTHCOM CORE BATTLE RHYTHM	2-15
2-4	NORAD AND USNORTHCOM JOINT OPERATION PLANNING PROCESS WITH KEY INFORMATION AND <i>JOPES</i> PRODUCTS.....	2-23
2-5	NORAD CRISIS ACTION PLANNING.....	2-32
2-6	KEY CORE CENTER RELATIONSHIPS	2-35
2-7	OBSERVATION COLLECTION AND AFTER ACTION PROCESS.....	2-44

LIST OF TABLES**TABLE**

2-1	BATTLE STAFF RESOURCING MATRIX	2-9
2-2	NORAD COLLABORATION MATRIX FOR N-NC JOPP	2-37
2-3	USNORTHCOM COLLABORATION MATRIX.....	2-41

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CHAPTER 1

BATTLE STAFF ORGANIZATION AND FUNCTIONS

1.1 Introduction

1.1.1 NORAD and USNORTHCOM Publication Series

The North American Aerospace Defense Command (NORAD) and U.S. Northern Command (USNORTHCOM) Publication Series is the authoritative reference defining the Commands' missions and structure, force employment objectives, mission area planning considerations and operational processes from the strategic to the tactical level. The NORAD and USNORTHCOM Publication Series also defines the Commands' doctrine, as well as their operational tactics, techniques, and procedures (TTP). The NORAD and USNORTHCOM Publication Series is authoritative because it defines the actions and methods implementing joint doctrine and describes how assigned and attached military forces will be employed in the Commands' joint and combined operations. The NORAD and USNORTHCOM Publication Series consists of:

- Capstone publication: USNORTHCOM Publication (NCP) 1, *Capstone Guidance*
- Keystone publications:
 - NCP 0-1, *Homeland Defense Concept of Employment* (HD CONEMP)
 - NCP 0-2, *Civil Support Concept of Employment* (CS CONEMP)
 - NORAD and USNORTHCOM Publication (N-NCP) 1-01, *Battle Staff Standard Operating Procedures* (BSOP)
- Supporting publications: Supporting publications provide execution-level operational and tactical guidance, force employment direction and TTP. Supporting publications are called concepts of Execution (CONEX). These supporting publications can be functionally aligned (e.g., NCP 3-05 *Joint Task Force Concept of Execution*) or created by a subordinate unit (e.g., NCP 10-01, *Joint Task Force North Concept of Execution*), assigned component command headquarters (e.g., NCP 10-05, *Army Forces North Concept of Execution*) or supporting commander (e.g., NCP 10-08, *United States Fleet Forces Command Concept of Execution in Support of USNORTHCOM*)

NORAD and USNORTHCOM Instruction (N-NCI) 10-154, *NORAD and USNORTHCOM Publication Series* provides further background on the Publication series policy and purpose.

1.1.2 NORAD and USNORTHCOM Battle Staff

The NORAD and USNORTHCOM Battle Staff is activated during contingencies and crises to facilitate the Commander's timely strategy and operational decision making. The NORAD and USNORTHCOM Battle Staff task organizes using an adaptive joint headquarters construct, integrating J-code staff, special staff and agency liaisons into various Battle Staff nodes. This cross-functional Battle Staff organization ensures processes critical to the NORAD and USNORTHCOM missions are reliable, repeatable and efficient, and minimizes functional stove piping. The adaptive joint headquarters construct evolves beyond the traditional J-code staff organization thereby creating a Battle Staff organization optimized to execute cross-functional, joint war fighting processes to improve collaboration and increase understanding of the operational environment.

Though NORAD and USNORTHCOM are separate commands with different establishing authorities, they have complimentary missions. The two Commands share common values, understanding the urgency and significance of their duties in light of very real and present dangers. Operations and incidents could occur within the NORAD area of operations (AO) and USNORTHCOM area of responsibility (AOR) that would involve responses by both Commands. Canada and the United States also share a common border and have mutual defense and civil support and civil assistance interests. The NORAD and USNORTHCOM Battle Staff organization and processes defined in this *BSOP* are intended to ensure the two Commands' missions are accomplished effectively, efficiently and in close cooperation.

1.2 Purpose and Scope of the Battle Staff Standard Operating Procedures

1.2.1 Purpose

The *BSOP* describes the organization, processes and procedures facilitating the efficient flow of information across the Battle Staff supporting the Commander's strategic and operational decision-making. The information in this *BSOP* ensures processes critical to mission success are codified, reliable, repeatable and efficient. The *BSOP*:

- Identifies the conditions and procedures for activating the NORAD and USNORTHCOM Battle Staff
- Identifies key, high-level processes and procedures that integrate operations and planning products across the Battle Staff organizational nodes for mission success
- Conveys these processes and procedures in a standard, clear and simple format
- Focuses the battle staff on the production and integration of key operations and planning products through the Battle Staff Core Centers

The *BSOP* is the authoritative document for NORAD and USNORTHCOM Battle Staff operations, training and exercises, and for developing internal battle staff node processes, procedures and position checklists. **This NORAD and USNORTHCOM publication is directive and compliance is mandatory.**

1.2.2 Scope

The *BSOP* provides the internal operating processes and procedures for the NORAD and USNORTHCOM Battle Staff to accomplish both Commands' missions and is directive for all NORAD and USNORTHCOM headquarters personnel; compliance is mandatory. Direct reporting units such as joint task forces (JTF), Regions, components and subordinates are outside the scope of this *BSOP* and they will independently develop their own internal processes and procedures. However, the *BSOP* is intended to complement external processes and facilitate the exchange of information with all supporting and supported organizations. Though the NORAD and USNORTHCOM missions are often closely aligned, there are some battle staff processes unique to each Command, which are noted, where appropriate, throughout the *BSOP*.

The *BSOP* contains the key and integrating Battle Staff Core Center and supporting node processes and procedures. Individual position checklists, internal battle staff node procedures and other internal, unique supporting processes and procedures are maintained separately by the respective battle staff nodes.

Recommended improvements and changes to the processes, procedures and checklists in this *BSOP* must be identified in after action reports (AAR) and reported directly to the *BSOP* Office of Primary Responsibility (OPR): USNORTHCOM Readiness and Information Division (NC/J37). All AARs and reports will be reviewed by the OPR, who will ensure the *BSOP* is updated, as appropriate.

1.3 NORAD and USNORTHCOM Battle Staff Organization

Headquarters NORAD and Headquarters USNORTHCOM accomplishes its routine operations within the traditional J-code staff organizational structure and transitions to the NORAD and USNORTHCOM Battle Staff construct in response to preplanned events or contingencies as directed by the Commander. For preplanned events (contingency planning), the NORAD and USNORTHCOM Chief of Staff (N-NC/CS) will designate an OPR to stand up a joint planning team (JPT) or operations planning team (OPT). These teams can be led by any directorate, but are typically led by the Directorate of Strategy, Policy and Plans (N-NC/J5), NORAD Directorate of Operations (N/J3) or USNORTHCOM Directorate of Operations (NC/J3). The work of the JPT or OPT is conducted outside of the Battle Staff organization and processes, but may be transitioned to the Battle Staff's crisis action planning (CAP) responsibility as the preplanned event approaches. The Battle Staff is designed to provide cross-functional expertise and leverage information technology to improve collaboration and decision superiority in CAP. The NORAD and USNORTHCOM Battle Staff's primary role is to support the Commander's operational decision-making process during CAP and execution. The Battle Staff coordinates and collaborates with higher, adjacent, supporting, supported commands and agencies internal and external to the Department of Defense (DOD). This *BSOP* generally assumes Battle Staff activation will be required for a period between 12 hours and 30 days. However, such activation (Chapter 2) is scalable based on the nature and magnitude of the crisis or contingency.

The NORAD and USNORTHCOM Battle Staff is a three-tiered organization:

- The Command Executive Group (CEG), led by the Battle Staff Executive Director (N-NC/CS)
- Battle Staff Core Centers
 - NORAD and USNORTHCOM Command Center (N2C2)
 - NORAD Future Operations Center (N/FOC)
 - USNORTHCOM Future Operations Center (NC/FOC)
 - NORAD and USNORTHCOM Future Plans Center (FPC)
- Battle Staff supporting nodes (i.e., Centers, Cells, Boards and working groups [WG], as required)

Figure 1-1 depicts the NORAD and USNORTHCOM Battle Staff organization in a line and block chart.

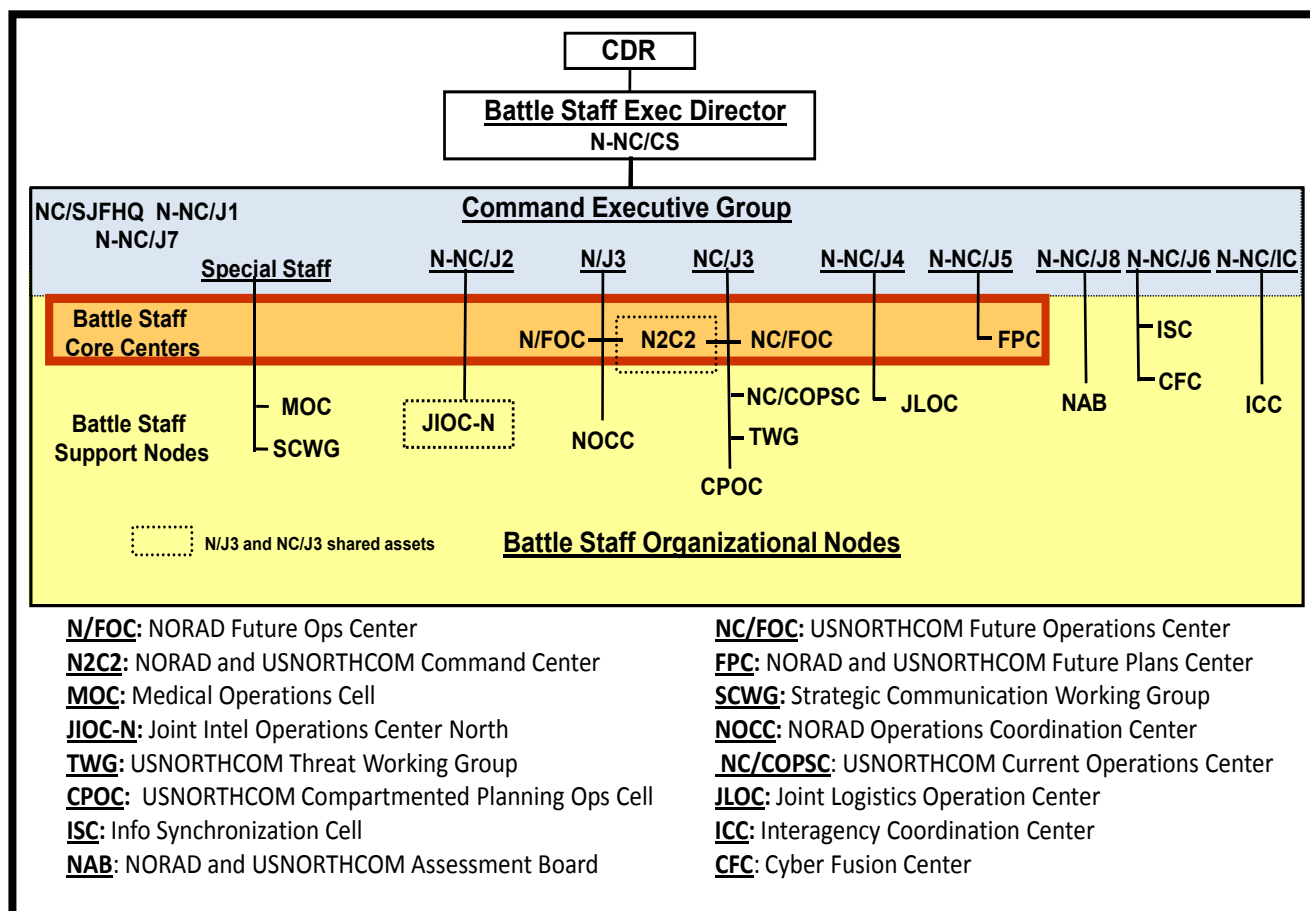


FIGURE 1-1
NORAD AND USNORTHCOM BATTLE STAFF OPERATIONAL CONSTRUCT

When continuity of operations (COOP) is directed by the Commander, the Battle Staff will be relocated in accordance with the current NORAD and USNORTHCOM COOP Operations Plan.

1.4 Command Executive Group

The CEG has two key responsibilities. First and foremost, as the Commands' senior leaders, the CEG provides advice, counsel and recommendations to the Commander. This includes CEG members providing the Commander with their functional area expertise and experience and approving draft operational decision making products for the Commander's approval. Second, the CEG provides guidance, priorities and direction to the Battle Staff in both its daily operations and development of key Battle Staff products for the Commander's approval and release. In both cases, the intent is to facilitate the Commander's decision making.

1.4.1 Battle Staff Executive Director

The CEG is led by the Battle Staff Executive Director (the N-NC/CS or, in his absence, the NC/J3). Principal Battle Staff Executive Director duties include:

- Activates the appropriate Battle Staff Core Centers and supporting nodes, and resources additional Battle Staff augmentees from the NORAD and USNORTHCOM Headquarters Element (non-battle rostered personnel) to meet mission requirements
- Assumes responsibility from the N2C2 for directing Battle Staff response to the crisis not later than (NLT) the incident notification (or receipt of mission) plus two hours (N+2)
- Establishes the NORAD and USNORTHCOM Joint Operation Planning Process (N-NC JOPP) initial operational timeline and its updates for the Commander's approval
- Synchronizes battle rhythm briefings, meetings and products to meet the Commander's intent and direction based on event-specific timelines and aligned to external briefings for National Authorities (e.g., Prime Minister of Canada, President of the United States [POTUS], Canadian Chief of Defence Staff, Secretary of Defense (SecDef), principal federal official [PFO])
- Chairs the Command Coordination Board (CCB)

1.4.2 CEG Membership

The CEG is comprised of the directors of all NORAD and USNORTHCOM J-code and Special Staff Directors, N-NC/IC and NC/SJFHQ. The CEG convenes to coordinate and prioritize staff actions, provide guidance and make decisions at the General Officer/Flag Officer (GO/FO) level in support of the Commander.

1.5 Battle Staff Core Centers

Battle Staff Core Centers are responsible for conducting and integrating all operational-level mission planning, orders production and execution, in accordance with the N-NC JOPP defined in Chapter 2. Battle Staff supporting nodes (see paragraph 1.6) provide their products directly to and in support of the Core Centers. Battle Staff Core Centers are led by a chief (e.g., NC/FOC Chief). Each Core Center's responsibilities are described in detail in chapter 2.

1.6 Support Nodes: Centers, Cells, Boards and Working Groups

Battle Staff support nodes (centers, boards, cells and WGs) are activated to support the CEG and the Core Centers by providing specialized expertise, coordination and collaboration on Battle Staff plans, orders and execution products. All supporting node products created are in support of the Core Centers and will be coordinated and presented to the CEG and Commander through the appropriate Core Center. Battle Staff support nodes are led by a chief (e.g., Joint Logistics Operations Center [JLOC] Chief). Chapter 2 identifies all Battle Staff products and OPRs. All Battle Staff supporting node products will be included in these tables to identify the specific Core Center that is being supported.

1.6.1 Supporting Centers

Supporting Centers are standing organizations conducting support planning. Centers perform 24-hour operations on a continuous basis during normal operations, or are stood up to perform 24-hour Battle Staff operations on an as-needed basis. Centers normally have an assigned work area with specialized equipment (e.g., network management tools, analysis software and hardware) or secure area for classified information processing (e.g., sensitive compartmented information facility [SCIF]). An example of a center is the Interagency Coordination Center (ICC).

1.6.2 Supporting Cells

Supporting Cells are non-standing, functionally-oriented organizations meeting on a regular basis to provide inputs to Core Centers, WGs and/or boards. An example of a cell is the USNORTHCOM Compartmented Planning and Operations Cell (CPOC).

1.6.3 Supporting Boards

Supporting Boards are non-standing organizations with designated membership meeting, as required to conduct their business. A typical board has a charter and is headed by a senior person (O-6 or Government Service [GS] equivalent).

1.6.4 Supporting Working Groups

Supporting WGs are mission-tailored, non-standing organizations for a specific event or action. WGs provide input to J-code directorates and staffs and to Battle Staff centers, boards and cells.

1.7 Battle Staff Training, Certification, Exercise and Evaluation

This *BSOP* is the directive document for NORAD and USNORTHCOM Battle Staff operations, training and exercises, and for developing internal Battle Staff node processes, procedures and position checklists. All NORAD and USNORTHCOM J-Code and Special Staff Directors are responsible for the training and certification of their personnel serving on the Battle Staff; this includes personnel battle rostered to serve in Battle Staff positions outside of their directorate. Personnel must be trained by qualified trainers and certified for a specific Battle Staff position by their respective director, deputy director or the director's designated representative before they can serve as a Battle Staff member.

Specific functional area training requirements to qualify personnel for their particular area of expertise are identified in the respective organization's annex. Functional area-training materials are not included in the annexes; however, the training requirement is specified along with the location of training materials.

Evaluations of both exercise and crisis events will include the adequacy of personnel training and certifications of Battle Staff personnel. Battle Staff personnel compliance with the TTP in this *BSOP*, as well as how this *BSOP* can be improved, will also be included in evaluations.

CHAPTER 2

BATTLE STAFF CORE CENTER OPERATIONAL INTEGRATION

2.1 Purpose

This chapter describes how the Battle Staff Executive Director (N-NC/CS) transitions the NORAD and USNORTHCOM headquarters staffs from day-to-day J-Code operations to the Battle Staff during crisis, contingencies and exercises. The tiered activation levels enable the Battle Staff Executive Director to tailor and scale the Battle Staff activation to address the situation. Upon activation, the Battle Staff enters a crisis battle rhythm, executes actions and generates decision products for the Commander using the N-NC JOPP. The N-NC JOPP defines collaboration, coordination and knowledge generation processes among the Core Centers for shared situational understanding, decision superiority and agile action.

2.2 Routine Operations and Transition to Contingency Operations

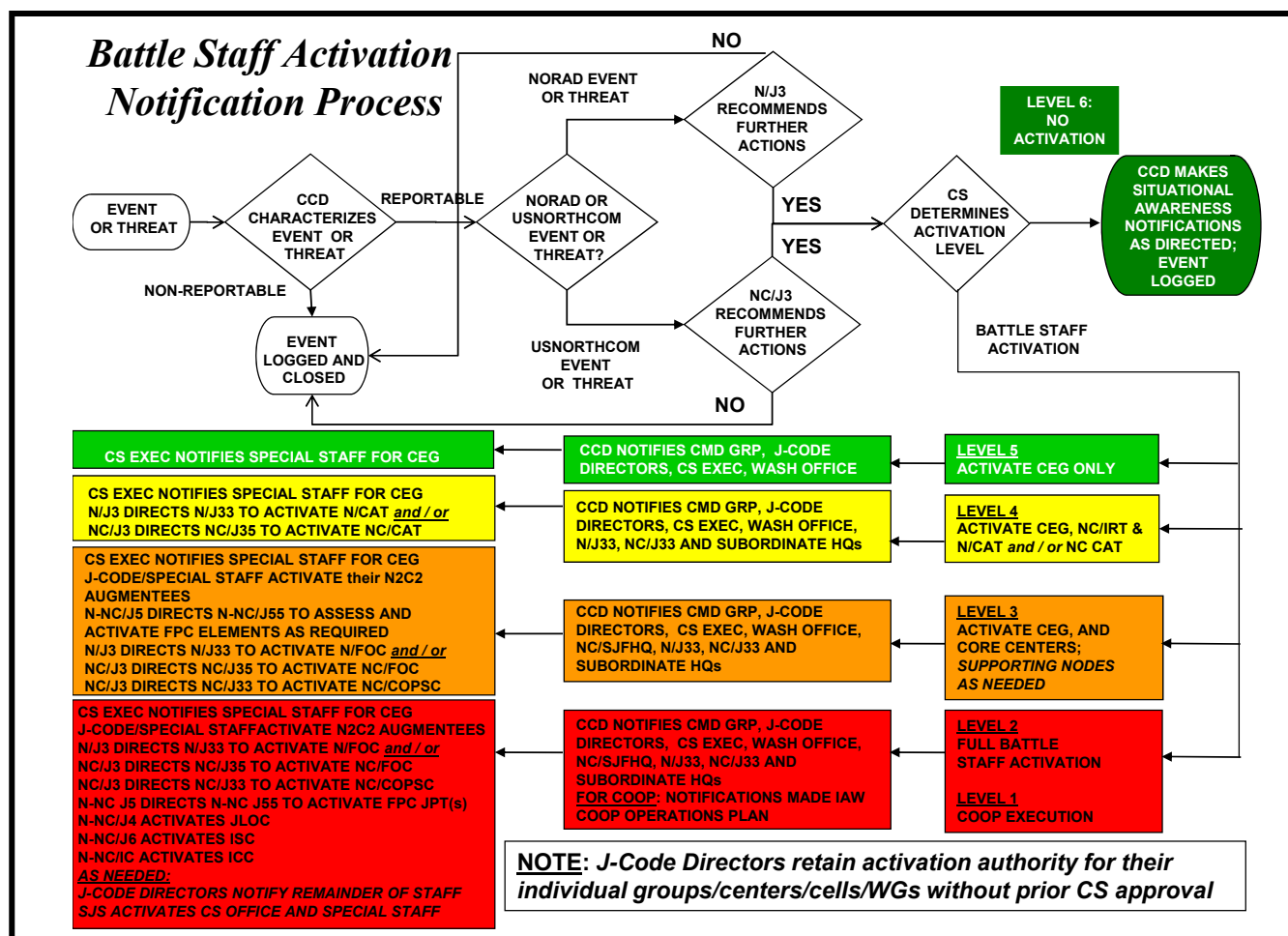
2.2.1 Routine 24-Hour Operations

The N2C2 is the 24/7/365 Battle Staff core center that provides the Commander with situational awareness, assessment and command and control (C2) of joint and combined forces to conduct bi-national and bi-lateral operations (and, if required for USNORTHCOM, unilateral operations) across all domains (air, space, land and maritime) and the information environment within the NORAD AO and USNORTHCOM AOR. The N2C2 coordinates and collaborates with the National Joint Operations and Intelligence Center (NJOIC), the Global Situational Awareness Facility (GSAF) and current operations centers of the other combatant commands, the NORAD Regions, USNORTHCOM components and subordinates, and other mission partners, as required, and executes immediate response and reporting actions for the Commands.

2.2.2 Initial Event Reporting

During routine operations, the N2C2 characterizes events and screens them against the NORAD and USNORTHCOM Commander's Critical Information Requirements (CCIR). The N2C2 Command Center Director (CCD) is responsible for determining whether the mission belongs to NORAD or USNORTHCOM, making initial event and threat characterizations and providing recommendations to the Commander and other senior leaders based on the NORAD and USNORTHCOM notification matrix. Recommendations include next step actions and Battle Staff activation.

The Defense Red Switched Network (DRSN) is the primary means of notifications to the Command Group and the N-NC/CS, N/J3 and NC/J3; secure cell phone is the secondary means. Non-secure voice may be used for unclassified notifications. **Figure 2-1** describes the N2C2 threat or event characterization process and Battle Staff activation.



**FIGURE 2-1
NOTIFICATION AND ACTIVATION FLOW CHART**

With the direction of the N/J3 or NC/J3, the CCD will bring the N-NC/CS into the voice conference, and will provide the event characterization and recommendations. The CCD will initiate Battle Staff activation as directed by the Battle Staff Executive Director and establish the Battle Rhythm Core Meetings for the first 2 hours of crisis response until the CEG convenes. *N-Hour is designated as the time that the Chief of Staff directs activation of Battle Staff Level 5 or lower operation in accordance with the NORAD and USNORTHCOM Battle Staff activation levels (Figure 2-2).*

2.3 Battle Staff Activation Levels

NORAD and USNORTHCOM Battle Staff activation is conditions-based to respond to threats and events based on response timelines and required Battle Staff capabilities. Like defense readiness conditions, *lower level numbers require the greater scope of response (Figure 2-2)*. This construct provides a baseline for responding to no-warning incidents as well as advanced warning events or threats ranging from time-critical to non-time sensitive. Regardless of the Battle Staff activation level attained, Battle Staff nodes may be added or deleted by the Battle Staff Executive Director, as appropriate to the operational situation. J-Code Directors retain individual activation authority for their centers, cells and WGs to address time-sensitive situations without Chief of Staff-directed Battle Staff activation. Normally, the Battle Staff Executive Director will direct Battle Staff activation as follows:

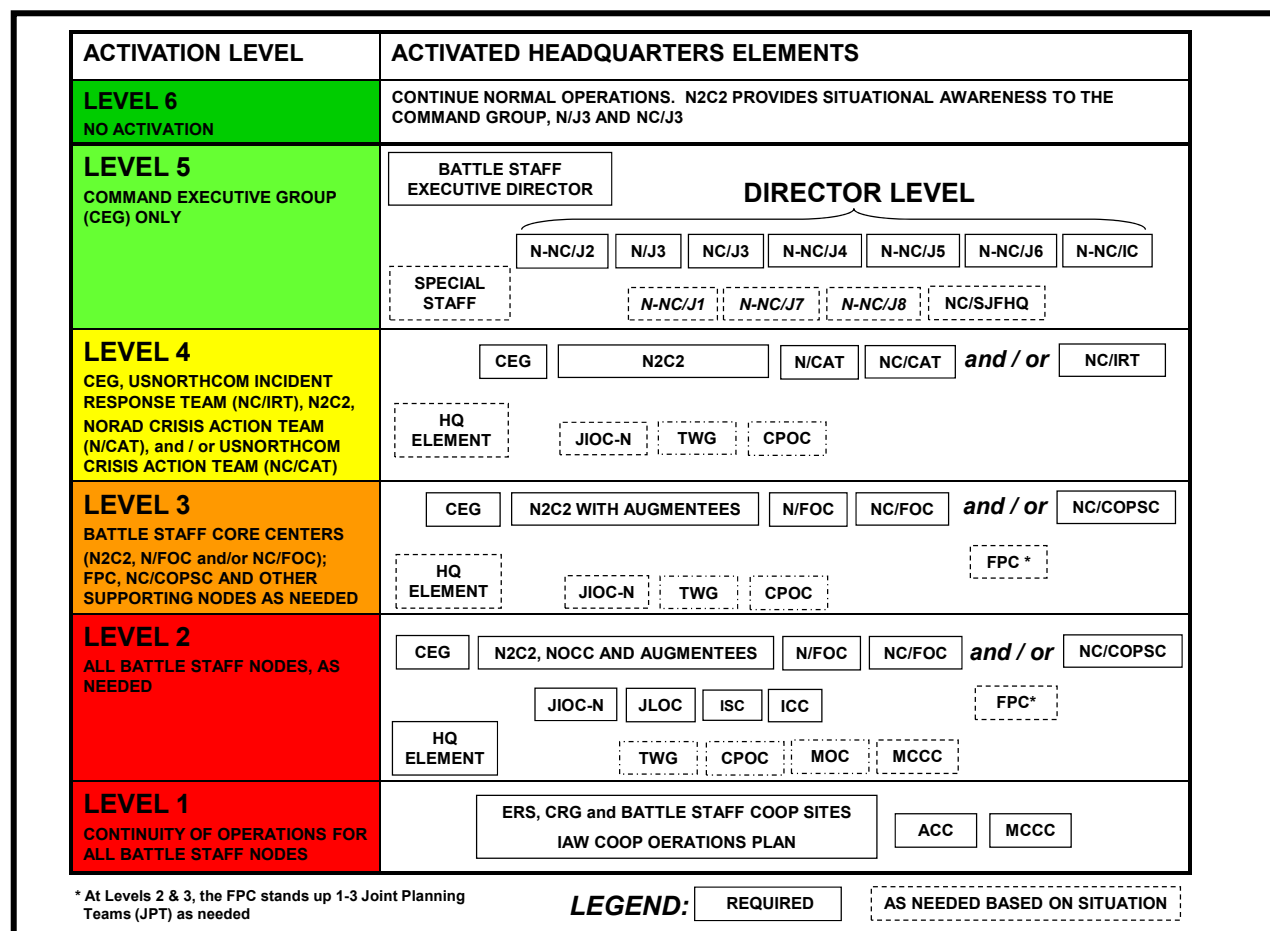


FIGURE 2-2
BATTLE STAFF ACTIVATION LEVELS

2.3.1 Level 6: No activation. Continue routine operations and monitoring

This level is the condition for normal day-to-day operations in the headquarters, i.e., continuing routine operations and monitoring by the N2C2, the standing USNORTHCOM Crisis Action Team (NC/CAT) and USNORTHCOM Current Operations Division (NC/J33). At the trip of a CCIR, the operational conditions at this level include the characterization that:

- Threat is non-credible, non-specific
- No N2C2 or enhanced NC/CAT or USNORTHCOM Incident Response Team (NC/IRT) augmentation required
- Threat or event has no immediate impact to Commands
- Initial Event and Threat Characterization brief to senior leadership is sufficient

2.3.2 Level 5: Activate the Command Executive Group

Conditions for exercising this activation level are when the Battle Staff Executive Director determines that senior staff coordination is required to:

- Scope the crisis or event and evaluate risk
- Determine and recommend immediate courses of action (COA) to the Commander.
- Determine Battle Staff activation requirements
- Address other extenuating circumstances as determined by the Battle Staff Executive Director

2.3.3 Level 4: Activate CEG, N/CAT, NC/CAT+ and/or NC/IRT

Conditions for this activation level are when:

- The Battle Staff Executive Director declares a period of heightened awareness (POHA) for the headquarters
- Increased or potential for increased crisis operations procedures and operational reporting for enhanced coordination of current operations
- Implement force tracking requirement and
- Increased coordination with subordinates and components

The Battle Staff Executive Director, in coordination with the other Battle Staff Directors, may activate or deactivate selected core and supporting Battle Staff nodes as required to conserve operations, planning or supporting capability.

2.3.4 Level 3: Activate CEG, Battle Staff Core Centers (N2C2, FPC [as required], N/FOC and/or NC/FOC); NC/COPSC and other Supporting Nodes, as required

Conditions for this activation level are when:

- CAP is required
- Near-term operations planning and future operations planning (sequels) will be initiated and
- Detailed Mission Analysis and COA development is required

As with the previous level, the Battle Staff Executive Director, in coordination with the other Battle Staff Directors, may activate or deactivate selected core and supporting Battle Staff nodes as required in order to conserve operations, planning or support capability.

2.3.5 Level 2: Activate CEG, Battle Staff Core Centers (N2C2, FPC [as required], N/FOC+ [with NORAD Operations Coordination Center {NOCC}] and NC/FOC), NC/COPSC, JLOC, ISC, ICC; other supporting cells and J-Code staffs, as required

Conditions for this activation level are when:

- Threat or event requires 24/7 operations and full support to Battle Staff Core Centers and
- Additional J-Code support to the Battle Staff is required for crisis operations

The Battle Staff Executive Director, in coordination with the other directors, may activate or deactivate Battle Staff nodes as required in order to conserve operations, planning and/or support capability.

2.3.6 Level 1: Execute Continuity of Operations

The Commander or his representative will direct continuity of operations (COOP) implementation. Conditions and procedures for this activation level are in the NORAD and USNORTHCOM COOP operation plan (OPLAN).

2.4 Battle Staff Activation Execution

All NORAD and USNORTHCOM Battle Staff activations and tests of the Commands' Battle Staff activation procedures will be conducted by the N2C2 at the direction of the N-NC/CS. Based on the N-NC/CS' direction to activate the Battle Staff or test the Commands' Battle Staff activation procedures, the N2C2 CCD will initiate Battle Staff activation procedures. **Refer to figure 2-1.** J-code staff directors and special staff directors will verify achievement of Battle Staff activation (or test) to the N2C2 within 2 hours of notification and every 2 hours afterward until activation or test is complete.

2.4.1 N2C2 Actions

- Execute Checklist CCID 707. Notify **ALL** J-Code Directors, N-NC/IC, NC/SJFHQ, N/J33, NC/J33, NC/J35, and N-NC/CS Executive Officer:
 - Activation authority
 - Activation Level and any Battle Staff node additions/deletions
 - Designated N-Hour
 - Reporting locations and times
 - Unclassified reason for activation and additional instructions
- Notify USNORTHCOM subordinates, NORAD and USNORTHCOM Washington Office N-NC/WO, N-NC liaison officers (LNO) to other commands, Cheyenne Mountain Air Force Station (CMAFS) and COOP location of the threat or event and provide relevant information regarding USNORTHCOM status and response. Verify subordinates' capability status (i.e., changes since previous Commander's situation report [SITREP]) to determine support capabilities and shortfalls
- Transition to augmented N2C2 operations. Continue to monitor and develop the situation to keep abreast of developments
- Notify Continuity of Operations Response Group (CRG) Director's Cell of CRG activation requirements upon N-NC/CS direction. See NORAD and USNORTHCOM Continuity of Operations Plan (COOP OPLAN) for specifics of COOP activities and CRG Director responsibilities

2.4.2 NORAD and USNORTHCOM J-Code Director, Director of Interagency Coordination and Director NC/SJFHQ Actions

- Activate supported Battle Staff nodes upon direction of the Battle Staff Executive Director

- Provide supporting J-Code personnel to supported Battle Staff nodes (**Table 2-1**)
- Activate J-Code non-battle rostered personnel as needed to support 24/7 operations battle rhythm
- Recall members that are on leave or temporary duty (TDY) when directed by the N-NC/CS. Request recall clarification from senior leadership (if required) considering the seriousness of crisis or operation, availability and criticality of skill set to mission, type of leave, and legal considerations
- For NC/FOC activation, the NC/J35 Division Chief (or Deputy) will contact the NC/FOC Chief (or Deputy) to initiate activation of the automated notification and recall system (ANRS)

2.4.3 NORAD and USNORTHCOM Chief of Staff Executive Officer Actions

- Activate Headquarters Special Staff upon direction of the Battle Staff Executive Director
- Prepare for 24/7 operations support to the Commands' Battle Rhythm

2.4.4 Initial (N+2) CEG Briefing

NLT N+2, the Battle Staff Executive Director and the CEG will assemble in the Battle Cab or a designated COOP site and will assume responsibility for directing the Commands' response to the event or contingency.

When formed, the CEG will:

- Receive an initial situation briefing that includes the following information (note: for a Level 5 CEG Only activation, the N2C2 will provide the following information):
 - Threat Overview Joint Intelligence Operations Center North (JIOC-N), Operations Intelligence Watch/Force Protection and Mission Assurance Division [NC/J34])
 - Weather and Impacts to Operations (meteorological and oceanographic [METOC] officer)
 - Modeling Data (chemical, biological, radiological and nuclear [CBRN])
 - AOR/AO Update (N2C2)
 - CCIR Trips (N2C2)
 - Event Description (N2C2)
 - Conferences, Notifications and Decisions to Date (N2C2)
 - Recommended Actions (N2C2)
 - Proposed Battle Rhythm (N2C2)
 - N2C2 Priorities (N2C2)
 - Request Commander's Guidance for Key Actions
- Direct force tracking of forces in planning, deploying and/or employing in support of NORAD (N/FOC) and USNORTHCOM (NC/FOC)
- Establish liaison with key organizations
- Oversee development of the Initial Operational Time Line and assign Battle Staff priorities to ensure unity of effort
- Determine the need to activate additional Battle Staff nodes

- Direct CAP, as required
- Assign subordinate unit(s) planning responsibilities
- Scope the crisis or event, evaluate the risk and determine immediate COAs and further activation requirements
- Provide recommendations to the Commander
- Elicit recommendations for changes to CCIR from Battle Staff nodes

2.4.5 Battle Staff Activation Scenarios

The following scenarios provide guidance on activating the NORAD and USNORTHCOM Battle Staff; an actual event or incident will drive the appropriate level of activation. The goal is to activate the appropriate Battle Staff nodes to enable an effective response without over-activating nodes and unduly stressing the staff.

Activation of the NORAD and USNORTHCOM Battle Staff in response to a USNORTHCOM CS incident (hurricane or major storm, earthquake) will be primarily driven by the type and level of Department of Homeland Security (DHS) and civilian agency response, and anticipated DOD support. If DHS establishes a Joint Field Office (JFO) or requests a Defense Coordinating Officer (DCO), normally the standing NC/CAT and NC/J33 are monitoring crisis and developing the necessary crisis action planning products to ensure timely and effective support operations. Actual Battle Staff activation will be driven by the specifics of the incident, but the following scenarios are intended to provide general guidance and direction. Though NORAD would normally not provide support of hurricane or earthquake operations in Canada or the United States, NORAD could be affected if aircraft, support assets or bases supporting NORAD missions are impacted by the incidents. In these cases, the N/CAT or N/FOC would be activated as appropriate.

2.4.5.1 Battle Staff Activation in a Notice Scenario (Hurricane).

- Upon notification by the N2C2 of a potential for a Category III or greater hurricane to make landfall within 5 days, the Battle Staff Executive Director will consult with N/J3, NC/J3 and the CCD to determine the overall situation, declare Battle Staff activation Level 5 and convene the CEG. At the discretion of the Battle Staff Executive Director, the CEG may meet face-to-face, telephonically or electronically to determine the next activation level for the Battle Staff. NC/CAT and NC/J33 continue to monitor and plan for near-future operations.
- If the Battle Staff Executive Director confirms that the NC/CAT, N/CAT or NC/IRT does not require additional augmentation, the Battle Staff Executive Director will declare Level 4 activation after coordination with the Commander. If augmentation is required, the NC/J35 will activate a NC/CAT + or recommend full activation of the NC/FOC. If augmentation is required, NC/J33 will plus up the NC/IRT. The N/J33 will make a CAT recommendation based upon potential weather impact to bases supporting NORAD aircraft operations. The necessary level of team activation and staff reach-back required for the situation will be determined by the Battle Staff Executive Director through coordination with the N/J3, NC/J3 and the N/CAT, NC/CAT and NC/IRT leads
- As the situation develops, the Battle Staff Executive Director, in coordination with N2C2, N/CAT, NC/CAT and NC/IRT will declare a POHA and establish the Crisis Battle Rhythm in order to specify

the required level of participation of components, subordinates and partners. During normal duty hours, the N2C2 or N-NC/CS Executive Officer will notify the headquarters via public address of changes to Battle Staff activation and Crisis Battle Rhythm. After duty hours, the N2C2 will activate Checklist 707 and make notifications by recall. NC/J33 will publish the Battle Rhythm on the N-NC Portal. During the POHA, select Battle Staff nodes will be activated on a 2-hour standby

- Based upon NC/CAT analyses of the situation and their recommendations, when the hurricane is 48-hours out from landfall, the Battle Staff Executive Director will declare a Level 3 and activate the Battle Staff Core Centers and required supporting nodes after coordination with the Commander. The necessary level of activation and staff reach-back required for the situation will be determined by the Battle Staff Executive Director through coordination with the N/J3, NC/J3 and N-NC/J5. The Battle Staff Executive Director (potentially through a meeting of the CEG) and in coordination with N2C2, N/FOC, NC/FOC and NC/COPSC, establishes the Core Battle Rhythm specifying the required level of participation of components, subordinates, and partners. During normal duty hours, the N2C2 or N-NC/CS Executive Officer will notify the headquarters via public address of changes to Battle Staff activation and Crisis Battle Rhythm. After hours, the N2C2 will activate Checklist 707 and make notifications by recall. NC/COPSC will publish the Battle Rhythm on the N-NC Portal
- The Battle Staff Executive Director may declare activation Level 2 after landfall based upon the situation and after consultation with the CEG
- At the Commander's discretion, specific activation levels may be declared at any time during the Battle Staff activation and operations process

2.4.5.2 Battle Staff Activation in a No-Notice Scenario (Earthquake)

- Upon notification by the N2C2, the Battle Staff Executive Director consults with N/J3, NC/J3 and the CCD to determine the overall situation, declares Battle Staff activation Level 4, notifies the standing NC/CAT and NC/IRT, activates the N/CAT (for events impacting the NORAD mission), establishes the N-Hour, and convenes the CEG. During normal duty hours, the N2C2 or N-NC/CS Executive Officer will notify the headquarters via public address of Battle Staff activation and Crisis Battle Rhythm. After hours, the N2C2 will activate Checklist 707 and make notifications by recall. At the CEG, the Battle Staff Executive Director establishes the Commands' core Battle Rhythm specifying the required level of participation of components, subordinates, and partners. NC/J33 will publish the Battle Rhythm on the N-NC Portal. The necessary level of team activation and staff reach-back required for the situation will be determined by the Battle Staff Executive Director through coordination with the N/J3, NC/J3 the N/CAT, NC/CAT and NC/IRT leads
- Based upon NC/CAT and NC/IRT analyses of the situation and their recommendations, the Battle Staff Executive Director activates Level 3 after coordination with the Commander. The necessary level of team activation and staff reach-back required for the situation will be determined by the Battle Staff Executive Director through coordination with the N/J3, NC/J3 and N-NC/J5. The Battle Staff Executive Director (potentially through a meeting of the CEG) in coordination with the N/CAT, NC/CAT and NC/IRT, will establish the Commands' Core Battle Rhythm and specify the required level of participation of components, subordinates, and partners. During normal duty hours, the N2C2 or N-NC/CS Executive Officer will notify the headquarters via public address of changes to Battle Staff activation and Battle Rhythm. After hours, the N2C2 will activate Checklist 707 and make notifications by recall. NC/COPSC will publish the Battle Rhythm on the N-NC Portal.
- The Battle Staff Executive Director may declare Level 2, full Battle Staff activation, based upon the situation and consultation with the Battle Staff directors and after coordination with the Commander

- At the Commander's discretion, specific activation levels may be declared at any time during the Battle Staff activation and operations processes

2.5 Battle Staff Resourcing

2.5.1 J-Code Support to Battle Staff Core Centers

The NORAD and USNORTHCOM J-code staff directors will resource primary and alternate trained, qualified and appropriately cleared personnel to support 24-hour Battle Staff Core Center operations as specified in **Table 2-1**. Primary Battle Staff members supporting Core Centers who are not available due to an authorized absence (leave, TDY, etc.) must be replaced by a trained, qualified and cleared alternate.

- Matrixed Battle Staff members will be notified of the Battle Staff activation through their J-Code directorate *and*
- Battle Staff Core Center and supporting node chiefs will contact their scheduled Battle Staff members to report for duty. If not scheduled or unable to contact supporting staff, then the *supported* Battle Staff node will contact the *supporting* J-Code division chief to verify the identity of the resourced Battle Staff member reporting for duty (e.g., Future Operations Division [NC/J35] will contact Information Operations Division [N-NC/J39] regarding the Information Operations Planner support to the NC/FOC). See paragraph 2.5.3.2 for roster maintenance and contact procedures

TABLE 2-1
BATTLE STAFF RESOURCING MATRIX

Core Battle Staff Centers	N2C2	NC/FOC	N/FOC	FPC
Supported J-Code Element(s)	N-NC/DJ3 N/J33	NC/J35	N/J33	N-NC/J55
Providing J-Code Element	Supported Battle Staff Positions			
J1	Personnel NCO	Personnel Planner	Personnel Specialist	Personnel Specialist
J2		Intelligence Planner	Intel Analyst	Intelligence Planner (Blue Red Cell)

Core Battle Staff Centers	N2C2	NC/FOC	N/FOC	FPC
Providing J-Code Element	Supported Battle Staff Positions			
N/J3	NORAD Current Operations Coordination Center (NOCC) Chief/Air Director NOCC LNO	N/FOC LNO	<u>N/J33:</u> N/FOC Chief N/FOC Deputy Chief NCO Planner Airspace Planner CBRN Planner <hr/> <u>N/J35:</u> NC/FOC Chief NC/FOC Deputy Chief NCO Planner (AEW/Tanker/Ground) Planner (N/J35P) Planner (Space) Planner (ADA) Planner (Maritime) GFM Planner	

Core Battle Staff Centers	N2C2	NC/FOC	N/FOC	FPC
Providing J-Code Element	Supported Battle Staff Positions			
NC/J3	NC/J31 Missile Defense Officer (x2 for surge)	NCOIC (any division) NC/J34 AT/FP Planner NC/J31 BMD Planner (Reach back Bldg 2; seat at CMAFS) NC/J32 Special Ops Planner (Reach back Bldg 2; seat at CMAFS) N-NC/J39 Info Ops Planner N2C2 LNO <hr/> <u>NC/J35:</u> NC/J35 Chief NC/FOC Coordinator CBRNE Planner Knowledge Manager/NCO NC/CAT Lead Land Planner Air Planner Maritime Planner PR/SAR Planner JRC Planner JOPES/GFM Planner Orders Writer Fusion Cell Lead Fusion Cell Planner <hr/> <u>NC/J33:</u> NC/COPSC Fusion Cell LNOs (x2)	NC/FOC NC LNO NC/J35 GCCS/JOPES Planner N-NC/J39 IO Planner NC/J37 USTRANSCOM LNO NC/J37 USPACOM LNO	NC/J34 AT/FP Planner SOF Planner

Core Battle Staff Centers	N2C2	NC/FOC	N/FOC	FPC
Providing J-Code Element	Supported Battle Staff Positions			
J4	JLOC Representative	N-NC/J4 Liaison/Planner	Logistics Specialist	N-NC/J4 Liaison/Planner
J5		Fusion Cell Planner	NORAD Aerospace Planner	FPC Chief FPC Deputy Chief Ops Officer Joint Ops Planner (3) Aerospace Planner Strategy and Policy Planner Maritime Planner
J6	Cyber Watch Officer	C4 Planner IEB	C4 Rep	Communication s Systems Planner IEB
J84		Fusion Cell Analyst		
HO	History Representative (N2C2 access only)			

Core Battle Staff Centers	N2C2	NC/FOC	N/FOC	FPC
Providing J-Code Element	Supported Battle Staff Positions			
PA	PA Representative	Integrated Communication Planner (shared seat with PA and STRAT Comm)	PA Planner	PA Planner
USPOLAD		US POLAD (Reach back in Bldg 2 and CMAFS)	US POLAD (Reach back in Bldg 2 and CMAFS)	
Canadian POLAD		Canadian POLAD (Reach back in Bldg 2 and CMAFS)	Canadian POLAD (Reach back in Bldg 2 and CMAFS)	
HC	HC Representative	Religious Support Planner (Reach back in Bldg 2, but has a seat at CMAFS)	Religious Support Planner (Reach back in Bldg 2 and CMAFS)	
IC	Office of Secure Transport (DOE) FAA LNO TSA LNO	Inter-Agency Planner/ICC LNO	FAA LNO TSA LNO	IC Planner/ICC LNO
SG	SG Representative	Medical Ops Planner		Medical Ops Planner
JA	JA Representative	Legal Planner	Legal Planner	Legal Planner
NG Integration Office (NGIO)	NG Planner (as staffing permits)	NG Planner (as staffing permits)		NG Planner (as staffing permits)
ARNORTH		JFLCC LNO		
AFNORTH		JFACC LNO		
FFC		JFMCC-N LNO		

2.5.2 Activation Timelines

2.5.2.1 Period of Heightened Awareness Standby or Planned Transition. Scheduled events (e.g., DOD support to a National Special Security Event [NSSE] or predicted hurricane landfall) permit the N-NC/CS to designate N-Hour for transition to a Battle Rhythm schedule by designating a POHA. When designated by the N-NC/CS, standby personnel will transition to continuous operations NLT N+2.

2.5.2.2 No-Notice Contingency Response. When no POHA is designated, the Battle Staff will transition to continuous operations NLT N+12.

2.5.3 Battle Staff Activation Roster Requirements

2.5.3.1 Identifying POHA Battle Staff Node Positions. Battle Staff node chiefs will be selective in identifying positions as POHA response because personnel filling these positions must be on telephone alert (home phone, cell phone or pager) and will not be scheduled for leave, TDY or other planned absence.

2.5.3.2 Activation Roster Maintenance.

2.5.3.2.1 Supported Battle Staff node chiefs will maintain Battle Staff activation rosters to directly recall personnel assigned within their Battle Staff node. They will maintain contact information for the J-Code Division Chief and Branch Chief providing habitual support as outlined in **Table 2-1**. Only in cases where supporting Battle Staff members do not report as required, the *supported* Battle Staff node will contact the *supporting* J-Code division chief to verify the identity of the resourced Battle Staff member who will report for duty.

2.5.3.2.2 All directorates and special staff directors will post a copy of their Battle Staff activation rosters to the NIPRNET N2C2 Command Recall Portal not later than the first day of each month or as changes occur. N-NC/J1 will verify monthly which directorates do and do not have current rosters.

2.5.3.2.3 All J-code directors, N-NC/IC, NC/SJFHQ, N-NC/WO, NC/J33 (NC/IRT Chief), N/J33, NC/J35 (NC/FOC Chief), CRG Night Director and N-NC/CS Executive Officer will provide contact information for their primary, secondary and tertiary Battle Staff activation contacts to the N2C2 Emergency Action Controller not later than (NLT) the first day of each month. The N2C2 will maintain a consolidated primary/secondary/tertiary list of contact information for the use of the Command Group, directors and executive officers to facilitate 24/7 command notifications.

2.5.3.3 Command Relationships. *Supported* Battle Staff node chiefs assume control of *supporting* J-Code personnel effective at N-Hour.

2.5.3.4 Battle Staff Activation Drills. All Battle Staff node chiefs and supporting J-code directors will exercise their activation roster telephonically each month and will report the results to their respective supported J-Code directors.

2.6 NORAD and USNORTHCOM Crisis Battle Rhythm

The NORAD and USNORTHCOM Crisis Battle Rhythm is activated during crisis and exercise operations. The purpose of the Crisis Battle Rhythm is to:

- Support the Commander's operational decision making

- Provide the Commander situational awareness and an operational assessment of activities
- Manage the dissemination of decisions and information in a coordinated manner
- Synchronize Battle Staff activities and facilitate efficient component and subordinate parallel planning and sustained operations

The NORAD and USNORTHCOM Crisis Battle Rhythm consists of six key meetings known as the **Core Battle Rhythm Meetings**: Commander's Situational Awareness and Assessment Meeting (CSAM), Commander's Video Teleconference (Commander's VTC), Command Coordination Board (CCB), National Secure Video Teleconference (SVTC), Commander's Guidance Meeting (CGM) and Battle Staff Synchronization Meeting. Other meetings may be added to the battle rhythm schedule, but these are not considered core meetings; the Battle Rhythm is intended to minimize the amount of time the Commander and staff spend in meetings and listening to briefs. Only essential meetings will be on the Battle Rhythm.

The NORAD and USNORTHCOM Core Battle Rhythm meeting order, frequency and times may be adapted to meet operational requirements. The Core Battle Rhythm is summarized in **figure 2-3**. "Briefing Due" is the time when all briefing inputs are due to the meeting OPR. Following are the N-NC/CS guidelines for activating the Crisis Battle Rhythm:

- For a preplanned or prior-notice event, the N-NC/CS will approve a Crisis Battle Rhythm in advance normally starting with a morning CSAM
- For a no-notice incident, the Battle Staff will enter the Core Battle Rhythm cycle starting with the next planned meeting. For example, if a no-notice event occurs and the N-NC/CS declares an activation level requiring the initiation of the Battle Rhythm at 1000L, the first Core Battle Rhythm meeting will normally be the 1200 CCB

Meeting	Battle Rhythm Time	Briefing Due
CSAM	Daily: 0700-0830	0530
CDR'S VTC	Daily: 1100-1200	1030
CCB	Daily: 1200-1300	1100
National SVTC	As directed by National Authorities	1-hour prior
CGM	Daily: 1700-1800	1600
Battle Staff Synch	Daily: 2000-2100	1930
	Note: Times shown are Mountain Time	

FIGURE 2-3
NORAD AND USNORTHCOM CORE BATTLE RHYTHM Meetings

The OPR identified for each Core Battle Rhythm Meeting is responsible for the briefing format and templates, establishing the process, procedures and time lines for gathering inputs from Battle Staff nodes and components and subordinates, and administering the meeting.

2.6.1 Commander's Situational Awareness and Assessment Meeting (OPR: NC/J33)

2.6.1.1 Purpose and Function. The CSAM is the Commander's keystone decision-making meeting. The purpose of the CSAM is to:

- Provide the Commander with situational awareness and an operations assessment of the effectiveness of NORAD and USNORTHCOM achieving those objectives
- Receive the Commander's guidance and direction
- Obtain Commander's decisions on recommendations and courses of action as appropriate

The CSAM is the decision meeting by which the CEG and tasked subordinate and component commanders provide recommendations to the Commander. These may encompass a broad range of issues affecting NORAD and USNORTHCOM from the strategic to tactical levels.

2.6.1.2 CSAM Agenda. Using standardized briefing formats, the agenda will include:

- Current Situational Update (weather, intelligence and operations)
- Operational Update Brief
- CCIR recommendations for Commander approval
- Commander's guidance, comments and decisions
- Read back

2.6.2 Commander's Video Teleconference (OPR: NC/J33)

2.6.2.1 Purpose and Function. The Commander's VTC provides a forum for direct communication between the Commander and component, subordinate and supporting commanders. Its intent is to ensure direct and unfettered communication to and from the Commander on all aspects of an operation. The VTC is held daily during an event or incident. The exact time and frequency will be published in the NORAD and USNORTHCOM Crisis Battle Rhythm posted on the portal.

2.6.2.2 Commander's VTC Agenda. There are no specific briefing formats or set agenda.

2.6.3 Command Coordination Board (OPR: NC/J37)

2.6.3.1 Purpose and Function. The Battle Staff Executive Director chairs the meeting and the CEG are the principal attendees. The CCB is the principal meeting through which the Battle Staff Executive Director and CEG:

- Review and approve decisions going to the Commander

- Provide guidance and direction to the Battle Staff to synchronize and prioritize the Commands' activity across the Headquarters for ongoing planning and execution of operations
- Conduct director-level crosstalk and guidance for current or future operations

Note: When a decision or direction is made by the Commander outside of the Core Battle Rhythm Meetings, the CCB will be the venue to brief the CEG of those decisions and resulting Battle Staff actions. Components, subordinates and stakeholder organizations, as required, will monitor this meeting via VTC and present decisional briefings at the CCB by exception.

2.6.3.2 CCB Agenda. The Battle Staff Executive Director sets the contingency CCB agenda daily through NC/J37. During Battle Staff operations, the Battle Staff Core Centers (N2C2, N/FOC, NC/FOC, FPC) will present their decision briefs and N-NC JOPP products, which will in turn feed the CSAM and CGM agendas. The CCB is scheduled for 30 minutes. Using standardized briefing formats, the CCB agenda will generally include:

- NC/COPSC: Situation awareness and current operations update (as required)
- N/FOC: Status of future operations planning and operational assessment update (as required)
- NC/FOC: Status of future operations planning and operational assessment update (as required)
- FPC: sequel development update (as required)
- Battle Staff Executive Director: Guidance to Battle Staff; decision on need for a CGM that day and its content

2.6.4 National Secure Video Teleconference (OPR: NC/J33)

2.6.4.1 Purpose and Function. National SVTCs are conducted over a secure communications network and convened at the direction of National Authorities, normally for the purpose of receiving a situational update from Commander, North American Aerospace Defense Command (CDRNORAD) and Commander, United States Northern Command (CDRUSNORTHCOM), and discussing current strategic or operational issues. Participants may include other combatant commanders and senior leaders from the interagency community.

2.6.4.2 SVTC Agenda. Agenda will be as directed by the convening National Authority. This meeting, whenever convened, will drive the timing for the rest of the Command Battle Rhythm.

2.6.5 Commander's Guidance Meeting (CGM) (OPR: NC/J33)

2.6.5.1 Purpose and Function. During crisis, the CGM is held to obtain the Commander's guidance based upon information and direction the Commander may have received during the Commander's VTC and National SVTC, and to obtain Commander's decisions. The CGM:

- Provides the Commander a situational awareness (SA) and operational assessment update (significant changes only since the morning CSAM)
- Obtains the Commander's guidance
- Presents selected N-NC JOPP decision products for Commander decision and direction

The Battle Staff Executive Director determines the CGM's agenda to meet the Commander's intent. The Battle Staff Executive Director will determine the actual venue and attendees for the CGM and will normally decide and announce this at the CCB. Principle CGM options are:

- **Option A:** personal meeting of select personnel with the Commander in his office
- **Option B:** convene the CEG and Battle Staff Core Center Chiefs to meet with the Commander; no VTC
- **Option C:** convene the CEG and Battle Staff Core Center Chiefs, and component and subordinate commanders (and other key stakeholders) via VTC to meet with the Commander

The CGM is scheduled daily on the Battle Rhythm; however, the Battle Staff Executive Director may schedule additional CGMs at any time deemed necessary.

2.6.5.2 CGM Agenda. Using standardized briefing formats, the agenda will include:

- Situational awareness and operational assessment update (addressing only significant changes since the morning CSAM)
- Decision briefing (briefings from the Battle Staff Core Center Chiefs and subordinate and component commanders [as required] to gain the Commander's decision on operational plans or future plans, respectively)
- Requests for the Commander's decisions or guidance

2.6.6 Battle Staff Synchronization Meeting (OPRs: NC/FOC)

2.6.6.1 Purpose and Function. The Battle Staff Synchronization Meeting will convene daily in the evening shift during crisis operations to review the status of planning and operations, Commander's direction, request for intelligence and information (RFI/I) and to synchronize Battle Staff operations and priorities for the ensuing 24 hours. Products and briefings for the next day's Core Battle Rhythm Meetings are identified and responsibilities are assigned. The meeting is also designed to identify mission gaps and to allocate resources. The Battle Staff Executive Director's representative (normally a general officer augmentee) chairs the meeting consisting of the Core Center chiefs (N2C2, N/FOC, NC/FOC and FPC), NC/COPSC, N-NC/CSC, JLOC, ICC, JIOC-N, NC/J37 and supporting node chiefs as required.

2.6.6.2 Battle Staff Synchronization Meeting Agenda. Agenda will be as directed by the Battle Staff Executive Director's representative.

2.7 NORAD and USNORTHCOM Joint Operation Planning Process

2.7.1 Introduction

NORAD and USNORTHCOM joint operation planning is an adaptive process. It occurs in a networked, collaborative environment which requires interaction among senior leaders, concurrent and parallel plan development and collaboration across multiple planning levels. CAP is continuous across the range of military operations using the closely related, integrated, collaborative and adaptive Joint Operation Planning and Execution System (JOPES) and the N-NC JOPP. JOPES and N-NC JOPP share the same

basic approach and problem-solving elements, such as mission analysis and COA development. The combination of JOPES and N-NC JOPP promotes coherent planning across all levels of operations.

2.7.2 JOPES and N-NC JOPP Integration

JOPES formally integrates the planning activities of the entire joint planning and execution community (JPEC) during initial planning and plan refinement that occurs both in peacetime and when faced with an imminent crisis. While JOPES activities span many organizational levels, the focus is on **the interaction which ultimately helps National leadership (Canada Prime Minister, POTUS, Chief of Defence Staff, SecDef) decide when, where and how to commit military capabilities in response to a foreseen contingency or unforeseen crisis.** The N-NC JOPP is a less formal but proven analytical process which provides a methodical approach to crisis planning at the NORAD and USNORTHCOM command level (including Regions, components and subordinates) at any point before and during joint and bi-national operations. **The focus of the N-NC JOPP is on the interaction between the Combatant Commander, NORAD and USNORTHCOM Battle Staff, National leadership, and the commanders and staffs of the Regions, components and subordinates, and supporting commands.** The N-NC JOPP is continuous throughout an operation—from operation initiation through termination. Even during execution, the N-NC JOPP produces plans and orders for future operations as well as fragmentary orders (FRAGORDs) that drive immediate adjustments to the current operation.

JOPES specifies the products that NORAD and USNORTHCOM will use to plan and execute major military operations. N-NC JOPP produces JOPES products to meet operational requirements based on incident. The following describes how the Core Centers use the N-NC JOPP to generate JOPES products.

2.7.3 Crises Action Planning

The NORAD and USNORTHCOM Battle Staff use the N-NC JOPP to conduct CAP. CAP involves the time-sensitive development of joint operations plans and operations orders for the deployment, employment and sustainment of assigned and attached forces and resources in response to an imminent crisis. Execution of a contingency plan or order (e.g., CONPLAN or OPORD) is accomplished through crisis action procedures. CAP is based upon the actual circumstances that exist at the time a crisis or incident occurs. In a crisis or time-sensitive situation, NORAD and USNORTHCOM use the N-NC JOPP to conduct CAP and adjust previously approved plans and orders. During CAP, assumptions and projections made in contingency plans and orders are replaced with facts and actual conditions. The NORAD and USNORTHCOM Battle Staff – principally its Core Centers – is responsible for CAP after receipt of a warning order (WARNORD), planning order (PLANORD) or alert order (ALERTORD), or as a result of CDRNORAD or CDRUSNORTHCOM direction.

2.7.4 Contingency Planning

Contingency planning includes activities that occur in non-crisis situations. NORAD and USNORTHCOM use contingency planning to develop operations plans for a broad range of contingencies based on requirements identified in the Guidance for Employment of the Force (GEF), Joint Strategic Capabilities Plan (JSCP) or other planning directive. N-NC/J5 oversees and conducts contingency planning as a J-code staff activity; the NORAD and USNORTHCOM Battle Staff does not accomplish contingency planning. When a contingency response is anticipated to be executed in less than 12 months (e.g., NSSEs, special events), CAP procedures are employed (see paragraph 2.7.6).

2.7.5 JOPES and N-NC JOPP Product Descriptions

Following are the NORAD and USNORTHCOM definitions and descriptions of the key products of the N-NC JOPP.

OPREP-3 – Operational reports (OPREP) provide all echelons of command with essential information on the planning, initiation, termination and results of military operations. A Commander's Assessment (OPREP-3), Event or Incident Report, transmits notice of any event or incident which may attract national level interest, regardless of whether it is related to possible military involvement. The OPREP-3 is the single vehicle for the joint reporting of events or incidents to the National Military Command Center and the Canadian National Defence Headquarters.

Commander's Assessment – A report, initiated by the Commander, describing a developing crisis or situation within the NORAD AO or USNORTHCOM AOR that needs to be brought to the attention of national authorities. It should provide as much information as possible about the nature of the crisis, the forces available, major constraints to possible force employment (to include terrorist threat considerations and force protection [FP] requirements) and any actions taken within existing rules of engagement. As appropriate, it may also contain a succinct discussion of COAs under consideration, or recommended, by the Commander. A Commander's Assessment may be forwarded to the CJCS or Canadian SJS whenever the Commander deems necessary and as needed to request policy and direction clarification from the SecDef or CJCS, and/or CDS or Canadian SJS. Normally, the N2C2 will submit an initial assessment as soon as practical after the OPREP-3 with follow-on assessments produced and coordinated by the N/FOC and/or NC/FOC

Mission Planning Timeline – This document establishes who, within the NORAD and USNORTHCOM Battle Staff, staff offices, components or subordinate units, is the responsible OPR and supporting (Office of Collateral Responsibility [OCR]) for producing the required CAP products, and the date and time each product is to be provided. A Mission Planning Timeline is developed for separate events or threats and is updated daily for presentation at the CCB

Draft NORAD or USNORTHCOM WARNORD/PLANORD (JTF Activation) – Forwards the CJCS WARNORD/CDS Planning Directive to subordinate units, with amplification by the Commander, if necessary. Also, designates the Commander and organization(s) responsible for establishing and operating a JTF, if applicable

Initial Planning Guidance – Planning Guidance – Provides initial guidance to the NORAD and USNORTHCOM staff to begin work on COAs and communicates planning guidance to subordinate commanders through written planning direction or a planning conference. It may contain a mission statement, assumptions, political considerations and tentative COAs

Commander's Intent and Guidance – A concise expression, serving as the initial impetus for the planning process, describing the purpose of an operation and the desired end-state (including the Commander's objectives and desired effects for the operation)

Revised Mission Statement – A refined short sentence or paragraph that describes the NORAD and/or USNORTHCOM essential task (or tasks) and purpose, a clear statement of the action to be taken and the reason for doing so. The mission statement contains the elements of who, what, when, where and why, but seldom specifies how

Consolidated Staff Estimate – A summarized assessment of COAs by the various staff elements of NORAD or USNORTHCOM that serve as the foundation of the commander's estimate

WARNORD – A planning directive that initiates the development and evaluation of military COAs by a supported commander and requests that the supported commander submit a commander's estimate. The WARNORD typically describes the situation, anticipated forces and resources, establishes command relationships, provides other initial planning guidance, and initiates subordinate unit mission planning

Mission Analysis – This is the process to develop a concise mission statement containing the tasks essential for the successful accomplishment of the assigned mission. The mission statement is generated as a result of a review of the overall operations and a determination of the associated essential, specified and implied tasks for the operation

COA Briefing – COA Development – A list of COAs to be evaluated are presented for approval after having undergone preliminary examination for suitability, feasibility, acceptability, distinguish ability and completeness

Staff Estimates – A compilation of the staff's, components' and subordinate organizations' supportability estimates following an examination of the list of COAs

CJCS ALERTORD (or PLANORD) – A CAP directive from the SecDef, issued by the CJCS, that provides essential guidance for planning and directs the initiation of execution planning for the selected COA authorized by SecDef

CDS Planning Guidance – A CAP directive from the CDS, issued by the SJS, that provides essential guidance for planning and directs the initiation of execution planning for the selected COA authorized by the CDS

Wargame Results Briefing – Tabletop exercise to test and validate a draft OPLAN for the Commander, Battle Staff, components and organizations

Risk Assessment – The identification and assessment of hazards (i.e., the first two steps of the risk management process)

Commander's Estimate – Provides the CJCS and other national authorities with information the Commander thinks is relevant when they consider the selection of a military COA in response to the crisis. It is the Commander's analysis of the COAs that were considered

Commander's Final Planning Guidance – Provides the Commander's final guidance to the NORAD and USNORTHCOM staff to complete work on the selected COA and execute order (EXORD), and communicates planning guidance to subordinate commanders

CCIR Modifications and Additions – Recommendations to add, update or modify CCIRs for the Commander, as the situation dictates

OPORD – A directive issued by CDRUSNORTHCOM or CDRNORAD to subordinate commanders for the purpose of effecting the coordinated execution of an operation.

EXORD – A CDRNORAD or CDRUSNORTHCOM order to initiate military operations as directed; normally sent after the CJCS EXORD (United States) for USNORTHCOM operations, or CJCS EXORD and/or CDS EXORD (Canada) for NORAD operations, is issued. Provides amplifying instructions unique to NORAD or USNORTHCOM.

ALERTORD – A planning directive that provides essential planning guidance and directs the initiation of execution planning after the directing authority approves a military COA. An ALERTORD does not authorize execution of the approved COA

PLANORD – Directs subordinates, components and supporting commands to develop and submit supporting plans to the approved NORAD or USNORTHCOM plan. Provides essential planning guidance and directs the initiation of execution planning before the directing authority approves a military COA

Request For Forces (RFF) – A request from a combatant commander or force provider for units or capabilities to address requirements that cannot be sourced by the requesting headquarters. The request is generated because either the unit or capability is not resident in existing assigned or allocated forces or the unit or capability is not available due to current force commitments with other on-going requirements in the combatant commander's AOR. RFFs are not used to request forces for exercises or individual requirements.

DEPOD – A planning directive from the SecDef, issued by the CJCS, that authorizes and directs the transfer of forces between combatant commands by reallocation or attachment. A deployment order specifies the authority that the gaining combatant commander will exercise over the transferred forces

FRAGORD – An abbreviated form of an operation order issued as needed after an OPORD to change or modify that order or to execute a branch or sequel to that order

Handover to NC/COPSC – Upon receipt of a Joint Staff (JS) EXORD, the NC/FOC transfers responsibility for operations to NC/COPSC through a formal hand off briefing that will include the following products: task organization/C2 relationships, commanders intent, concept of operations (phasing/triggers), situational Commanders Critical Information Requirements (CCIR), Request For Forces (RFF), Request For Assistance (RFA), decision support template, execution timeline and point of contact list.

Commander's Strategic Concept – An expanded version of the COA selected in the Commander's Estimate. It is a narrative statement of how the Commander expects to conduct operations to accomplish the mission. It is submitted to the CJCS for approval. Once approved, it becomes the CONOPS for the plan

Branches – Contingency options built into the basic plan or OPORD. Used to change the mission, orientation or direction of movement of a force to aid success of the operation based on anticipated events, opportunities or disruptions caused by enemy action or reaction (Note: not listed as a N-NC JOPP product)

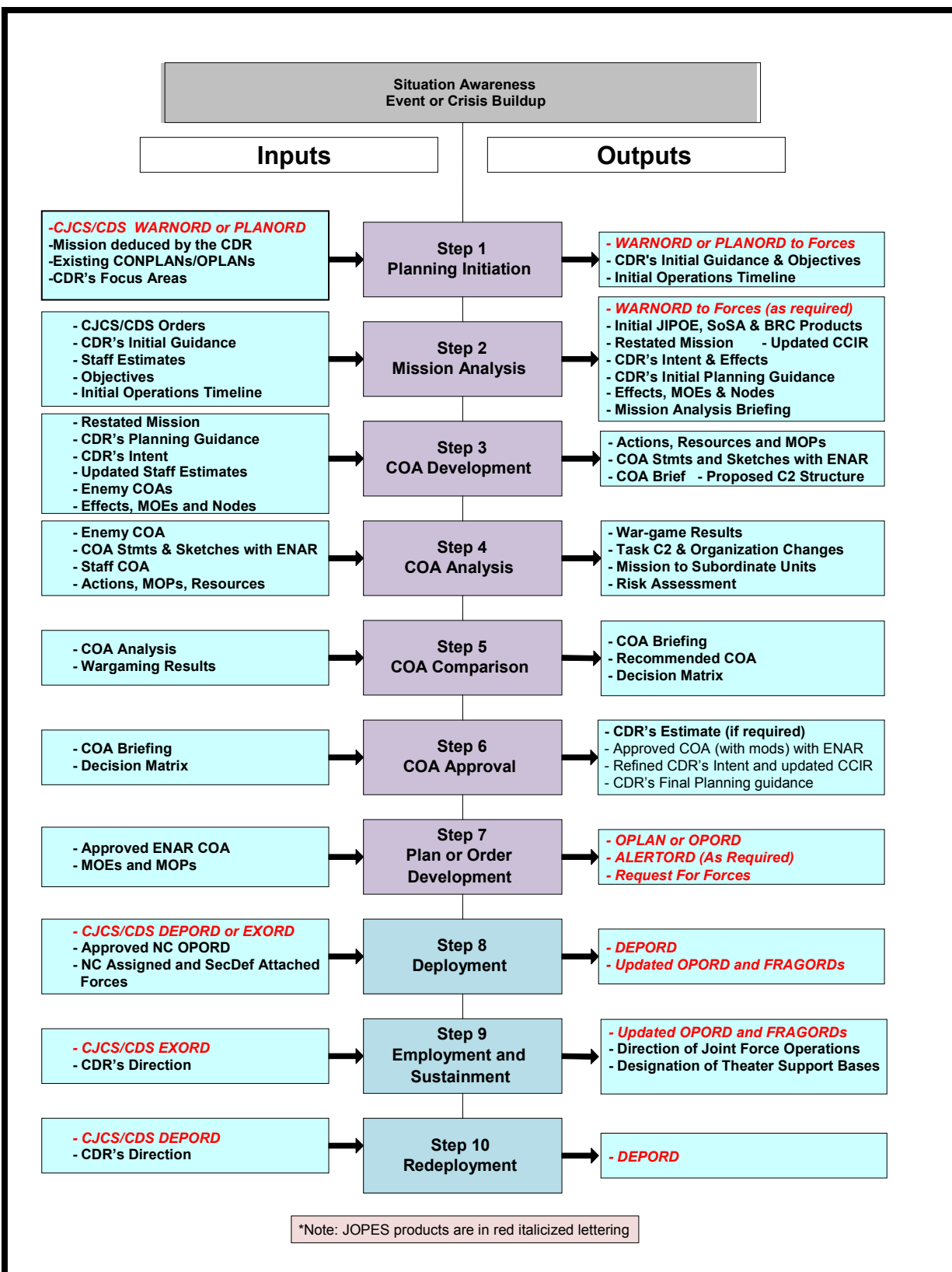
Sequels – Preparation of plans for major operations that would follow the current operation. Sequels are based on the possible outcomes (success, failure, stalemate) associated with the current operation (Note: not listed as a N-NC JOPP product)

2.7.6 The NORAD and USNORTHCOM Joint Operation Planning Process

The N-NC JOPP described below is employed by the Battle Staff Core Centers to generate JOPES products for CDRUSNORTHCOM and CDRNORAD during the CAP process. The N-NC JOPP consists of ten steps. **Figure 2-4** identifies the ten steps of the N-NC JOPP and the JOPES products exchanged sequentially between the Chief of Defense staff, CJCS, CDRNORAD and CDRUSNORTHCOM, and region, component and subordinate commanders. The N-NC JOPP is based upon JP 5-0 Joint Operation

Planning; it has three additional steps (deployment, employment/sustainment, redeployment) and has been modified to meet the specific requirements of NORAD and USNORTHCOM.

Depending on the nature of a crisis, the steps in the N-NC JOPP process can be compressed or conducted concurrently. The steps are not being omitted or ignored; the Commander and Battle Staff are using existing products, performing shorthand procedures and/or implicit communications. When subordinate commanders are involved in time-constrained planning, NORAD and USNORTHCOM-generated FRAGORDs and WARNORDs are essential to communicate key direction to these commanders. Depending upon the time constraints and urgency driven by the crisis, the first JOPES product received by CDRNORAD or CDRUSNORTHCOM could be an EXORD if the situation requires immediate action to quickly execute a pre-approved operation.



**FIGURE 2-4
NORAD AND USNORTHCOM JOINT OPERATION PLANNING PROCESS
WITH KEY INFORMATION AND JOPES PRODUCTS**

2.8 NORAD and USNORTHCOM Battle Staff Overall Responsibilities

2.8.1 General

The NORAD and USNORTHCOM Battle Staff provides the senior-level support necessary to assist the Commander in executing his CAP and execution responsibilities. Effective decision-making by CDRNORAD or CDRUSNORTHCOM combines leadership with timely, decision-quality information. The Battle Staff assists the Commander in determining if to decide, when to decide and what to decide. To perform that function, the Battle Staff assesses and provides the relevant, timely and accurate information necessary to assist the Commander to visualize the operation, describe his intent and direct the actions of subordinate and supporting units.

Visualizing the Situation. This is a continual process requiring the Battle Staff to provide the Commander with the information necessary to understand the current situation, broadly define the desired future situation, assess the differences between the two and envision the major actions necessary to link them

Describing the Commander's Intent. The Battle Staff assists in translating the Commander's intent into action by drafting succinct planning guidance which provides sufficient detail to focus planning and execution without hindering the initiative and innovation of subordinate commanders

Directing Subordinate and Supporting Units. To support Commander's responsibility to direct the outcome of major operations, the Battle Staff assists the Commander in the following functions:

- Assigning responsibilities
- Prioritizing and allocating resources
- Identifying, assessing and taking risks
- Deciding when and how to take risks
- Understanding the needs of subordinates, as well as superiors
- Guiding and motivating the organization to accomplish the mission
- Communicating desired outcomes to subordinates and supporting units to reduce ambiguity

2.8.2 Criticality of Commander Involvement

The Commander may compress the N-NC JOPP to fit time-constrained contingency circumstances. In time-constrained conditions, the Commander will assess the situation, update his SA and may direct the Battle Staff to perform only those N-NC JOPP steps necessary to support his specific decision making requirements. With the Commander's direction, many steps of the N-NC JOPP may be abbreviated or conducted concurrently. The N-NC JOPP steps are not being omitted or ignored; rather the Commander and Battle Staff are using existing products, or performing shorthand procedures and implicit communications. When subordinate NORAD and USNORTHCOM commanders are involved in time-constrained planning, NORAD and USNORTHCOM-generated FRAGORDs, WARNORDs and existing CONPLANS are essential to communicate key direction to these commanders. The N-NC JOPP provides the foundation for planning in a time-constrained environment. For the Battle Staff to conduct N-NC

JOPP steps concurrently in a time-constrained environment, it must master the steps of the full N-NC JOPP. There are four primary timesaving techniques:

- **Increase CDRNORAD or CDRUSNORTHCOM involvement.** This technique allows the Commander to make decisions during the process without waiting for detailed briefings
- **Issue more directive guidance.** While limiting the Battle Staff's flexibility and initiative, it focuses the Battle Staff on those things the Commander feels are most important
- **Limit the number of COAs developed and war gamed.** In an extreme situation the Commander may direct only one COA be developed
- **Maximize parallel planning.** Issuing a verbal WARNORD (with subsequent written confirmation) to subordinates accelerates the planning and execution process, avoiding inherent delays in drafting, transmission and receipt of a written order. Sharing information via the Commands' common operational picture (COP) improves collaboration with external organizations and subordinates

2.9 Battle Staff Core Center Integration

2.9.1 NORAD and USNORTHCOM Command Center

2.9.1.1 Mission and Mission Essential Tasks. The N2C2 assures timely, accurate and unambiguous integrated tactical warning and attack assessments (ITW/AA) for Canada and the United States while providing continuous SA on planned and contingency operations. Along with our partners, the N2C2 anticipates requirements and ensures unity of effort for the NORAD and USNORTHCOM missions. The N2C2 mission essential tasks are:

- Conduct Maritime Warning and Assessment
- Conduct ITW/AA
- Conduct Long Range Aviation Warning and Air Assessment
- Conduct Operation NOBLE EAGLE
- Conduct Ballistic Missile Defense Operations
- Conduct Domestic Warning and Attack Assessment
- Support/Conduct nuclear command and control (C2)
- Perform C2
- Provide force tracking inputs and updates IAW N/FOC and NC/FOC direction and procedures

2.9.1.2. Operations. The N2C2 serves as the 24/7/365 entity for integrating NORAD and USNORTHCOM current operations for both Commands. It serves as the Commander's fusion center for unambiguous ITW/AA, all-domain combined and joint operations, and crisis response actions. It performs bi-national reporting to the national military command centers of the United States (National

Joint Operations and Intelligence Center [NJOIC]) and Canada (National Defence Command Centre [NDCC]).

2.9.1.3 Normal Operations and Transition to Contingency Operations. During normal operations, the N2C2 crew maintains situational understanding of the NORAD AO and USNORTHCOM AOR environment for anomalous indicators that, when pieced together, impact current operational capabilities or have potential for an operational response. CCDs and their crew have a working knowledge of NORAD CONPLAN 3310, the NORAD Theater Campaign Plan (TCP) USNORTHCOM TCP and all other standing CONPLANS, OPORDs, EXORDs, associated Commanders Critical Information Requirements (CCIR), which are composed of Friendly Force Information requirements (FFIR) and Priority Intelligence Requirements (PIR).

The N2C2 is the front-line for anticipating next steps by aggressively pursuing and answering information requirements (IRs). During a no-notice contingency, the N2C2 and the Operational Intelligence Watch (OIW) are solely responsible for immediate actions and developing situational understanding for the Commander until the Battle Staff is activated and operational. Critical N2C2 crewmember actions focus on the 5Ws, initial assessments of event impact to the homeland, effects on DOD asset readiness and answered/unanswered IRs that support next step decisions. N2C2 focuses on friendly force information requirements (FFIR) and the OIW focuses on priority intelligence requirements (PIR).

Crewmembers aggressively scan the operational environment for relevant data that anticipates “what else” and “what next” actions and decisions.

2.9.1.4 Incident Transition to USNORTHCOM and NORAD Future Operations and Current Operations Centers. Once the N-NC/CS, N/J3 and NC/J3 are notified and the CEG briefed (and Battle Staff activation occurs), the Battle Staff Executive Director will assign CAP responsibilities to the appropriate center.

2.9.2 USNORTHCOM Future Operations Center

2.9.2.1 Mission and Mission Tasks. The NC/FOC typically forms upon recall of the Battle Staff and is responsible for planning near-term future operations and ensuring coordination between the N2C2, N/FOC, NC/J33 and the FPC regarding plans and orders, Commander’s Intent, approved end-states and strategic or operational objectives and assessments. During normal day-to-day operations, NC/J35 staffs a NC/CAT consisting of a NC/CAT lead and one or two additional NC/CAT members. This standing NC/CAT is on-call to react to ongoing and emerging requirements. If the situation dictates, the NC/J35 will recommend to the NC/J3 to establish a NC/CAT + (consisting of the additional members, depending on the situation) or activation of the entire NC/FOC. Mission tasks include:

- Coordinate with other staffs and commands, as necessary for a complete review of a potential crisis
- Produce messages, reports, orders, briefs and other documents providing decision makers with the information required to make informed decisions
- Receive and modify plans developed by the FPC based upon the current situation
- Convert plans into orders and pass to the NC/COPSC and N2C2 for execution, develop situational CCIR (in coordination with the other Core Centers) for approval by the Battle Staff executive Director and Commander, and maintain the Decision Support Matrix, execution timeline and point of contact coordination list

- Using measures of effectiveness (MOE) and measures of performance (MOP), and input from NC components and JTFs, assesses the current operation and project future status of friendly forces for the next 96 hours. These projections, in conjunction with command and control (C2) projections for threat actions, determine the need for modification of current and anticipated operations, objectives, effects and MOEs to achieve the intended end-state
- Task organize staff members to manage or execute multiple or simultaneous events. Depending on the nature of the events, the NC/FOC may require augmentation from other Battle Staff directorates
- USNORTHCOM OPR for force tracking status for all forces identified in planning, deploying and/or being employed in support of USNORTHCOM operations; as OPR establishes procedures, process and responsibilities for all Battle Staff nodes to provide force tracking updates as required

2.9.2.2 Operations. The following paragraphs discuss USNORTHCOM processes and highlight important NC/FOC planning and execution considerations. The early use of video teleconferencing can hasten decision-making and enhance mutual understanding at multiple levels of command. NORAD and USNORTHCOM uses the 10 step N-NC JOPP described in paragraph 2.7.

If the NC/FOC becomes task saturated due to multiple incidents or events or extended operations, the N-NC/CS, at the request of the NC/J3 and after coordination with the N-NC/J5, may direct the FPC to support selected future operations CAP responsibilities in direct support of the NC/J3. See paragraph 2.9.4.1 and 2.9.4.3.

2.9.2.2.1 N-NC JOPP Step 1 – Planning Initiation. In close coordination with the N/FOC and FPC, the NC/FOC determines the scope and extent of the situation. This process may be initiated by the Commander, NC/J3, or as a result of an OPREP-3 or CRITIC. If the OPREP-3 or CRITIC triggers an OPREP-3 PINNACLE/Commander's Assessment, it is produced by the NC/FOC.

During this time, numerous phone calls will be made to the Joint Staff (JS) and to appropriate personnel in the potential crisis area. The challenge is capturing as much of this information as possible and functioning as the single data repository within the headquarters. NC/CAT will assemble to meet this initial challenge. The magnitude of information flow drives a full NC/FOC activation decision.

When enough information is known (assuming the situation has National-level interest) the NC/FOC produces an OPREP-3 PINNACLE/Commander's Assessment for the Commander's approval and release to the JS, with information copies to components and the designated JTF commander. Key contents include:

- Information on current situation
- Strategic objectives and desired effects
- Action being taken within the constraints of current rules of engagement (ROE) and rules on the use of force (RUF)
- Forces readily available (readiness/location)
- Expected time of earliest commitment of forces
- Major constraints and restrictions on the employment of forces

- Range of options or course of action (COA) under consideration, if sufficient information is available
- Primary Agency and Interagency considerations

The Commander's Assessment is a crucial product in terms of influence on future decisions in a fast breaking crisis. Step 1 of the N-NC JOPP technically ends with the dispatch of the Commander's Assessment to the JS (information to subordinates and components and JTF commander, if designated).

In close partnership and coordination with the FPC, the NC/FOC begins to assess the situation with the goal of providing the Commander and staff with the identification of national interests at stake, national objectives and diplomatic or military options. Additionally, the NC/FOC is assessing the employment status of theater forces and transportation assets.

Typical NC/FOC actions at this point include:

- Situation and mission analysis continue
- Recommend C2 relationships to the CDRUSNORTHCOM
- Conduct situation updates to NC/J3 (and N/J3 as appropriate)
- Representatives from the other principal nodes begin collecting information useful for preparation of staff estimates during later phases. These staff estimates provide the "90% solution" for the OPORD produced during the Step 7 of the N-NC JOPP
- Maintain liaison with the DCO (when employed), USNORTHCOM Situation Awareness Team (NSAT), country desk officers, subordinate headquarters and the JS
- Anticipate queries from both JS and prospective JTFs (refer to annex A to CJCSM 3122.01A, *JOPES Volume I Planning Policies and Procedures*, plus annex A to JP 5-00.2, *Joint Task Force Planning Guidance and Procedures*). The latter provides an excellent JTF-level checklist that the NC/FOC can use in anticipating subordinates' Information Requirements (IR)

Next is the dispatch of the CJCS WARNORD. The entire Battle Staff continues monitoring and planning. Often the CJCS WARNORD is the first document fully identifying and developing the situation. While the release and availability of the CJCS WARNORD would be ideal, absent the CJCS WARNORD, USNORTHCOM would initiate a USNORTHCOM WARNORD to subordinates, components and supporting commands.

2.9.2.2.2 N-NC JOPP Steps 1 – 6 Mission Analysis through Course of Action Selection and Approval. These steps begin with receipt of the CJCS WARNORD. Formal Mission Timeline development is immediately initiated, paying particular attention to the time available for planning. (Use the 1/3-2/3 rule, with subordinate headquarters given 2/3 of the available time.)

- **USNORTHCOM WARNORD.** Upon CJCS WARNORD receipt, the NC/FOC issues a WARNORD to promulgate guidance and intent to subordinate commanders. Absent a CJCS WARNORD, USNORTHCOM may also issue a WARNORD upon direction from the Commander or Battle Staff Executive Director. It requires greater front-end participation in mission analysis on the part of the NC/FOC. Since the process is highly interactive with the designated JTF, the information contained or requested in an Evaluation Request Message is rolled into the WARNORD. Information from the mission analysis is put into the draft WARNORD. (Do not wait until after the decision brief — it's too

late). The WARNORD will, among other things, direct the appropriate USNORTHCOM component, subordinate or JTF commander to provide USNORTHCOM with a Commander's Estimate, including operational objectives and desired effects, operational and tactical COAs and may also double as the USNORTHCOM component, subordinate or JTF commander activation order. A separate activation order should be sent to the designated USNORTHCOM component, subordinate or JTF commander if the WARNORD is delayed for any reason

- Input to the WARNORD begins as soon as the mission analysis is completed. NC/FOC and staff representatives to the FPC must be prepared to provide input IAW the appropriate format. The NC/FOC has a library of sample WARNORDs, OPORDs, EXORDs, etc. to use as templates. The mission analysis format supports the WARNORD development
- The WARNORD is prepared in an easy-to-digest format. Techniques include placing information pertinent to a threat or enemy situation in the first paragraph under "Situation." The WARNORD includes pertinent higher-level (above USNORTHCOM) friendly information in the second paragraph under "Situation." In addition, the President of the United States (POTUS) and the Secretary of Defense (SecDef) aims or intent is listed with higher friendly forces information. This technique mirrors the standard operation order formats single service staffs regularly use
- **Parallel Planning.** Parallel Planning refers to the continuous refinement of combatant commander-level COAs and development of staff estimates. COAs must be developed and based on these COAs the staff completes its estimates. Time-phased force and deployment data (TPFDD) building begins as soon as possible, using an interactive process among the FPC, NC/FOC, USNORTHCOM components and subordinates and JTF staff
 - Once defined, NC/FOC representatives to the mission analysis process can wargame (visualize) each COA from their functional perspective. This is an important step identifying critical planning factors key to mission success and the strengths and weaknesses of each COA. This wargaming analysis is a key part of the estimate process. The output of the wargame is the identification of decisions required by the Commander and the corresponding situational CCIRs. The NC/FOC will then draft the decisions support matrix with an L-Hour or N-Hour execution timeline. These two products will be refined during the planning process and handed off to the NC/COPSC and N2C2 for execution
 - The designated USNORTHCOM component, subordinate or JTF Commander's Estimate becomes a part of the NC/FOC-produced USNORTHCOM Commander's Estimate, but not a substitute for it. The designated USNORTHCOM component, subordinate or JTF Commander's estimate identifies operational and tactical level details for each of its COAs (i.e., the staff medical officer may have wargamed the flow of casualties within the JTF area of operations for each COA), but it is a USNORTHCOM responsibility to develop the overall theater evacuation plan and document it in an annex to the OPORD going to the JS. The wargaming process provides details for OPORD annex preparation once a COA is selected
 - The designated USNORTHCOM component, subordinate or JTF Commander's Estimate provides the operational and tactical level detail of the "what" and "how" for each COA considered. The USNORTHCOM Commander's Estimate serves as an overarching operational concept incorporating the designated USNORTHCOM component, subordinate or JTF Commander's Estimate and providing the strategic focus and vision
 - Following the COA decision brief to the Commander, the estimate is forwarded to the JS and the designated USNORTHCOM component, subordinate or JTF Commander is advised of the

recommended COA. This can be done by including the designated USNORTHCOM component, subordinate or JTF Commander as an info addressee on the estimate or sending a WARNORD. The WARNORD is the preferred method since it will include specific information germane to USNORTHCOM, the JTF, as well as other components and subordinates that may not be appropriate in a CJCS message.

- **Specific NC/FOC Planning Roles.** The NC/FOC part of simultaneous planning and execution during crisis situations includes keeping “one eye” on the tasks planned, managed and executed at the USNORTHCOM combatant commander (strategic) level. For example, if the NSAT is deployed to conduct an initial assessment, critical supporting actions must be identified, planned, tracked and coordinated by the NC/FOC and N2C2
 - At USNORTHCOM and at the designated USNORTHCOM component, subordinate or JTF commander’s headquarters, informal execution planning (in the absence of a PLANORD or ALERTORD) continues. Campaign Plan, PLANORD or OPORD annexes are prepared in anticipation of a POTUS or SecDef approved COA and TPFDD preparation continues. A PLANORD may be issued prior to the ALERTORD to initiate the Commander’s planning. In a rapidly developing situation, the ALERTORD may be issued immediately following recognition of a crisis without the exchange of information previously discussed
 - The process continues with the receipt of a SecDef-approved COA or ALERTORD specifying the approved COA and date for submission of a PLANORD or OPORD back to the JS. The ALERTORD indicates the COA approved by the POTUS or the SecDef, sets target dates (C-day and L-hour for deployments), which are incorporated into the execution timeline, and lists major forces approved for the operation. If a POTUS or SecDef decision is not forthcoming, the CJCS may issue the Commander a PLANORD specifying which COAs to proceed with, pending the formal POTUS or SecDef decision
 - The NC/FOC sends the ALERTORD or PLANORD to the JTF with instructions to proceed with execution planning for the chosen or anticipated COA

2.9.2.2.3 N-NC JOPP Step 7 – Plan or Order Development. Completing and issuing the OPORD now becomes the NC/FOC’s main focus. The designated USNORTHCOM component, subordinate or JTF Commander’s product with minor modifications is not sufficient. The USNORTHCOM plan incorporates key elements of the JTF plan and also covers the theater strategic level details beyond the scope of the JTF-level order. The JTF product becomes a part of the OPORD (Annex C, Operations, of the OPORD). The OPORD provides the components, supporting commands and agencies with a detailed operation plan and tasks those involved to prepare for the operation. The NC/FOC evaluates and determines command relationships as appropriate, determining and reviewing decision points for changes to the OPORD and producing an execution matrix showing key activities, events and decision points provided for N2C2 use during the Execution Phase

- The NC/FOC, upon completion of the OPORD, wargames it through each phase to identify branches (theater level) based on possible enemy reactions. The NC/FOC develops appropriate options for these anticipated reactions
- The OPORD is briefed to the Commander, approved and sent to the JS with information copies to the operational commander and components. The USNORTHCOM OPORD is the key Planning Phase outcome

2.9.2.2.4 N-NC JOPP Steps 8 – 10 Deployment, Employment and Sustainment and Redeployment. These steps begin with the receipt of the JCS EXORD that transmits the POTUS or SecDef decision to execute the mission or OPORD. The NC/FOC prepares the USNORTHCOM EXORD. Upon receipt of the JCS EXORD, the NC/FOC obtains the Commanders approval to release the EXORD. Once the EXORD is released, the NC/FOC transfers responsibility for the operation to the NC/COPSC and N2C2 through a formal hand off briefing.

Once the USNORTHCOM EXORD has been issued, the NC/FOC maintains SA, assessing the crisis or event and adjusting COAs with the goal of providing the Commander with the greatest flexibility to meet a rapidly changing environment. The NC/COPSC and N2C2 now assume primary Battle Staff responsibility for the on-going operation. This includes monitoring and assessing the progress of the operation, tracking MOEs and MOPs, and, when necessary, preparing fragmentary orders for the Commander's approval and issuing them as directed. The NC/FOC may assist the NC/COPSC in evaluating Mission assignments (MAs) and developing the command position to be sent to the JS.

N-NC JOPP Step 10 Redeployment ends with crisis resolution, forces redeployed and end-state met.

2.9.3 NORAD Future Operations Center

2.9.3.1 Mission and Mission Tasks. The N/FOC is responsible for planning near-term future operations and ensuring coordination between the N2C2, NC/FOC and the FPC regarding plans and orders, Commander's intent, approved end-states and strategic or operational objectives and effects. During normal operations, N/J33 staffs an N/CAT consisting of a CAT lead and two or three additional N/CAT members. This standing N/CAT is on call to react to ongoing and emerging requirements. If the situation dictates, the N/J33 will recommend to the N/J3 to activate the entire N/FOC. Mission tasks include:

- Coordinate with other staffs and commands, as necessary, for a complete review of a potential crisis
- Produce messages, reports, orders, briefs and other documents providing decision makers with the information required to make informed decisions
- Modify plans developed by the N-NC/J5 based upon the current situation
- Develop modified plans into orders (warning order [WARNORD], prepare to deploy order [PTDO], operation order [OPORD] or execute order [EXORD]) and pass to the NORAD Operations Coordination Center (NOCC) for execution
- Support the Chief of Current Operations briefings CSAM, CCB CGM
- NORAD OPR for force tracking status for all forces identified in planning, deploying and/or being employed in support of NORAD operations; as OPR establishes procedures, process and responsibilities for all Battle Staff nodes to provide force tracking updates as required

2.9.3.2 Operations. The N/FOC is responsible for all CAP phases regarding NORAD operations and planning, and uses the 10 step N-NC JOPP described in paragraph 2.7 and as depicted in **Figure 2-5**.

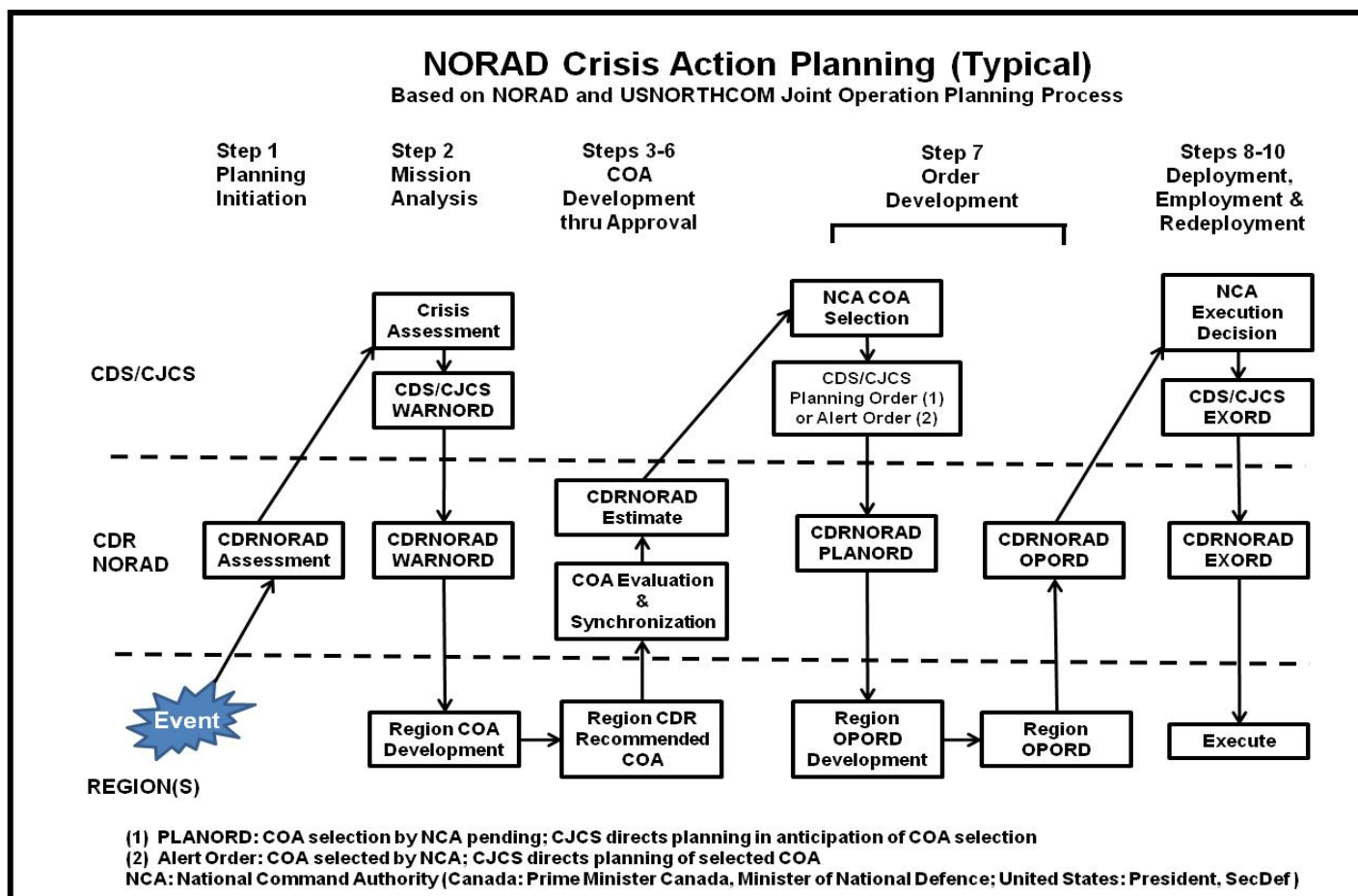


FIGURE 2-5
NORAD CRISIS ACTION PLANNING

N-NC JOPP steps used in NORAD CAP may be compressed, repeated or carried out concurrently depending on the urgency of the situation and the demand for immediate decisions. Verbal orders may preface written or formal orders. The amount of time spent in each phase depends on the tasks to be done and the time available.

Refer to **Table 2-2** for a synopsis of the NORAD products and their associated triggers, owners and processes that the Battle Staff uses in support of the N-NC JOPP. A single owner or office of primary responsibility (OPR) is indicated in the table for each product.

2.9.3.3 NORAD Operations Coordination Center. The NOCC is responsible to the N/J3 and provides Battle Staff coordination among the N/FOC, N2C2 and NORAD regions. The NOCC is activated concurrently with the N/FOC and is resident in the N2C2, N/FOC, as well as room B-039. The NOCC is primarily manned with N/J33 personnel and works closely with the HQ NORAD FAA LNO and the TSA LNO to include advocating their Battle Staff support requirements (seats and information technology support on the Battle Staff). Mission tasks include:

- Coordinate with force providers, supporting commands, interagency partners and the CDS and CJCS, as necessary to facilitate the achievement of strategic objectives with focus on near-term issues

- Ensure execution of Region operations is synchronized to maximize efficiencies and leverage opportunities
- Coordinate laterally and vertically to mitigate gaps and seams that arise during operations
- Provides briefing input, in coordination with N2C2 and N/FOC, for battle rhythm meetings
- Coordinate with the N/FOC for smooth transition of planned and proposed future operations
- Facilitate command strategic communication initiatives with operational information support to PA for media briefings and queries on events that have already occurred
- Coordinate with the N/FOC to facilitate changes to existing DEPORDs and EXORDs
- Provide oncoming Air Domain crew in-depth brief on current situation, region plans and N/FOC activities

The NOCC is responsible for ensuring a smooth transition from planning to execution for approved COAs developed by the N/FOC. This is accomplished through close coordination with the N/FOC and NORAD Regions. NOCC personnel meet with N/FOC personnel to receive the COA briefings, and then brief the oncoming N2C2 crew on the current situation, region plans, and N/FOC plans. Additionally, the NOCC is responsible for developing the NORAD SITREP. The SITREP is completed and transmitted when directed IAW NI 10-19.

2.9.4 NORAD and USNORTHCOM Future Plans Center

2.9.4.1 Mission and Mission Tasks. The FPC is responsible for looking beyond the current operations planning timeframe to ensure the Commands are thinking ahead and are postured to address future events to include sequels and/or branches. The FPC is supported by planners who have an intimate knowledge of the NORAD and USNORTHCOM family of contingency plans and are able to focus on possible future events and scenarios. Functions and responsibilities include:

- Conduct CAP as listed in BSOP, table 2-2, and as directed by the CEG
- Develop branches and sequels for current crisis operations as required
- As directed by the N-NC/CS, support selected future operations CAP responsibilities from the NC/FOC. See paragraph 2.9.4.3
- Provide force tracking inputs and updates IAW N/FOC and NC/FOC direction and procedures

2.9.4.2 Operations. The FPC's main product is relevant, timely and accurate information to the Commander to facilitate the decision making process. The FPC is the Core Center that looks to the future and focuses on the "What's next?" question to develop Commander's Estimates, COAs and concept of operations (CONOPS), along with developing contingency plans. Refer to BSOP, table 2-2, for a synopsis of the products and their associated triggers, owners and processes that the Battle Staff uses in support of the CAP process. A single owner or officer of primary responsibility is indicated in

the table for each product. However, depending on the number of simultaneous events occurring, planning time and staff resources available, these products may be developed by the FPC, the N/FOC or the NC/FOC, as necessary, to ensure timely and effective conduct of operations. The N/FOC has two aerospace planners assigned that support the CAP process to execute CONPLAN 3310; however, if strategic warning or other circumstances should occur, the FPC would work required CONPLAN modifications and transition them to the N/FOC.

2.9.4.3 Transition to Future Operations Crisis Action Planning. If the NC/FOC becomes task saturated due to multiple incidents, events or extended operations, the N-NC/CS, at the request of the NC/J3 and in coordination with the N-NC/J5, may direct the FPC to support selected future operations CAP responsibilities in direct support of the NC/J3. Specifics will be coordinated between the NC/FOC and FPC Chiefs. The FPC and NC/FOC can conduct simultaneous but separate future operations planning CAP processes.

2.9.5 Command Executive Group

Draft N-NC JOPP products produced by the Battle Staff Core Centers are approved by the respective Core Center's J-Code director who then presents the product to the CEG for final review before it goes to the Commander. (Note: The CEG review does not necessarily involve a physical convening of a CCB meeting, but rather it can be accomplished "virtually," if directed by the Battle Staff Executive Director.) The CEG may make one of several decisions at this point:

- It may accept the product and release it if the Commander has delegated release authority to the Battle Staff Executive Director
- It may approve the product for subsequent review and approval by the Commander at the CSAM or CGM or (if circumstances require), take the product directly to the Commander for approval
- It may direct revisions

Figure 2-6 depicts the key core center relationships.

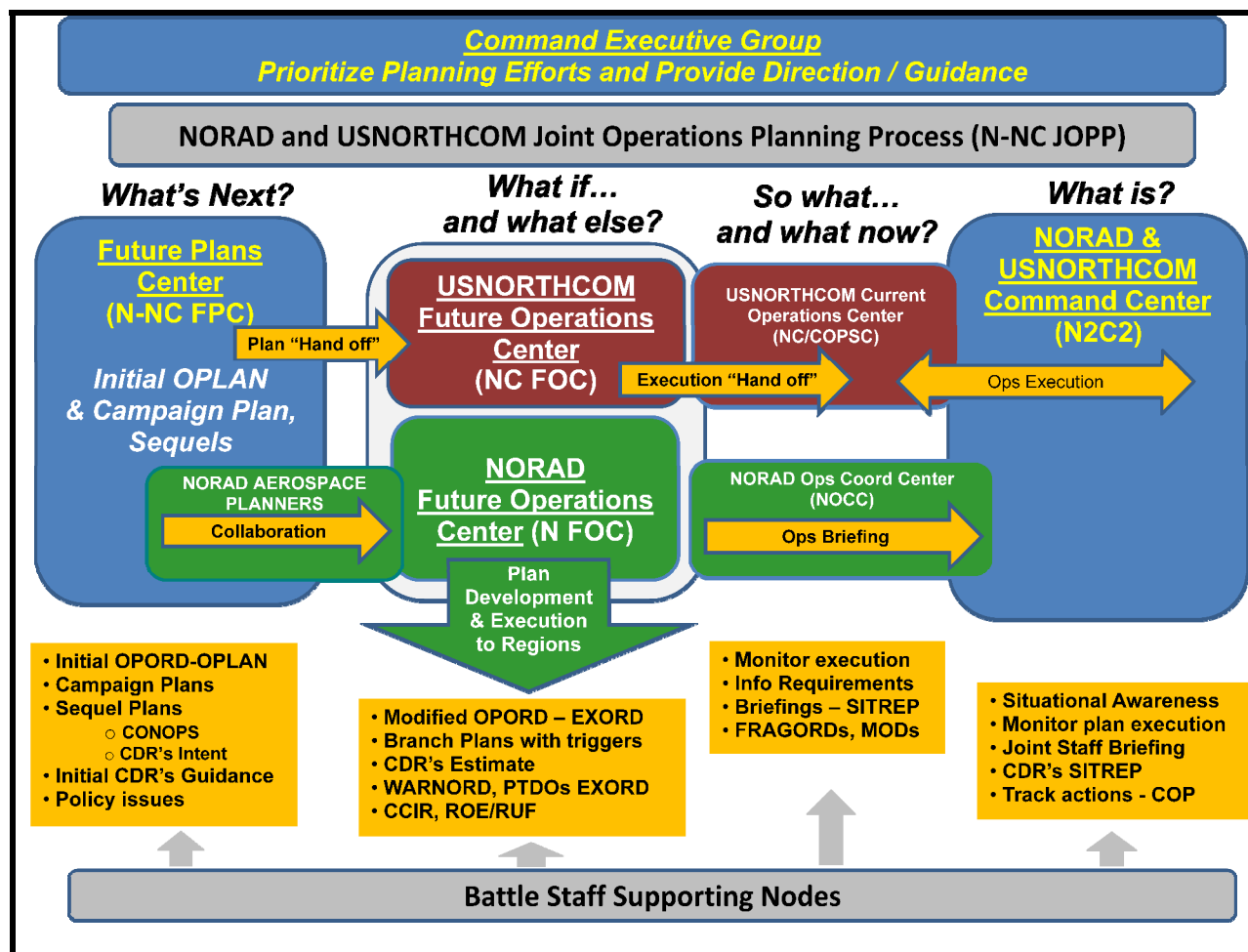


FIGURE 2-6
KEY CORE CENTER RELATIONSHIPS

2.10 Products of the N-NC Joint Operation Planning Process

2.10.1 General

As discussed in paragraph 2.7, the N-NC JOPP is the operational decision framework adopted by NORAD and USNORTHCOM for the CAP and execution processes. It provides the planning template the Battle Staff uses to develop the *JOPES* products necessary to complete the plan production process cycle. The JOPP is detailed and specific, and incorporates planning products derived by the parallel planning processes from other sources such as the USNORTHCOM NSAT (See NCP 3-06, *Initial Entry Concept of Execution*).

2.10.2 NORAD and USNORTHCOM JOPP Product Matrices

These matrices identify the Collaboration and Coordination requirements for each *JOPES* product and supporting products that are generated as a result of the N-NC JOPP. **Table 2-2** describes the NORAD products. **Table 2-3** describes the USNORTHCOM products. Templates and examples of specific NORAD and USNORTHCOM *JOPES* Products and supporting products are maintained internally by the respective Core Center.

Each table identifies the following items for each product:

- **N-NC JOPP Product** – Individual product name
- **Collaboration Information** – this identifies the specific information required from Battle Staff nodes, J-code staff, supporting forces (e.g., JTF, components) and organizations external to NORAD and USNORTHCOM, to develop the identified planning and decision products
- **Collaboration OPR** – which Battle Staff node or agency that supplies the collaboration
- **Supporting Products** – supporting products that are generated as a result or in support of the N-NC JOPP JOPES product. These may include: an RFI/I, prepare to deploy orders (PTDO), changes in readiness levels, etc.
- **Supporting Products OPR** – which Battle Staff node or agency is responsible for creating and implementing the supporting product
- **Battle Rhythm Products** – specific products such as briefings, situation reports, and notifications that are created to ensure the status and actions taken in support of N-NC JOPP products are updated at Core Battle Rhythm meetings
- **Battle Rhythm Product OPR** – which Battle Staff node or agency is responsible for creating and presenting the product at Core Battle Rhythm Meeting

Figure 2-3 USNORTHCOM Collaboration Matrix is used by both the FPC and NC/FOC, though it may be modified as required for notice, no-notice and/or no plan events and incidents.

TABLE 2-2
NORAD COLLABORATION MATRIX FOR N-NC JOPP

NORAD Collaboration Matrix for N-NC JOPP						
N-NC JOPP Product	Collaboration Information	OPR	Supporting Products As Required/Directed	OPR	Battle Rhythm Products	OPR
N-NC JOPP Step 0 - Situational Awareness / Initial Response						
OPREP-3		N2C2	Commander's Assessment	N2C2	CSAM Brief	N2C2
Commander's Assessment (Initial)	OPREP 3 CDR's Assessment Msg	N2C2	RFI / I	N/FOC	CSAM Brief	N2C2
	CCIR Trigger Notification	N2C2	PDTO Message	N/FOC	CCB Brief	N2C2
	CJCS Vol. 6	N2C2		N/FOC	Daily SITREP	N2C2
N-NC JOPP Step 1 - Planning Initiation						
Initial Mission Planning Timeline	Confirmation of JOPES products required	N/FOC	Commanders Assessment	N/FOC	CCB Mission Planning Timeline Briefing Slide	N/FOC
			Commander's Planning Guidance	N/FOC		
Commander's Assessment	Situation	JIOC-N			Decision brief to CEG (CCB) and Commander (CSAM or CGM)	N/FOC
	CDR NORAD Intent	N/FOC				
	Status of Force	N2C2				
	Status of Personnel	N/FOC				
	FOL/DOB Generation	N/FOC				
	Communications Status	N/FOC				
	Public Affairs Posture	N/FOC				
	Information Operations	N-NC/J39				
	Possible COAs	Regions				
	Overall CDR's Assessment	N/FOC				
	CCIR Recommendations to CDR	N/FOC				
	Security Guidance	N/FOC				
N-NC JOPP Step 2 - Mission Analysis						
Commander's Intent/Guidance	Commander's Intent/Guidance	N/FOC - Region			Decision brief to CEG (CCB) and Commander (CSAM or CGM)	N/FOC
Revised Mission Statement	Revised Mission Statement	N/FOC - Region			Decision brief to CEG (CCB) and Commander (CSAM or CGM)	N/FOC
Consolidated Staff Estimate (Running Estimate)	Restated CDR's Planning Guidance	N/FOC - Region			Decision brief to CEG (CCB) and Commander (CSAM or CGM)	N/FOC
	Intelligence Estimate/Assessment	JIOC-N			Decision brief to CEG (CCB) and Commander (CSAM or CGM)	N/FOC
	Review of Current Authorities	N/FOC - Region				
	Review of Relevant CONPLANS	N/FOC - Region				
	Recommended Mission Timeline	N/FOC - Region				
	Tasks (Key/Specified/Subordinate)	N/FOC - Region				
	Risk Assessment	N/FOC - Region				
	Possible Decisions	N/FOC - Region				
	CCIR Recommendations to CDR	N/FOC - Region				
Restated Mission	N/FOC - Region					

NORAD Collaboration Matrix for N-NC JOPP (Cont.)						
N-NC JOPP Product	Collaboration Information	OPR	Supporting Products As Required/Directed	OPR	Battle Rhythm Products	OPR
Revised Mission Planning Timeline	Confirmation of JOPES products required	N/FOC			Decision brief to CEG (CCB) and Commander (CSAM or CGM)	N/FOC
WARNORD	WARNORD	N/FOC				
Initial Planning Guidance	Initial Planning Guidance	N/FOC				
Mission Analysis Brief	Mission Analysis Brief	N/FOC				
N-NC JOPP Step 3 - COA Development						
COA Briefing (~3 COAs) - Branch COA Development (What if?) - Sequel COA Development (What's Next?)	Restated Mission	N/FOC - Region			Decision brief to CEG (CCB) and Commander (CSAM or CGM)	N/FOC - Region
	Recommended CDR's Intent	N/FOC - Region				
	Task Organization	N/FOC - Region				
	C2 Structure	N/FOC - Region				
	Phasing Construct	N/FOC - Region				
	Decision Support Template/Matrix	N/FOC - Region				
	Strategic Communication	N/FOC - Region - SCWG				
	CCIR Recommendations to CDR	N/FOC - Region				
	Revised Staff Estimates	N/FOC - Region				
ALERTORD		N/FOC - Region			CSAM Brief	N/FOC - Region
N-NC JOPP Step 4 - COA Analysis and Wargaming						
Wargame Results Briefing	Wargame Results Briefing	N/FOC - Region			Decision brief to CEG (CCB) and Commander (CSAM or CGM)	N/FOC - Region
Risk Assessment	Risk Assessment	N/FOC - Region			Decision brief to CEG (CCB) and Commander (CSAM or CGM)	N/FOC - Region
N-NC JOPP Step 5 - COA Comparison						
COA Comparison Briefing (if multiple COAs developed)	Developed COAs	N/FOC - Region			Decision brief to CEG (CCB) and Commander (CSAM or CGM)	N/FOC
	Wargaming Results	N/FOC - Region			CSAM Brief	Region
	Intel Analysis of Enemy Response	JIOC-N				
	Analysis of Strengths/Weaknesses	N/FOC - Region				
	Decision Matrix (For COA Selection)	N/FOC - Region				
	CCIR Recommendations to CDR	N/FOC - Region				
	Recommended Decision	N/FOC - Region				
N-NC JOPP Step 6 - COA Selection and Approval						
COA Decision Briefing	COAs	N/FOC	COA Selection		Decision brief to CEG (CCB) and Commander (CSAM or CGM)	N/FOC
	Reccomended COA	N/FOC			CSAM Brief	Region
	Supporting Decision Analysis	N/FOC				

NORAD Collaboration Matrix for N-NC JOPP (Cont.)						
N-NC JOPP Product	Collaboration Information	OPR	Supporting Products As Required/Directed	OPR	Battle Rhythm Products	OPR
CDR's Estimate Brief	Mission Statement	N/FOC	Commanders Estimate to JCS / CDS	N/FOC	Decision brief to CEG (CCB) and Commander (CSAM or CGM)	N/FOC
	Facts, Assumptions, Limits and Planning Guidance	N/FOC				
	Commanders Intent and End State	N/FOC				
	COA Description	N/FOC				
	COA Analysis	N/FOC				
	COA Recommendation	N/FOC				
	CCIR Recommendations to CDR	N/FOC				
	Region Commander's Comments	N/FOC	Warning Order to Sectors			
N-NC JOPP Step 7 - Plan and Order Development						
EXORD or OPORD	Situation - intel	JIOC-N	RFI / I	N/FOC	Decision brief to CEG (CCB) and Commander (CSAM or CGM) & SITREP informed of EXORD	N/FOC
	CDR Intent & Direction	N/FOC	OPORD			
	Tasks for Supporting COCOMs	N/FOC	EXORD			
	Tasks for Services	N/FOC				
	Tasks for Regions	N/FOC				
	Logistics information	JLOC				
	JOPES	GFM JOPES (N-NC/J30)				
	Command & Signal	N/FOC				
	PA	SCWG				
Aerospace Control Level (ACL) Change Msg	IO - if applicable	N-NC/J39		N/FOC	Decision brief to CEG (CCB) and Commander (CSAM or CGM) & SITREP informed of ACL change	N/FOC
	Situation - intel	JIOC-N	RFI / I			
	CDR Intent & Direction	N/FOC				
	Tasks for Supporting COCOMs	N/FOC	ACL change message			
	Tasks for Services	N/FOC	ACL change message			
	Tasks for Regions	N/FOC	ACL change message			
	Logistics information	JLOC				
	JOPES	GFM JOPES (N-NC/J30)				
	Command & Signal	N/FOC				
NORAD Request For Forces	PA	SCWG		N/FOC	Decision brief to CEG (CCB) and Commander (CSAM or CGM) & SITREP informed of RFF	N/FOC
	IO - if applicable	N-NC/J39				
	Situation - intel	JIOC-N				
	CDR Intent & Direction	N/FOC				
	Requested forces	N/FOC (N-NC/J1)				
	Logistics information	JLOC				
	JOPES	GFM JOPES (N-NC/J30)				
	Command & Signal	N/FOC				

NORAD Collaboration Matrix for N-NC JOPP (Cont.)						
N-NC JOPP Product	Collaboration Information	OPR	Supporting Products As Required/Directed	OPR	Battle Rhythm Products	OPR
N-NC JOPP Step 8 - Deployment						
DEPORD or ACL change msg	Situation - intel	JIOC-N	RFI / I	N/FOC	Decision brief to CEG (CCB) and Commander (CSAM or CGM) & SITREP informed of ACL change	N/FOC
	CDR Intent & Direction	N/FOC				
	Tasks for Supporting COCOMs	N/FOC	ACL change message			
	Tasks for Services	N/FOC	ACL change message			
	Tasks for Regions	N/FOC	ACL change message			
	Logistics information	JLOC				
	JOPES	GFM JOPES (N-NC/J30)				
	Command & Signal	N/FOC				
	Strategic Communication	SCWG				
	IO - if applicable	N-NC/J39				
N-NC JOPP Step 9 - Employment and Sustainment						
FRAGORD or ACL modification msg	Updated Situation - intel	JIOC-N	RFI / I	N/FOC	Decision brief to CEG (CCB) and Commander (CSAM or CGM) & SITREP informed of ACL change	N/FOC
	Updated CDR Intent & Direction	N/FOC				
	Update COA based on branches or sequels	N/FOC				
	Tasks for Supporting CCDRs	N/FOC	ACL change message			
	Tasks for Services	N/FOC	ACL change message			
	Tasks for Regions	N/FOC	ACL change message			
	Logistics information	JLOC				
	JOPES	GFM JOPES (N-NC/J30)				
	Command & Signal	N/FOC				
	Strategic Communication	SCWG				
	IO - if applicable	N-NC/J39				
N-NC JOPP Step 10 - Redeployment						
EXORD or ACL change msg	Situation - intel	SCWG	RFI / I	N/FOC	Decision brief to CEG (CCB) and Commander (CSAM or CGM) & SITREP informed of ACL change	N/FOC
	CDR Intent & Direction	N/FOC				
	Tasks for Supporting CCDRs	N/FOC	ACL change message			
	Tasks for Services	N/FOC	ACL change message			
	Tasks for Regions	N/FOC	ACL change message			
	Logistics information	JLOC				
	JOPES	GFM JOPES (N-NC/J30)				
	Command & Signal	N/FOC				
	Strategic Communication	SCWG				
	IO - if applicable	N-NC/J39				

TABLE 2-3
USNORTHCOM COLLABORATION MATRIX FOR N-NC JOPP

USNORTHCOM Collaboration Matrix for N-NC JOPP				
N-NC JOPP Product	Collaboration Information	OPR	Supporting Products	Battle Rhythm Products
N-NC JOPP Step 0 - Situational Awareness / Initial Response				
OPREP-3		N2C2		Info brief to CEG (CCB)
Commander's Assessment (Initial)	OPREP 3 CDR's Assessment Msg	N2C2	OPREP 3 Report sent to NMCC	Decision brief to CEG (CCB) and Commander (CSAM or CGM)
	CCIR Trigger Notification	N2C2	SPOTREP generated by CCD	
	CJCS Vol. 6	N2C2	Telephonic Reporting Only; results captured in next CSAM or CGM	
	Commander's initial direction and recommendations to the Battle Staff Executive Director	N2C2	N2C2 Standing Checklists and Decision Support Templates. CCD makes recommendations based on best avail info	
	Intelligence Assessment	JIOC-N		
	Review of Current Authorities	NC/IRT, NC/FOC or FPC	Standing EXORDs	
	Intelligence Estimate/Assessment	JIOC-N		
	MA-RFA Report	N2C2	MA summary and spread sheet	
	RFF Report	NC/FOC or FPC		
	Assess need to adjust RPL/CRPL/PTDO/MAP etc.	NC/IRT, NC/FOC or FPC	Readiness change level message	Decision brief to Commander
N-NC JOPP Step 1 - Planning Initiation				
Initial Mission Planning Timeline	Planning timeline estimates	Core Centers		Decision brief to CEG (CCB)
Commander's Assessment	Info on current situation	NC/COPSC, N2C2		Decision brief to CEG (CCB) and Commander (CSAM or CGM)
	Actions w/in CDRs ROE	NC/FOC or FPC		
	Forces readily available		Force availability request to field	
	Time Frame for earliest commitment of forces			
	CCIR recommendations to CDR			
Draft USNORTHCOM WARNORD or PLANORD (JTF Activation)	Major constraints on employment of force			Decision brief to CEG (CCB)
	NC Request for Forces (RFF)	NC/FOC or FPC		
Initial Planning Guidance	Approved CDR's Assessment	NC/FOC or FPC		Decision brief to CEG (CCB) and Commander (CSAM or CGM)
	CCIR recommendations to CDR	NC/FOC or FPC		
	CJCS orders and direction			
	CDR's direction			
	Battle Staff Executive Director guidance			
	Intelligence Assessment	JIOC-N		
N-NC JOPP Step 2 - Mission Analysis				
Commander's Intent/Guidance	CJCS orders and direction	NC/FOC or FPC		Decision brief to CEG (CCB) and Commander (CSAM or CGM)
	CDR's direction			
	CCIR recommendations to CDR			
	Battle Staff Executive Director guidance			
Revised Mission Statement		NC/FOC or FPC		
Mission Analysis	Determine known facts, current conditions	NC/FOC or FPC		Decision brief to CEG (CCB) and Commander (CSAM or CGM)
	Analyze higher CDR's mission / intent			
	Specified / Implied Tasks			
	Determine Op Limitations			
	Develop Assumptions			
	Determine Military End State, objectives		Objectives	
	Enemy / Friend COG/ CF Analysis			
	Determine CCIRs		CCIRs	
	Review Strategic Communication Guidance			
	Initial force structure analysis			
	Initial Risk Assessment			
	Mission Statement			
	Mission Analysis Brief		MA Brief	
	Prepare Initial Staff Estimates			
	Publish CDR's Planning Guidance and Initial Intest		CDRs Guidance	
WARNORD		FOC		Decision brief to CEG (CCB) and Commander (CSAM or CGM)

USNORTHCOM Collaboration Matrix for N-NC JOPP				
N-NC JOPP Product	Collaboration Information	OPR	Supporting Products	Battle Rhythm Products
N-NC JOPP Step 3 – COA Development				
COA Development	Restated Mission	NC/FOC or FPC		Decision brief to CEG (CCB)
	Recommened CDR's Intent			
	Task Organization			
	C2 Structure		Assigned and attached forces	
	Concept Sketch			
	Concept Statement			
	Phasing Construct		CONPLAN/OPLAN phasing	
	Decision Support Template/Matrix			
	Strategic Communication			
	BSI Selection/Designation		BSI availability	
	CCIR recommendations to CDR			
Revised Staff Estimates				
N-NC JOPP Step 4 – COA Analysis and Wargaming				
Wargame Results Briefing		NC/FOC or FPC		Decision brief to CEG (CCB)
Risk Assessment		NC/FOC or FPC		Decision brief to CEG (CCB)
N-NC JOPP Step 5 – COA Comparison				
COA Comparison Briefing (if multiple COAs developed)	Developed COAs	NC/FOC or FPC		Decision brief to CEG (CCB)
	Wargaming Results			
	Intel Analysis of Enemy Response			
	Analysis of Strengths/Weaknesses			
	Decision Matrix (For COA Selection)			
	CCIR recommendations to CDR			
	Recommended Decision			
N-NC JOPP Step 6 – COA Selection and Approval				
COA Decision Briefing	COAs	NC/FOC or FPC		Decision brief to CEG (CCB)
	Recommended COA			
	Supporting Decision Analysis			
CDR's Estimate Brief (If no Authority or CONPLAN Exists for situation)	Approved COA decision			Decision brief to CEG (CCB) and Commander (CSAM or CGM)
CDR's Final Planning Guidance	CJCS approved COA			
CCIR Modifications and Additions				
CDR's Estimate to JS				
N-NC JOPP Step 7 – Plan and Order Development				
EXORD and/or OPORD	Force Planning	NC/FOC or FPC		Decision brief to CEG (CCB) and Commander (CSAM or CGM)
	Support Planning			
	Nuclear Strike			
	Deployment Planning			
	Shortfall Identification			
	Feasibility Analysis			
	Refinement			
	Documentation			
	Plan Review and Approval		EXORD/OPORD	
Transition Brief to Subordinate Commands		NC/FOC or FPC	Transition Brief	
N-NC JOPP Step 8 - Deployment				
DEPORD				
Modification (MODs) / FRAGORDs (or NORAD Strategic Directive)	Situation Change	NC/FOC or FPC		Decision brief to CEG (CCB) and Commander (CSAM or CGM)
	Updated Commander's Intent/Guidance			
	Updated Tasks			
	Mission Complete			
	Based on Sequal COA			
	Based on Branch COA			
N-NC JOPP Step 9 - Employment and Sustainment				
FRAGORD		NC/FOC or FPC		Decision brief to CEG (CCB) and Commander (CSAM or CGM)
N-NC JOPP Step 10 - Redeployment				
FRAGORD		NC/FOC or FPC		Decision brief to CEG (CCB) and Commander (CSAM or CGM)

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2.11 Commander's Critical Information Requirements

CCIR and developed, coordinated and approved by the Commander as part of the N-NC JOPP. CCIRs are not static. At each step of the N-NC JOPP, core centers are responsible for reviewing approved CCIRs and determining whether to recommend the Commander add, delete, adjust and update CCIRs. Recommendations will be included in N-NC JOPP product decision briefs to the Commander. Core Center Chiefs will provide the N2C2 with all Commander-approved CCIRs for the specific operation or exercise (to include modified or updated CCIRs). The N2C2 will maintain the list of approved CCIRs on the portal. The N2C2 monitors the approved list of CCIRs and is responsible for notifying the Commander when a CCIR is tripped in the Commands. At the conclusion of the operation or exercise, the N2C2 will coordinate with the Core Center Chiefs and remove CCIRs from the portal.

2.12 Return to Normal Operations

The Battle Staff Executive Director will notify the CCD of official termination of Battle Staff operations. The CCD will direct the crew to disseminate that information to all J-Code Directors via voice notifications, to all Building 2 personnel via the public address system and via message traffic to all SITREP addressees.

2.12.1 Observation Collection and After Action Process

The collection and analysis of observations during operations and exercises is critical to improve the effectiveness and efficiency of both Commands. N-NC/J7 manages the observation collection and after action process at NORAD and USNORTHCOM for all operations and exercises IAW procedures identified in N-NCI 16-166, *Lessons Learned Program and Corrective Action Board Process*. The key steps in this standardized process include:

- Data collection management
- Execution of Hotwash
- Execution of Facilitated After Action Review (AAR)
- Submission of issues to external Hotwashes and AARs
- Issue identification and resolution; and
- Reporting

N-NCI 16-166 provides a more detailed description of each step. Command Lesson Managers in Directorates and Component/subordinate commands and Directorate Training and Education representatives are key components of this process, particularly for data collection management and issue identification and resolution. **Figure 2-7** illustrates information flow through the process from original submission to final issue resolution.

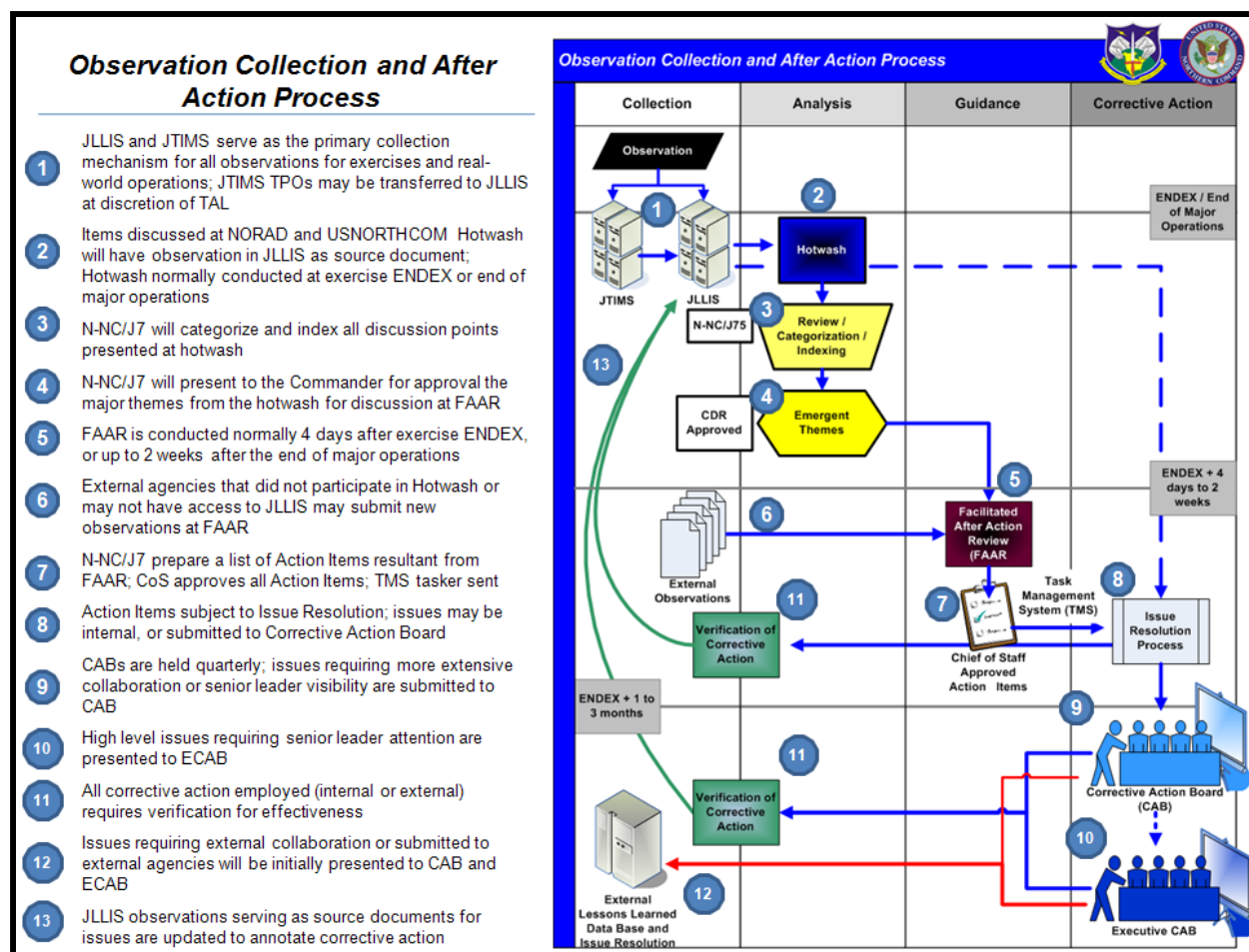


FIGURE 2-7
OBSERVATION COLLECTION AND AFTER ACTION PROCESS

2.12.2 Archiving Operational Records

The Commander has directed the N-NC Office of History to maintain an archive of documents from all operational events and activities, IAW CJCS Notice 5760 (7 Sep 06) to “preserve the historical records of continuing operations and obtain information and lessons that can be applied in planning, shaping and implementing our national defense in the future.” All N-NC directorates, special staff and HQ Battle Staff nodes, as well as USNORTHCOM subordinate commands and NORAD Regions, will ensure key records are posted to the Operational Event Portal Sites (Non-Secure Internet Protocol Router and Secret Internet Protocol Router, as appropriate). Specific responsibilities and procedures for the management of operational records are found in Annex F (Paragraph F.6).

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ANNEX A NORAD AND USNORTHCOM COMMAND CENTER

This Annex describes the Commander, North American Aerospace Defense Command (CDRNORAD) and Commander, United States Northern Command (CDRUSNORTHCOM) primary multi-domain situational awareness (SA) and current operations node, the NORAD and USNORTHCOM Command Center (N2C2). Further details are provided in the internal *N2C2 Standard Operating Procedures, Volume 1 & Volume 2*.

A.1 N2C2 Duty Positions and Functions

A.1.1 N2C2 Deputy J3 and Supporting Staff

The N2C2 is led by the Deputy J3 (DJ3) for Command Center Operations (US O-6). He is assisted by a Vice Deputy J3 (VDJ3) for Command Center Operations (Canadian O-6). They are directly responsible to both the N/J3 and the NC/J3 Directors for all operational and administrative functions of the N2C2 and for integrating current operations of both commands. They provide direct supervision of the N2C2 Command Center Director (CCD) and duty crew and integration of the NORAD and USNORTHCOM Battle Staff N2C2 augmentation during exercises and contingency operations.

A.1.2 N2C2 Duty Crews. Each of the five crews is led by an O-6 (US or Canadian) CCD, with a US or Canadian O-6 Deputy Command Center Director (DCCD). The Command Center Integration Domain synchronizes the five functional N2C2 domains: Air, Land, Maritime, Missile & Space, and Cyber. Each domain chief reports directly to the CCD.

N2C2 Duty Crew Functions:

- Receive, Distribute, Analyze Information and Maintain Situational Understanding
- Provide Assessments/Recommendations
- Support Engagement Authority Decision Making
- Integrate, Synchronize, Track and command and control (C2) Forces
- Prepare Daily Automated Message Handling System (AMHS) Message Summary
- Prepare Summary of NC/Joint Chiefs of Staff execute order (EXORD)/modification (MOD)/request for forces (RFF)/general admin (GENADMIN) messages
- Prepare daily N-NC situation report (SITREP) to the Chairman of the Joint Chiefs of Staff (CJCS)

A.1.3 N2C2 Crew Manning for Routine Operations, Contingencies and Exercises

The N2C2 operates with a core duty crew 24/7/365 and is selectively augmented by the Joint (J)-Code headquarters directorates during weekday operations. J-Code directorates will resource the increased position requirements during contingencies and exercises for 24-hour manning as portrayed in **Table A-1**. When activated, the NORAD Operations Coordination Center (NOCC) and portions of the NC/COPSC operate within the N2C2.

**TABLE A-1
N2C2 CREW MANNING**

Position Title	Rank/ Grade	24/7/365	Weekday	24-Hour Position During Contingencies and Exercises
COMMAND CENTER INTEGRATION DOMAIN				
Command Center Director (CCD)	O6	X	X	X
Deputy Command Center Director (DCCD)	O6	X	X	X
Emergency Actions (EA) NCO	E6 x 2	X	X	X
METOC Officer	CIV		X	X
Knowledge Management Officer	CTR		X	X
LAND DOMAIN				
Land Domain Chief	O5	X	X	X
Land Ops Officer	CIV	X	X	X
Interagency Coordination Officer	CIV	X	X	X
CBRNE Officer	O4/E8		X	X
National Guard Officer	O5/E7		X	X
Land Surge Position	O4/CIV			X
MARITIME DOMAIN				
Maritime Domain Chief	O5	X	X	X
Maritime Ops Officer	O4	X		
Maritime Surge Position	O4/CIV			X

Position Title	Rank/ Grade	24/7/365	Weekday	24-Hour Position During Contingencies and Exercises
AIR DOMAIN				
Air Domain Chief	O5	X	X	X
Deputy Domain Chief	O4	X	X	X
Air Domain Officer	O4/CIV	X	X	X
Air Domain NCO	E7	X	X	X
Air COP Mgr	E5	X	X	X
Air Domain Surge Position	O4/CIV			X
FAA Air Traffic Security Coordinator	CIV		X (Plus Weekend)	X
MISSILE & SPACE DOMAIN				
Missile and Space Domain Chief (MSDC)	O5	X	X	X
Deputy MSDC	O4	X	X	X
Missile and Space NCO	E7	X	X	X
Missile Defense Officer	O5	X	X	X
Missile Defense Officer Surge Position	O4/CIV			X
CYBER DOMAIN				
Cyber Domain Chief	O5	X	X	X
Cyber Domain Watch Officer	O4			X
Theater Network Communication Center (TNCC) NCO	E7	X	X	X
TNCC Tech	CTR	X	X	X
Communications Tech	CTR	X	X	X
Common Operational Picture (COP) Mgr	CIV	X	2X	X
N2C2 Mission Assurance Center Tech	CTR	X	X	X

Position Title	Rank/ Grade	24/7/365	Weekday	24-Hour Position During Contingencies and Exercises
N2C2 AUGMENTATION TEAM				
Command Chaplain	O5/04/E8/Civ			X
Judge Advocate	O5/04/CIV			X
Public Affairs	O3/04/CIV			X
Command Surgeon	O4/CIV			X
J1 Representative	E7/CIV			X
Joint Logistics Operations Center (JLOC) Representative	O6/O5			X

A.2 N2C2 Processes

A.2.1 Primary N2C2 HD & CS Mission Partners

The N2C2 primary *external* (not assigned to Headquarters, NORAD or USNORTHCOM or its subordinates) mission partners include:

- Global Situational Awareness Facility (GSAF), Pentagon, Alexandria, VA
- NJOIC, Pentagon, Alexandria, VA
- NDCC, Ottawa, Canada
- Canada Command Joint Command Centre, Ottawa, Canada
- US Coast Guard Headquarters National Command Center, Washington, D.C.
- US Pacific Command Joint Operations Center (USPACOM JOC), Camp Smith, Oahu, HI
- US Southern Command Partnership for the Americas Coordination Center (USSOUTHCOM PFACC), Miami, FL
- US Strategic Command Global Operations Center (USSTRATCOM GOC), Offutt AFB, NE
- National Guard Bureau Joint Coordination Center (NGB JOCC), Alexandria, VA
- Department of Homeland Security National Operations Center (DHS NOC), Washington, D.C.

- Federal Emergency Management Agency National Response Coordination Center (FEMA NRCC)
- Transportation Security Operations Center (TSOC), Herndon, VA
- Federal Bureau of Investigation Strategic Information Operations Center (FBI SIOC), Washington, DC
- National Counter-Terrorism Center (NCTC), Washington, D.C.
- Joint Interagency Task Force – South (JIATF-South), Key West, FL
- National Interagency Firefighting Center (NIFC), Boise, ID

A.2.1.1 NORAD and USNORTHCOM LNOs at Primary Mission Partners

During contingencies the WO deploys LNOs to the following mission partners' operations centers:

- Global Situational Awareness Facility (GSAF), Pentagon, Alexandria, VA
- NJOIC, Pentagon, Alexandria, VA
- Department of Homeland Security National Operations Center (DHS NOC), Washington, D.C.
- Federal Emergency Management Agency National Response Coordination Center (FEMA NRCC), Washington, D. C.
- Federal Bureau of Investigation Strategic Information Operations Center (FBI SIOC), Washington, DC

Additionally, depending on the type of contingency LNOs may be deployed to other mission partners operations centers such as:

- Department of Health and Human Services Emergency Operations Center (DHHS-EOC), Washington, D. C.
- Nuclear Regulatory Commission Operations Center, Washington D. C.
- Department of Energy Operations Center, Washington, D. C.
- Transportation Security Operations Center (TSOC), Herndon, VA
- American Red Cross, Washington, D. C.

A.2.1.2 Purpose of NORAD and USNORTHCOM LNOs at Primary N2C2 Mission Partners

N-NC LNOs provide visibility of other governmental agency actions in support of planning and response operations. LNOs contribute to operational coordination and synchronization by:

- Ensuring critical information flow between agencies and the N-NC battle staff elements by providing situation reports (SITREP) and other SA tools as available

- Participating in agency crisis action planning and updating N-NC battle staff on their efforts
- Providing research as directed by N-NC battle staff
- Identify POCs in other governmental agencies
- Facilitating senior leader communications between N-NC and partner agencies.

A.2.3 N2C2 Products Matrix

The N2C2 is the fusion center for operationally relevant information in the Headquarters and provides situational understanding through daily briefings and reports. The primary means to share information with the HD and CS community is through the NORAD and USNORTHCOM Portals on Non-Secure Internet Protocol Router Network (NIPRNET), Secret Internet Protocol Router Network (SIPRNET), and releasable to Canada (RELCAN) network. In general, N2C2 will use the NIPRNET to coordinate and execute CS missions; HD mission coordination is via SIPRNET; NORAD mission coordination is via SIPRNET and RELCAN for bi-national collaboration. The N2C2 Standard Operating Procedure (SOP) lists the routine N2C2 products generated for the community.

A.3 N2C2 Checklists

The N2C2 Duty Crew maintains over 175 event checklists to address internal procedures for information sharing and implementing decisions by the Commander or his designated representative. This section provides a Command-level understanding of the critical information exchanged between crews, with the Command Group, and with the FOCs and the Intelligence and Operations Support Cell and OIW.

A.3.1 N2C2 Battle Staff Activation Procedures

Based on the Chief of Staff's decision, the N2C2 will initiate Adaptive Joint Headquarters Battle Staff recall procedures via the J-Code Directors IAW paragraph 2.4.

A.3.2 Command Executive Group N+2 Brief

The CCD will direct immediate actions during contingency operations until the Battle Staff Executive Director assumes responsibility NLT N+2. The N+2 CEG brief format is outlined in Section 2.4.2.

A.3.3 Orders Transition from Future Operations to Current Operations

When the N/FOC issues an OPORD or EXORD, they will transfer execution monitoring to the N2C2 through a hand off brief. When the NC/FOC issues an OPORD or EXORD, they will transfer execution responsibility to the NC/COPSC through a hand off brief. At a minimum, the handover will provide:

- Task Organization/C2 Relationships
- Mission
- Commanders Intent
- Concept of Operation (Phasing/Triggers)
- Decision Support Template (matrix)
- Refined Situational CCIR (PIR and FFIR) for most likely decisions

- Requests for Capabilities / Requests for Assistance
- Execution Timeline
- Points of Contact list

A.4 N2C2 Battle Staff Training Requirements

Qualification Training administered by N-NC/J73 must be completed prior to performing N2C2 crew duties. Training requirements are under development for N2C2 Battle Staff augmentees resourced by J-Code Directorates for contingency operations.

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ANNEX B USNORTHCOM FUTURE OPERATIONS CENTER

B.1 Duty Positions and Functions

B.1.1 NC/FOC Manning. NC/FOC manning is task-organized, with variations in scope driven by the scenario. A complete positional listing is provided below in **table B-1**. The NC/J35 Division Chief (or deputy in the chief's absence) serves as the NC/FOC Chief and is the primary attendee of Core Battle Rhythm meetings and events. The NC/FOC Chief provides overall direction to the NC/FOC and implements strategic guidance from initial plan development to final execution. The NC/FOC Coordinator is the designated team lead who coordinates and delegates planning responsibilities and ensures completion. NC/FOC team members accomplish assigned tasks and ensure proper coordination.

**TABLE B-1
NC/FOC MANNING**

SOURCE	FUTURE OPERATIONS CENTER (NC/FOC)	RANK
NC/J35	NC/FOC Chief	O-6/CIV equiv
NC/J35	NC/FOC Coordinator	O-6/CIV equiv
NC/J35	NCO/Knowledge Manager	E-7/E-9/CIV equiv
NC/J35	NC/CAT Lead	O-4/O-5/CIV equiv/CTR
NC/J35	Land Planner	O-4/O-5/CIV equiv/CTR
NC/J35	Air Planner	O-4/O-5/CIV equiv/CTR
NC/J35	Maritime Planner	O-4/O-5/CIV equiv/CTR
NC/J35	PR/SAR Planner	O-4/O-5/CIV equiv/CTR
NC/J35	GFM Planner	O-4/O-5/CIV equiv/CTR
NC/J35	Fusion Cell Lead	O-4/O-5/CIV equiv/CTR
NC/J35	Fusion Cell Planner	O-4/O-5/CIV equiv/CTR
NC/J35	Orders Planner	O-4/O-5/CIV equiv/CTR
NC/J35	CBRNE Planner	O-4/O-5/CIV equiv/CTR
N-NC/J30	JRC Planner	O-4/O-5/CIV equiv/CTR
N-NC/J30	JOPEs Planner	O-4/O-5/CIV equiv/CTR
NC/J32	Special Ops Planner	E-7 or above
NC/J33	Fusion Cell NC/COPSC LNO	O-4/O-5/CIV equiv
NC/J33	Fusion Cell NC/COPSC LNO	O-4/O-5/CIV equiv
NC/J34	AT/FP Planner	O-4/O-5/CIV equiv/CTR
N-NC/J39	Information Ops Planner	O-4/O-5/CIV equiv/CTR
N-NC/J1	Personnel Planner	O-4/O-5/CIV equiv/CTR
N-NC/J2	Intelligence Planner	O-4/O-5/CIV equiv/CTR
N-NC/J4	Logistics LNO	O-4/O-5/CIV equiv/CTR
N-NC/J5	Fusion Cell Planner	O-4/O-5/CIV equiv/CTR
N-NC/J6	Communication systems (C4) Planner	O-4/O-5/CIV equiv/CTR

SOURCE	FUTURE OPERATIONS CENTER (NC/FOC)	RANK
N-NC/J84	Fusion Cell Analyst	O-4/O-5/CIV equiv/CTR
N/J35	NORAD Planner	O-4/O-5/CIV equiv/CTR
N-NC/CSC	Integrated Communication Planner	O-3/O-4/O-5/CIV equiv/CTR
N-NC/SG	Medical Plans and Operations Officer	O-4/O-5/CIV equiv/CTR
N-NC/JA	Judge Advocate/Legal Planner	O-4/O-5/CIV equiv/CTR
N-NC/HC	Chaplain/Religious Support Planner	O-4/O-5/CIV equiv/CTR
N-NC/NG	NG Planner (as Staffing permits)	O-4/O-5/CIV equiv/CTR
IC	Inter-Agency Planner/ICC LNO	O-4/O-5/CIV equiv/CTR
Contract Support	ISC/IEB	O-4/O-5/CIV equiv/CTR
ARNORTH	JFLCC LNO	O-6/CIV equiv
AFNORTH	JFACC LNO	O-6/CIV equiv
FFC	JFMCC-N LNO	O-6/CIV equiv
N2C2	N2C2 LNO	O-4/O-5/CIV equiv/CTR

The NC/FOC is scalable and can be tailored (i.e., task-organized) to unique mission requirements as determined by the NC/J3. The NC/FOC Chief will determine personnel required based upon the situation. Directorates and Special Staff Offices provide manning for the NC/FOC. The NC/FOC also includes representatives or LNOs from selected service components, USNORTHCOM components and subordinates, other combatant commanders, and interagency organizations. The exact personnel composition of the NC/FOC varies depending upon the situation and assigned tasks. Represented agencies and directorates listed in table B-1 provide at one primary and one alternate for NC/FOC duty and submit personnel manning information as requested by the NC/J3 or N-NC/CS.

During normal operations (Battle Staff not activated), personnel must be identified on the NC/FOC Battle Roster (located on the NC/FOC NIPR internal portal) to meet 24-hour (two shift) operations and to maintain the capability to operate from a COOP location. During duty hours, the NC/FOC should have full personnel within 1 hour of recall notification and within 2 hours of recall notification during non-duty hours. Recall notification and NC/FOC activation procedures are conducted IAW chapter 2.

The NC/FOC Coordinator determines specific shift manning requirements and publishes an “event” Battle Roster on the NC/FOC event portal page (either SIPR or NIPR, as appropriate). Twenty-four hour operations are anticipated. Liaison is maintained with the NC/J3, NORAD and USNORTHCOM Future Plans Center (FPC), USNORTHCOM Current Operations Center (NC/COPSC), N2C2, JIOC-N, joint logistics operations center (JLOC), Interagency Coordination Center (ICC), interagency representatives and liaison officers’ (LNO) within the NORAD and USNORTHCOM Interagency Coordination Center (ICC), and USNORTHCOM representatives.

B.1.2 NC/FOC General Duties. NC/FOC members are the subject matter experts on capabilities and employment of forces. This includes strategy, tactics, command arrangements, weapon system performance parameters and operational limitations. The NC/FOC coordinates ongoing or planned operations within the USNORTHCOM area of responsibility (AOR) or in support of another combatant commander or civil authority. NC/FOC personnel must ensure appropriate coordination between the

NC/FOC, Battle Staff and NORAD and USNORTHCOM J-code staff elements. NC/FOC members are responsible for ensuring the NC/FOC Battle Roster is current and contains 24-hour contact information (work and home phone and e-mail, Command-issued cell phone numbers via the NC/FOC NIPR Internal Portal Battle Roster. In addition to knowledge pertinent to their functional area responsibilities, NC/FOC personnel must:

- Know Global C2 Message and Reports Preparation capabilities
- Be familiar with and use *JOPES* Volume 1 for message, report and order preparation
- Be Familiar with NORAD and USNORTHCOM Instruction (N-NCI) 10-211, *Operational Reporting Procedures*
- Be able to establish and conduct a Jabber MomentIM session and operate other required Global Command and Control System functions
- Know procedures for message address formats pertaining to real-world and exercise addressees
- Know USNORTHCOM message distribution requirements
- Know operations security (OPSEC) and information assurance requirements
- Be familiar with the provisions of the implemented operation plan (OPLAN) or concept plan (CONPLAN)
- Know USNORTHCOM command relationships
- Possess an intermediate skill level in computer operations, Microsoft Word and Microsoft PowerPoint applications
- Monitor and accomplish actions relating to the deployment and employment of U.S. forces (Army, Navy, Marine Corps, Air Force, Coast Guard and JTFs)
- Coordinate with the FPC on matters relating to plan development, expansion, revision and execution
- Coordinate with the Staff Judge Advocate representative on ROE and RUF
- Coordinate actions on operations with and between commands adjacent to, located within or providing support to USNORTHCOM.
- Coordinate and deconflict with NORAD air operations
- Implement instructions and other actions required for combat and CS operations
- Monitor weather conditions impacting operations in the AOR
- Monitor overall situation and coordinate execution of Noncombatant Evacuation Operations plans
- Coordinate with other USNORTHCOM Battle Staff nodes

- In coordination with U.S. Joint Forces Command, JTF (if applicable), Service components and the FPC (JOPES Planner) develop and validate the TPFDD as the situation requires
- Maintain a ready cell of trained personnel proficient at planning, reviewing and writing JOPES orders and understanding and executing joint operations and planning doctrine
- Serve as focal point for the JS, components, JTFs, government agencies (or interagency) and supporting commands when coordinating operational orders
- Maintain strategic and operational SA for the area and activities outside the AOR that might impact operations within the AOR
- Analyze and respond to enemy and CS actions influencing operations within the AOR
- Receive Request For Forces (RFF) from subordinate JTFs or draft RFFs based on the situation. N/J3 or NC/J3 will validate the operational requirement, then staff for fills and release RFF to CJCS
- Assist the N2C2 on evaluating MAs requesting DOD capabilities
- Manage and recommend combatant commander information requirements (CCIRs) and requests for information and intelligence (RFI/I)
- Coordinate operational planning with other combatant commanders, subordinate headquarters, JTFs, as well as support cells and teams
- Assist USNORTHCOM Defense Critical Infrastructure Program/Critical Infrastructure Protection efforts by refining priorities, PIRs, weight of effort (apportionment) and security guidance. Monitor the process, as required
- Anticipate and develop branch plans with triggers for execution
- Develop operational concepts and refine FPC wargaming of possible COAs
- Review operational plans (CONPLANS and OPLANs)
- Develop projections of friendly forces and refine plans for the near-term future
- Develop CDR's Estimate and concept of operations (CONOPS), in response to emergency or extraordinary events in coordination with the JS and subordinates
- Coordinate sustainment of deployed forces with the JLOC
- Coordinate and receive FPC OPLANs and OPORDs during the planning process
- Provide draft orders to the NC/COPSC for operations within the near-term planning window prior to execution
- Prepare briefing inputs for NC/J3 approval
- Maintain awareness of ongoing FPC actions for the next phase or sequel

- Recommend CCIRs, ROE and RUF to the CDR
- Participate in regular FOC training and periodic exercises
- Participate in after action review (AAR) sessions following all training exercises and real-world missions. See paragraph 2.10.2

B.2 Processes

B.2.1 Preparing and Issuing Orders and Reports. Originators and users of Joint Reporting System products must be thoroughly familiar with applicable governing directives. The material presented includes the most frequently used reports, messages and orders generated by the NC/FOC in crisis situations. It is not all-inclusive and is not meant to replace other referenced source material. The NC/FOC Chief is the recommending authority to the NC/J3 for the release of all orders and messages from the NC/FOC. This does not preclude NC/FOC members accomplishing normal staffing and coordination of products within and between USNORTHCOM, its components and subordinates.

Table B-2 lists intended action of common orders and whether SecDef approval is required. See CJCSM 3122.01 (series) for detailed formats and samples of order type.

TABLE B-2
CJCS ORDER MATRIX

	<u>ORDER TYPE</u>	<u>INTENDED ACTION</u>	<u>SECDEF APPROVAL REQUIRED</u>
Warning Order	WARNORD	Requests Commander's Estimate with COAs for POTUS/SecDef consideration Directs preparation of preliminary deployment estimates	No (Required when WARNORD includes deployment or deployment preparatory actions)
Planning Order	PLANORD	Begins execution planning for anticipated POTUS/SecDef selected COA Directs preparation of OPORD or OPLAN	No (Conveys anticipated COA selection by POTUS/SecDef)
Alert Order	ALERTORD	Begins execution planning on POTUS/SecDef selected COA Directs preparation of OPORD or OPLAN	Yes (Conveys COA selection by POTUS/SecDef)
Prepare to Deploy Order	PTDO	Increase/decrease deployability posture of units	Yes (Refers to 5 levels of deployability posture)
Deployment/Redeployment Order	DEPORD	Deploy/Redeploy Forces Establish C-Day/L-Hour Increase Deployability Establish JTF	Yes (Required for movement of unit personnel and equipment into combatant commander's AOR)
Execute Order	EXORD	Implement POTUS/SecDef decision directing execution of OPORD/Operation	Yes

B.2.1.1 Operational Coordination. Accomplished IAW with N-NCI 10-211, *Operational Reporting Procedures*, which includes operational and situation reporting.

- OPORD. Within the context of the theater strategy, an OPORD is a directive issued by a CDR to subordinate CDRs for the purpose of effecting the coordinated execution of an operation. The FPC evaluates and recommends modification or amplification of existing OPLANS or CONPLANS to conform to the current crisis situation. The OPORD is then developed by the NC/FOC based on the approved COA. The NC/FOC may initiate development of an OPORD draft in a “no plan” situation. Other Battle Staff support organizations provide assistance, as necessary. After the N2C2 releases the OPORD, service components or supporting commands develop supporting OPORDs
- NC/FOC Activation Message. Announces formation of the NC/FOC and provides other related information to the chain of command
- Request for Forces. Analyzes the Command’s mission and identifies the capabilities and expected command relationships the Command requires to perform its assigned task(s)
- Messages. In addition to guidance in the N-NCP 3-16, *USNORTHCOM Information Management/Knowledge Management (IM/KM) Plan*, the following rules apply for NC/FOC members:
 - The NC/FOC Coordinator reviews messages for action and assigns suspense’s, OPR and Office of Collateral Responsibility and ensures appropriate entries are made in the Action Items Tracker and Significant Events Log (if appropriate)
 - Either the NC/FOC Chief or the NC/FOC Coordinator may request NC/J3 approval to release a message from the NC/FOC regardless of destination (e.g., to the N2C2). This does not preclude NC/FOC members from conducting normal staffing actions during message drafting processes
 - The NC/FOC member is responsible for message format. Message drafters ensure outgoing messages contain proper precedence, correct Defense Message System or Plain Language Addresses, classification, paragraph markings, releasability instructions, classification source, declassification instructions, exercise designations and caveats and any other special instructions required by the situation. Automated Message Handling System will be used to ensure U.S. Joint Message Text Format is applied to all messages

B.2.1.2 Warning Order.

- Conditions. A CJCS WARNORD, a CAP directive issued by the CJCS, is a preliminary notice of a pending order or action. It initiates the development and evaluation of COAs by a supported CDR and requests a CDR’s Estimate. A USNORTHCOM WARNORD is a planning directive describing the situation, allocating forces and resources, establishing command relationships, providing other initial planning guidance and initiating subordinate unit mission planning
- Standards. After a CJCS WARNORD is received a USNORTHCOM WARNORD is ready for release within two hours of completion of a decision brief to the Commander, in proper format, signed and delivered to N2C2 for release.

B.2.1.3 Requests for Intelligence and Information. The RFI/I process is accomplished IAW N-NCP 3-16, *USNORTHCOM Information Management/Knowledge Management (IM/KM) Plan*.

B2.1.4 Fusion Cell.

- The Fusion Cell is a separate body within the NC/FOC responsible for development of the Operational Update Brief (OUB). The OUB is presented to the Commander at the morning CSAM. The primary function of the OUB B is to inform the Commander of the near-term decisions he must make and present him with an objective-based assessment of current operations
- The assessment process is continuous and directly tied to the Commander's decisions throughout planning, preparation and execution of operations. The Fusion Cell helps the Commander by monitoring the numerous aspects that can influence the outcome of the operation and provide the commander timely information needed for decisions. The NORAD and USNORTHCOM Assessment Board (NAB) will provide the Commander's operational assessment for the OUB. The CCIR process is closely linked to the assessment process by the Commander's need for timely information and recommendations to make key decisions. Examples of the Commander's critical decisions which the Fusion Cell tracks include: when to transition to another phase of the campaign, what the priority effort should be and how to adjust command relationships between the component commanders
- The Fusion Cell is composed of the Fusion Lead (NC/J35), a Fusion Planner (NC/J35), a Fusion Strategic Planner (N-NC/J5), two current operations liaisons (NC/J33) and a Fusion Analyst (N-NC/J84). Depending on the size and scope of the operation, additional planners/analysts can be added to the Fusion Cell
- The Fusion Cell coordinates closely with subordinates and components, NORAD, and other mission partners. The Fusion Cell helps the Commander adjust operations and resources, determine when to execute branches and sequels, and make other critical decisions to ensure current and future operations remain aligned with the mission and end state

B.3 Checklists and Product Templates

B.3.1 NC/FOC Activation Briefing. When the NC/FOC is convened the NC/FOC Coordinator or NC/CAT Lead briefs the current situation and immediate tasks to be accomplished. The briefing includes:

- Current situation; the NC/FOC Coordinator or NC/CAT Lead may request JIOC-N provide the most current intelligence
- Applicable OPLAN or CONPLAN and *JOPES* Vol I, Planning Policies and Procedures requirements
- Immediate tasks to be accomplished
- Battle Staff reporting procedures
- Scheduled staff briefing times and reports IAW Battle Rhythm
- OPSEC and communications security procedures
- Review Command, Control, Communications and Computer systems operating procedures and special instructions
- Administrative procedures review; shift changeover times and policies

- Review Automated Data Processing use and support
- Miscellaneous information such as galley use, coffee mess, off-duty hours messing and parking

B.3.2 NC/FOC Member Checklist for Standup, Stand Down and Watches.

- Review current NC/FOC SOP
- Prepare NC/FOC activation message (initial NC/FOC watch)
- Update programmable telephones with current phone numbers
- Attend NC/FOC turnover brief
- Receive daily intelligence update brief
- Establish, review or update events log
- Review incoming and outbound message folders
- Work issues and action items, as directed
- Establish communications with internal and external counterparts
- Maintain status of assigned forces
- Coordinate TPFDD development and validation
- Coordinate ROE and RUF with the FPC, N2C2, components and subordinate commands and forward recommendations to the CEG
- Prepare NC/FOC changeover brief
- Prepare NC/FOC deactivation message (final watch)

B.3.3 NC/FOC Shift Change. The NC/FOC Coordinator designates shift change times, procedures and schedule. The schedule will be published in the NC/FOC Battle Rhythm. Once set, relief from the NC/FOC schedule must be coordinated with the NC/FOC Chief.

- NC/FOC shifts conduct a standardized Shift Change Brief as defined by the NC/FOC Coordinator. The NC/FOC Shift Change Brief is interactive brief and each position briefs significant events and/or ongoing coordination efforts. These will be reflected on the event Running Estimate slides.
- N-NCP 3-16, *USNORTHCOM Information Management/Knowledge Management (IM/KM) Plan* guidance and NC/FOC SOP apply to NC/FOC members

B.3.4 International Assistance Checklist.

- The International Assistance System (IAS) CONOPS delineates the roles and responsibilities of key U.S. Government (USG) agencies:

- Department of State (DOS) will act as the focal point for receiving and responding to foreign governments' offers of assistance and will communicate USG acceptance/declination of offers;
 - Federal Emergency Management Agency (FEMA) will identify potential requirements and officially accept/reject international donations using its gift acceptance authority;
 - The U.S. Agency for International Development (USAID) Office of Foreign Disaster Assistance (OFDA) will manage the operations of international assistance, facilitate discussions between DOS and FEMA and ensure coordination with the regulatory agencies
 - Regulatory Agencies will expedite customs clearance for accepted resources and may collocate with USAID at the international commodity staging area to review incoming shipments;
 - The DOD through USNORTHCOM may provide military support to civil authorities in support of the IAS.
- The Theater Security Cooperation (TSC) Division, within N-NC/J5, is tasked to provide input and expertise on all matters relating to foreign operations and offers of foreign military assistance
 - TSC provides advice to the Command on two forms of international assistance that may be made available to the United States
 - Pull: Originates with a request from an authorized Federal response agency for resources that are needed for its response operations, but are not available within the United States in either the time or quantity required
 - Push: DOS may request, or the White House may instruct, that some international assistance be accepted, even if not requested or required by an authorized Federal domestic response agency, in order to meet foreign policy or national security priorities
 - TSC Foreign Operations Planner attends change-over briefings and provides a status update
 - TSC Foreign Operations Planner tracks offers of foreign military-to-military assistance, providing information copies of the following data to the US Political Advisor, the DOS Representative, the IC Representative and NC/FOC Chief (DOS representative tracks civilian offers of assistance):
 - Date of Offer
 - Point of Contact (Name, organization, phone number, facsimile, E-mail)
 - Type of Capability Offered (people and equipment)
 - Anticipated port of embarkation, port of debarkation and anticipated transportation
 - Assistance (reception, staging, onward movement and integration will be planned or conducted by the operational or tactical organization as situation requires)
 - Anticipated Logistic Support Required
 - Date & Status of Approval or Rejection (Obtained via OFDA)
 - Estimated Date and Time of Arrival

Should FEMA approve military-to-military support, then the TSC Foreign Operations Planner will coordinate with either Canada Command or with the applicable (US Embassy) Office of Defense Cooperation/Combatant Command and the applicable USNORTHCOM component, as required.

B.4 NC/FOC Battle Staff Training Requirements

All personnel assigned to the NC/FOC will attend an initial NC/FOC indoctrination briefing and participate in regularly scheduled training to develop their ability to fully participate in the planning process. NC/FOC members may be selected to participate in the USNORTHCOM Crisis Action Team Leader upgrade program. If selected, the member will complete a rigorous training program designed to develop a fully certified crisis action planning expert who is able to lead the NC/FOC in a real-world contingency.

ANNEX C

NORAD FUTURE OPERATIONS CENTER

C.1 Purpose and Responsibilities

C.1.1 N/FOC Recall

Battle Staff recall procedures are outlined in chapter 2. Although overall recall authorization rests with the Battle Staff Executive Director (N-NC/CS), the North American Aerospace Defense Command (NORAD) Director of Operations (N/J3) may direct activation of individual support nodes to facilitate contingency staffing support. The NORAD Future Operations Center (N/FOC) manages a list of all on-call personnel to fill all the N/FOC positions. The roster is distributed weekly to the N/J3 front office and the NORAD and United States Northern Command (USNORTHCOM) Command Center (N2C2). During duty hours, the N/J3 will coordinate directly with the N/J33 to man the N/FOC as required. During non-duty hours, recall authorities, in accordance with (IAW) procedures in chapter 2, will notify the on-call N/FOC Chief or N/FOC Planner who will selectively notify other required N/FOC personnel. The required personnel will likely be at least the N/FOC Crisis Response members (as designated in **Table C-1**), and may include some, or all, of the Full N/FOC members. Crisis Response N/FOC members shall carry government cell phones which will be used as the primary means of recalling the Crisis Response N/FOC members, and shall be available to respond as per chapter 2 of this Battle Staff Standard Operating Procedures (BSOP) (within 2 hours of a no-notice event). The remainder of the N/FOC members are “contingency response” and will be recalled via the on-call N/FOC Chief or Planner who initially received the recall notice. On-call N/FOC Chief and on-call N/FOC Planner duty will be scheduled by the N/FOC Superintendent. The N/FOC Battle Staff recall roster will be maintained on the Non-Secure Internet Protocol Router Network (NIPRNET) in a location designated by N/J33.

C.1.2 N/FOC Shift Changes

The N/FOC Deputy, on behalf of the Chief, designates shift change times, procedures and schedule. The schedule will be published in the N/FOC Battle Rhythm. Once set, relief from the N/FOC schedule must be coordinated with the N/FOC Deputy.

Normally, the N/FOC will work two 12-hour shifts when 24/7 manning is required:

- Day Shift 0600-1800
- Mid Shift 1800-0600

N/FOC shift crews conduct a standardized Shift Change Brief as defined by the N/FOC Chief. The N/FOC Deputy is responsible for content and construct of the Shift Change Brief. N/FOC members save briefing inputs to the designated folder on the NORAD Enterprise Network (NEN) Common Drive. The Deputy will designate the specific folder on the Common Drive and ensure dissemination of the file location to pertinent personnel.

C.2 Duty Positions and Functions

C.2.1 N/FOC Manning

N/FOC manning is task organized with variations driven by the scenario. A nominal listing is provided in table C-1. The N/FOC Chief will normally be the N/J33 Division Chief. Depending upon the situation,

not all N/FOC positions may be required, in which case it may be decided to man the N/FOC with just the Crisis Response Team. The table identifies N/FOC Crisis Response team members. Additionally, table C-1 identifies if the position has a workstation within the N/FOC room. Those personnel without workstations are positions shared with other centers and are not expected to man a desk full-time within the N/FOC, but must be accessible to the N/FOC when the Full N/FOC is being manned.

**TABLE C-1
N/FOC MANNING**

SOURCE	POSITION TITLE	RANK	CRISIS ACTION TEAM	CONTINGENCY RESPONSE TEAM	DESK IN FOC
N/J33 or N/J33V	N/FOC Chief	O-6/O-5	Y		Y
N/J33P	N/FOC Deputy	O-5/O-4		Y	Y
N/J33P	Planner (J35P)	O-3/O-5/Civ equiv/Contr	Y		Y
N/J33	Planner (AEW/Tanker/Gr ound)	O-3/O-5/Civ equiv/Contr		Y	Y
N/J33	Planner (Space Ops)	O-3/O-5/Civ equiv/Contr		Y	Y
N/J33	ADA Planner	O-4/O-5/Civ equiv/Contr		Y	Y
N-NC/J5	J5 Planner	O-4/O-5/Civ equiv/Contr	Y	Y	Y
N-NC/J2	Intel Support	O-3/O-5/Civ equiv/Contr	Y	Y	Y
N/J33	Maritime Planner	O-4/O-5/Civ equiv/Contr		Y	Y
N/J33	Ops NCO	E-7/E-9	Y	Y	Y

SOURCE	POSITION TITLE	RANK	CRISIS RESPONSE TEAM	CONTINGENCY RESPONSE TEAM	DESK IN FOC
N-NC/J1	Personnel Planner	O-4/O-5/Civ equiv		Y	Y
N-NC/J4	Logistics Planner	O-4/O-5/Civ equiv/Contr		Y	Y
N-NC/J6	C4S Planner	O-4/O-5/Civ equiv/Contr		Y	Y
NC/J35	NC LNO	O-4/O-5/Civ equiv/Contr		Y	Y
N-NC/PA	PA Planner	O-3/O-4/O-5/Civ equiv/Contr		Y	Y
N-NC/J39	IO Planner	O-4/O-5/Civ equiv/Contr		Y	Y
N-NC/JA	Legal	O-4/O-5/Civ equiv/Contr		Y	Y
N-NC/J30	GFM Planner	O-4/O-5/Civ equiv/Contr		Y	Y
N-NC/J30	GCCS/JOPES Planner	O-4/O-5/Civ equiv/Contr		Y	Y
N/J33C	Airspace Planner	O-4/O-5/Civ equiv/Contr		Y	N (NOCC)
N/J3	FAA LNO	GS-14/GS-15		Y	N (NOCC)
USPOLAD	USPOLAD			Y	N
Canadian POLAD	Canadian POLAD			Y	N
USTRANSCOM	USTRANSCOM LNO	O-6		Y	N (NOCC)
USPACOM	USPACOM LNO	O-6		Y	N (NOCC)

On a standing basis, adequate manning must be identified to staff the N/FOC around the clock and to maintain a capability to establish and operate an austere, deployed or alternate command facility. During normal duty hours, the N/FOC should be manned within one hour of initial recall notification and within two hours during non-duty hours.

C.2.2 N/FOC General Duties

N/FOC members are the functional experts on capabilities and employment policies, this includes strategy, tactics, command arrangements, weapon system performance parameters and operational limitations. N/FOC members are the action-level focal points for coordinating between the N/FOC and counterpart organizations up and down the chain of command. N/FOC personnel must ensure appropriate coordination between the N/FOC and the NORAD and USNORTHCOM Battle Staff and J-code staff elements.

N/FOC members must be knowledgeable in CAP using the NORAD and USNORTHCOM Joint Operation Planning Process (N-NC JOPP). N/FOC members are responsible for ensuring the N/FOC Battle Roster is current with 24-hour contact information (home phone and command-issued pager numbers) via the N/FOC (N/J35) Chief. In addition to knowledge pertinent to their functional area responsibilities, N/FOC personnel must:

- Know Concept Plan (CONPLAN) 3310 and NORAD-related execution orders (EXORD), and be familiar with related Region Supplemental Plans
- Know NORAD command relationships, including both the Canadian and US chains of commands
- Be able to establish and conduct a Chat session and operate other required Global Command and Control System (GCCS) functions
- Know procedures for message address formats pertaining to real-world and exercise addressees
- Know NORAD message distribution requirements
- Know Operations Security (OPSEC) and IA requirements
- Be familiar with the physical configuration of the N2C2, NORAD and USNORTHCOM Future Plans Center (FPC) and N/FOC
- Possess an intermediate skill level in computer operations and Microsoft Word and PowerPoint applications
- Monitor and accomplish actions relating to the deployment and employment of both Canadian and U.S. forces
- Provide input to the N/FOC Deputy for the N/FOC Significant Events Log
- Coordinate with the FPC and NOCC on matters relating to plan development, expansion, revision and execution
- Coordinate with the Staff Judge Advocate representative on rules of engagement (ROE) and rules on the use of force (RUF)

- Coordinate actions on operations with commands providing support to NORAD
- Maintain an accurate record of forces, including requested forces and the status of deploying forces
- Maintain a ready cell of trained personnel proficient at planning, reviewing and writing JOPES orders and understanding and executing joint operations and planning doctrine
- Serve as focal point for the Strategic Joint Staff (Canada) (SJS), Joint Staff (JS), Regions, government agencies (or interagency) and supporting commands when coordinating operational orders
- Maintain strategic and operational situation awareness for the area and activities outside the Area of Operations (AO) that might impact operations within the AO
- Analyze and respond to enemy actions influencing operations within the AO
- Receive requests for capabilities (RFC) from Regions or draft RFC based on situation, N/J3 or NC/J3 validate the operational requirement, then staff and release RFC to the SJS or JS
- Manage and recommend combatant commander Information Requirements, priority intelligence requirement and requests for intelligence and information (RFI/I)
- Coordinate operational planning with other combatant commanders, subordinate headquarters (HQ), as well as support cells and teams
- Anticipate and develop branch plans with triggers for execution
- Serve as continuity (bridge) between the N2C2 and FPC
- Develop operational concepts and refine FPC war gaming of possible COAs
- Review operational plans (CONPLANS and operation plan [OPLAN])
- Develop projections of friendly forces and refine plans for the near-term future
- Coordinate sustainment of deployed forces with the joint logistics operations center (JLOC)
- Prepare briefing inputs for N/J3 approval
- Recommend Commander's Critical Information Requirements, ROE and RUF to the CDR
- Conduct periodic training and planning exercises
- Conduct after action report (AAR) sessions following all training exercises and real-world missions. These AARs capture lessons learned, reinforcing successes and highlighting deficiencies or weak areas

C.2.3 N/FOC Specific Functions and Duties

N/FOC Chief. The N/FOC Chief is responsible for the overall coordination and direction of the N/FOC, including the generation and briefing of all N/FOC products.

N/FOC Deputy Chief. In addition to providing support to the N/FOC Chief, the N/FOC Deputy Chief is responsible for generating a Significant Events Log and generating a daily handover briefing to the oncoming shift. The Deputy is responsible for the overall management of the N/FOC personnel, facilities and equipment, to include manning/shift schedules and security. The Deputy is also responsible for monitoring the various Chat systems for relevant activities and advising the N/FOC members accordingly.

N/FOC Planner (N/J35P). The N/FOC Planner shall provide the AO level expertise from the N/J35P Branch. The N/FOC Planner and the N-NC/J30 GFM planner, using the Joint Capabilities Requirement Manager (JCRM) system, are responsible for generating and tracking OPLANs, EXORDs and deployment orders (DEPOD). The N/FOC Planner is specifically responsible for generating and tracking RFFs and as the OPR for NORAD force tracking. Force Tracking will be monitored/updated collectively by the N/FOC Planner, GFM and JOPEs Planners, N-NC/J1 representative and the N2C2. The N/J35P N/FOC Planner is also responsible for monitoring the various chat systems for relevant activities and advising the N/FOC members accordingly.

N/FOC Planner (AEW/Tanker/Ground). The Airborne Early Warning (AEW)/Tanker/Ground Planner is the primary N/FOC point of contact (POC) for the allocation, utilization and employment of NORAD AEW, tanker and ground-based radar assets. The officer advises on the employment of these assets, including future employment strategies. The officer shall maintain liaison with the Regions and force providers with respect to these systems/assets. The AEW/Tanker/Ground N/FOC Planner is also responsible for monitoring the various chat systems for relevant activities and advising the N/FOC members accordingly. This N/FOC Planner will also assist the N/J35P N/FOC Planner with the drafting of messages, RFFs, etc.

N/FOC Planner (Space Operations). The Space Operations Planner is the primary N/FOC POC for spaced-based satellite systems and ground based missile warning or space surveillance radar systems continuity. This office is responsible for providing space expertise to assist in planning functions. This N/FOC Planner will also assist the N/J35P with the drafting of messages, RFFs, etc.

ADA Planner. The air defense artillery (ADA) planner is the primary N/FOC POC for ADA allocation, utilization and employment of NORAD ADA assets. The officer advises on the employment of these assets, including future employment strategies. The officer shall maintain liaison with the Regions and appropriate ADA units.

N-NC/J5 Planner. As depicted in figure 2-5, the N-NC/J5 planner is responsible for the first few phases of NORAD CAP (Commander's Assessment, COA development and Commander's Estimate). Once the N-NC/J5 planner completes these products, they will be submitted to the N/FOC Chief for further coordination, staffing and release. In addition, the N-NC/J5 planner is the N/FOC's connectivity to the FPC and serves as a back-up aerospace planner to the FPC. The N-NC/J5 planner shall maintain SA of the FPC's activities and shall ensure N/FOC and FPC activities are coordinated. This shall include ensuring the N/FOC is aware of products generated by the FPC.

Intel Support. The Intel Support officer is responsible for coordinating all intelligence support, collection and analysis required by the N/FOC. This shall include providing the N/FOC timely briefings.

Maritime Planner. The Maritime Planner is the primary N/FOC POC for maritime allocation, utilization and employment of NORAD ADA assets. The officer advises on the employment of these assets, including future employment strategies. The officer shall maintain liaison with the Regions and force providers. The officer also maintains liaison with the N2C2 Maritime Domain to monitor maritime threat

situation and potential use of Operation NOBLE EAGLE maritime air assets in support of Maritime Homeland Defense Operations.

Operations NCO (Manager/Briefing Tech). The FOC Manager is responsible for the N/FOC's information management assets, including managing the visual presentation of briefings and the coordination of video teleconferences. The FOC Manager is responsible for website management of the Unclassified Internet Protocol Router Network (NIPRNET), Releaseable to Canada Network (RELCAN) and Secret Internet Protocol Router Network portals, and the processing and tracking of N/FOC incoming and outgoing message traffic. In addition, the FOC Manager shall conduct the security for the N/FOC room.

Personnel Planner. The Personnel Planner is the primary N/FOC POC for manpower and personnel and also supports the FPC. The Personnel Planner is responsible for providing manpower and personnel guidance to the Regions.

Logistics Planner. The logistics planner to the N/FOC is the primary POC for all NORAD logistics issues. The officer advises on the employment of logistics assets and maintains liaison with all the regions regarding logistics concerns. The logistics officer also directly coordinates with the N-NC/J30 JOPES staff, N-NC/J4 and with the USNORTHCOM Deployment and Distribution Operations Cell.

NORAD Command, Control, Communications and Computer Systems Planner. The command, control, communications and computer systems (C4S) planner is assigned to the N/FOC and attends and contributes to the FPC. His responsibilities are to provide N-NC/J6 input for N/FOC products, coordinate NORAD communications planning with NORAD Regions and N/FOC and FPC C4S Planners. The NORAD C4S Planner is also responsible for keeping the Information Synchronization Center Chief apprised of N/FOC and FPC activities and upcoming products.

USNORTHCOM Liaison Officers. The USNORTHCOM liaison Officers (LNO) are the N/FOC's connectivity to the USNORTHCOM activities. The USNORTHCOM LNO shall maintain SA of the USNORTHCOM activities and advise the N/FOC to ensure the efforts of the two commands are coordinated and complementary. The USNORTHCOM LNO should attend USNORTHCOM Center's briefings to maintain SA, and shall report and advise the N/FOC accordingly. The USNORTHCOM LNO should maintain close relations with the NORAD LNO to the NC/FOC.

Public Affairs Planner. The Public Affairs (PA) Planner is the primary N/FOC POC for advising on PA activities, which may include generating proposed PA guidance, drafting NORAD messages and themes, preparing news releases and coordinating media requests for information and interviews.

Information Operations Planner. The Information Operations (IO) Planner is the primary N/FOC POC for addressing IO issues as they relate to CAP, advising on current IO efforts and ensuring IO actions are consistent and coordinated with N/FOC's actions and plans.

Legal. The Legal representative is the primary N/FOC POC for addressing legal issues, including the provision of legal advice and counsel to the N/FOC on all matters related to the NORAD mission.

GFM Planner. The GFM Planner will assist in the coordination and development of RFFs that support operations. This planner will incorporate GFM and JOPES policies, procedures and personnel by interfacing with automated data processing systems and reporting systems within the GCCS environment to provide the Commander and staff with enhanced capability to plan and conduct joint military operations. This planner will understand GFM and JOPES policies, procedures and systems to provide the mechanisms to build and submit RFFs. This planner will be familiar with the implemented OPLAN or

CONPLAN, and in coordination with the CDS, JS, joint force providers and component and subordinate commands, provide feedback and contribution to force sourcing efforts.

GCCS/JOPES Planner. The GCCS/JOPES Planner will assist in the coordination, planning, and execution of deployments and operations between the N/FOC, JLOC, and N2C2. This planner will incorporate *JOPES* policies, procedures and personnel by interfacing with automated data processing (ADP) systems and reporting systems within the GCCS ADP environment to provide the Commander and staff with enhanced capability to plan and conduct joint military operations. This Planner will understand *JOPES* policies, procedures and ADP systems to provide the mechanisms to build the time-phased force and deployment data (TPFDD) and to submit movement requirements to USTRANSCOM for joint operations and exercises, if required. The GCCS/JOPES planner will be the focal point for coordination of TPFDD development and validation, coordination with supporting/supported Combatant Commands, Force Providers, Service components and the NC/FOC. This planner will be familiar with the implemented OPLAN or CONPLAN, and in conjunction with the N-NC/J4 Planner, will coordinate sustainment of deployed forces with the JLOC. The N/FOC Planner is responsible for force tracking; force tracking will be monitored collectively by the N/FOC Planner, GFM and JOPES planners, N-NC/J1 representative and the N2C2.

Airspace Planner. Provide airspace, air traffic control, air identification, air sovereignty, aerospace control and air battle management subject matter expertise to assist with immediate and on-going current operations, planning and mission analysis. Act as a liaison to the Federal Aviation Administration and NAV Canada to enable and improve air defense missions, airspace control measures and aerospace doctrine to integrate safety and security of military aircraft and civilian aircraft within North American airspace.

FAA LNO. The Federal Aviation Administration (FAA) LNO is the primary N/FOC POC for issues related to the FAA. The FAA LNO advises the N/FOC on issues dealing with the FAA and airspace control. The FAA LNO coordinates with the FAA Regions and HQ on NORAD plans and issues.

US Foreign Policy Advisor. The US Foreign Policy Advisor (US POLAD) is the expert on US international affairs and will advise the N/FOC on matters involving global political developments, economics relations, treaties and arms control negotiations. As a professional diplomat and international affairs specialist, the US POLAD provides insight into the motivations of potential adversaries. The US POLAD will advise the N/FOC to ensure plans and operations remain congruent with U.S. foreign policy.

Canadian POLAD. The Canadian POLAD is the expert on Canadian international affairs and will advise the N/FOC on matters involving global political developments, economics relations, treaties and arms control negotiations. As a professional diplomat and international affairs specialist, the Canadian POLAD provides special insights into the motivations of potential adversaries. The Canadian POLAD will advise the N/FOC to ensure plans and operations remain congruent with Canadian foreign policy.

USTRANSCOM LNO. The USTRANSCOM LNO is CDRUSTRANSCOM's senior representative to NORAD and USNORTHCOM and, in concert with N-NC Mobility Division/J47, serves as the focal point for all issues involving airlift and air refueling capabilities, deliberate and crisis planning and JOPES processes. The LNO articulates and implements USTRANSCOM policies and procedures for common user strategic mobility assets and advises on the defense transportation systems, force deployments and sustainment strategies.

USPACOM LNO. The U.S. Pacific Command (USPACOM) LNO is CDRUSPACOM's senior representative to NORAD and USNORTHCOM. With respect to USPACOM's role as force provider for

Alaskan NORAD Region, the USPACOM LNO serves as the focal point for issues involving airlift and air refueling capabilities, deliberate and crisis planning, and JOPES processes.

Augmented NOCC Functional Area Support. NOCC support can also be augmented with reach-back or shared expertise with other NORAD support nodes. Functional area experts, such as Chemical, Biological, Radiological, Nuclear and High Yield Explosives, are resident members of other support nodes and may be called upon by the N/FOC. Likewise, functional area experts in the N/FOC may be utilized to support other N-NC core centers.

C.3 Processes

The processes by which the N/FOC produces its key products are outlined above in table C-1. Amplifying information explaining the generic N/FOC process of preparing and issuing orders and reports follows.

C.3.1 Preparing and Issuing Orders and Reports

Originators and users of Joint Reporting System products must be thoroughly familiar with applicable governing directives. The material presented includes the most frequently used reports, messages and orders generated by the N/FOC in crisis situations. It is not all-inclusive and is not meant to replace other referenced source material. The N/FOC Chief or Deputy (in the Chief's absence) is the recommending authority to the N/J3 for the release of orders and messages from the N/FOC. This does not preclude N/FOC members accomplishing normal staffing and coordination of products within and between NORAD, and its Regions.

Table C-2 lists intended action of common orders and whether Secretary of Defense (SecDef)/Chief of Defence Staff (Canada) (CDS) approval is required. See Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3122.01 (series) for detailed formats and samples.

**TABLE C-2
CJCS ORDER MATRIX**

	<u>ORDER TYPE</u>	<u>INTENDED ACTION</u>	<u>CDS / SECDEF APPROVAL REQUIRED</u>
Warning Order	WARNORD	Requests Commander's Estimate with COAs for CDS/POTUS/SecDef consideration Directs preparation of preliminary deployment estimates	No (Required when WARNORD includes deployment or deployment preparatory actions)
Planning Order	PLANORD	Begins execution planning for anticipated CDS/POTUS/SecDef selected COA Directs preparation of OPORD or OPLAN	No (Conveys anticipated COA selection by CDS/POTUS/SecDef)
Alert Order	ALERTORD	Begins execution planning on CDS/POTUS/SecDef selected COA Directs preparation of OPORD or OPLAN	Yes (Conveys COA selection by CDS/POTUS/SecDef)
Prepare to Deploy Order	PTDO	Increase/decrease deployability posture of units	Yes (Refers to 5 levels of deployability posture)
Deployment/ Redeployment Order	DEPORD	Deploy/Redeploy Forces Establish C-Day/L-Hour Increase Deployability Establish JTF	Yes (Required for movement of unit personnel and equipment into combatant commander's AOR)
Execute Order	EXORD	Implement CDS/POTUS/SecDef decision directing execution of OPORD/Operation	Yes

C.4 Checklists and Product Templates

C.4.1 N/FOC Activation Briefing

When the N/FOC is convened the N/FOC Deputy briefs the current situation and immediate tasks to be accomplished. As applicable, the briefing includes:

- Current situation; the Chief or Deputy may request JIOC-N provide the most current intelligence
- Applicable OPLAN or CONPLAN and *JOPES* Vol I, Planning Policies and Procedures requirements
- Immediate tasks to be accomplished

- Battle Staff reporting procedures
- Scheduled staff briefing times and reports IAW Battle Rhythm
- OPSEC and communications security procedures
- Review C4S operating procedures and special instructions
- Administrative procedures review
- Exercise objectives, if required
- Shift changeover times and policies
- Review ADP use and support

C.5.2 N/FOC Member Checklist for Standup, Stand Down and Watches

- Review current N/FOC Standard Operating Procedures
- Prepare N/FOC activation message (initial N/FOC watch)
- Update programmable telephones with current phone numbers
- Attend N/FOC turnover brief
- Receive daily intelligence update brief
- Establish, review or update events log
- Review incoming and outbound message folders
- Work issues and action items, as directed
- Establish communications with internal and external counterparts
- Maintain status of assigned forces
- Coordinate TPFDD development and validation
- Prepare N/FOC changeover brief
- Prepare N/FOC deactivation message (final watch)

C.4.3 Operational Coordination

Accomplished IAW with USNORTHCOM Instruction 10-211, *Operational Reporting Procedures* (for USNORTHCOM), and NORAD Instruction 10-19, *NORAD Aerospace Reporting System*, which includes operational and situation reporting.

- **OPORD.** Within the context of the theater strategy, an OPORD is a directive issued by a CDR to subordinate CDRs for the purpose of effecting the coordinated execution of an operation. An OPORD is developed by the N/FOC based on an approved COA
- **N/FOC Activation Message.** Announces formation of the N/FOC and provides other related information to the chain of command
- **RFF.** Analyzes the Command's mission and identifies the capabilities and expected command relationships the Command requires to perform its assigned task(s)
- **Messages**
 - The N/FOC Deputy reviews messages for action and assigns suspense's, OPR and Office of Collateral Responsibility and ensures appropriate entries are made in the Significant Events Log (if appropriate)
 - Only the N/FOC Chief or Deputy may recommend N/J3 approval to release a message from the N/FOC regardless of destination. This does not preclude N/FOC members from conducting normal staffing actions during message drafting processes
 - The N/FOC member is responsible for message format. Message drafters ensure outgoing messages contain proper precedence, classification, paragraph markings, releasability instructions, classification source, declassification instructions, exercise designations and caveats and any other special instructions required by the situation
- The RFI/I process is accomplished IAW N-NCP 3-16, *Information Management/Knowledge Management Plan*

C.5 NORAD Operations Coordination Center

C.5.1 Purpose and Responsibilities

The NOCC is responsible to the N/J3 and provides Battle Staff coordination among the N/FOC, N2C2 and NORAD regions. The NOCC is activated concurrently with the N/FOC and is resident in the N2C2, N/FOC, as well as room B-039. The NOCC is primarily manned with N/J33 personnel and works closely with the HQ NORAD FAA LNO and the TSA LNO to include advocating their Battle Staff support requirements (seats and information technology support on the Battle Staff).

C.5.2 Primary NOCC Functions

- **N/J3 Air Director.** Normally filled by N/J33 personnel experienced in NORAD air operations. The Air Director provides oversight, guidance and leadership to the NOCC and functions as the primary interface with the NORAD FOC Chief and N2C2. Attends coordination meetings
- Coordinate with force providers, supporting commands, interagency partners and the CDS and CJCS, as necessary to facilitate the achievement of strategic objectives with focus on near-term issues
- Ensure execution of Region operations is synchronized to maximize efficiencies and leverage opportunities

- Coordinate laterally and vertically to mitigate gaps and seams that arise during operations
- Provides briefing input, in coordination with N2C2 and N/FOC, for battle rhythm meetings
- Coordinate with the N/FOC for smooth transition of planned and proposed future operations
- Facilitate command strategic communication initiatives with operational information support to PA, as required for media briefings and queries on events that have already occurred
- Work with the N/FOC to coordinate, as required, to facilitate changes to existing DEPORDs and EXORDs
- Provides oncoming N2C2 crew in-depth brief on current situation, region plans and N/FOC activities

C.5.3 NOCC Duty Positions and Functions

The positions in the NOCC will be manned, as directed by the N/J33. The primary NOCC positions include:

- **N/J3 Air Director.** Normally filled by N/J33 personnel experienced in NORAD air operations. The Chief provides oversight, guidance and leadership to the NOCC and functions as the primary interface with the NORAD FOC Chief. Attends most coordination meetings. Ensures the NORAD contingency/exercise portals are populated with current information, ensures command briefs have correct/current information related to NORAD operations and ensures the oncoming air domain crew is briefed of the current situation, region and N/FOC plans
- **NOCC LNO/Deputy Air Director.** As directed, the NOCC LNO/Deputy Air Director assists the Air Director during operations and is the primary action officer for NOCC taskings. The Deputy orchestrates the efforts of other NOCC members and coordinates with other NORAD core centers to ensure smooth transition from planning to execution. Responsible for the NORAD RELCAN portal content and maintaining the current operations SA
- **Operations NCO.** Resides in the N/FOC, but supports the NOCC in posting operational documents to the portal, sending messages and keeping the NOCC informed of incoming messages that affect current operations. Interfaces with Emergency Action Controllers to keep the N/FOC and NOCC informed of critical Emergency Actions and checklists affecting current operations. Responsible to the Air Director for compiling and disseminating the NORAD Situation Report (SITREP). Due to manning, one person fills both the NOCC NCO and N/FOC NCO positions and accomplishes both sets of duties
- **CBRN.** Conducts hazard prediction and analysis for N-NC staff. Coordinates and collaborates with NORAD Regions, and USNORTHCOM CBRNE and Land Domain desks
- **Airspace Management.** Provide airspace, air traffic control, air identification, air sovereignty, aerospace control and air battle management subject matter expertise to assist with immediate and on-going current operations, planning and mission analysis. Act as a liaison to the Federal Aviation Administration and NAV CANADA to enable and improve air defense missions, airspace control measures and aerospace doctrine to integrate safety and security of military aircraft and civilian aircraft within North American airspace

- **NOCC AO.** As additional manning becomes available (such as reserve augmentees), NOCC AOs will integrate into the NOCC to work current operations coordination for the Air Director or Deputy Air Director
- **Advocacy.** The NOCC supports and advocates for the HQ FAA and TSA representatives. These positions are not 24/7 capable due to one-deep manning

C.5.4 NOCC Processes

C.5.4.1 Daily Deliverables. The NOCC will assist with and coordinate the following reports, updates and briefings, as directed:

- **NORAD SITREP.** The NOCC is responsible for the NORAD SITREP. The SITREP is completed and transmitted when directed IAW CJCSM 3150.03 by 0300Z
- **National Military Command Center Briefing.** The NOCC reviews any NMCC level briefings for accuracy and inclusion of pertinent NORAD equities

C.5.4.2 NOCC Recall. Although overall recall authorization rests with the Battle Staff Executive Director (N-NC/CS), the N/J3 may direct activation of selected support to facilitate contingency staffing support. Authority to recall N/J33/J35 personnel rests with the N/J3/3D/3V and N/J33 or N/J35 Chiefs or acting Chiefs. Normally the NOCC is recalled concurrently with the N/FOC.

C.5.4.3 Shift Change. The NOCC shifts will be determined by the Chief of Current Operations Branch, N/J33O. Typically, these shifts will take into account the N2C2 shift change time, and the overall Battle Staff core battle rhythm. The NOCC will brief the incoming Air Domain, as well as the oncoming NOCC Air positions regarding on-going operations and N/FOC efforts.

C.6 Battle Staff Training Requirements

All newly assigned personnel to the N/FOC must complete N/FOC Indoctrination Briefings. Follow-on training requirements will be completed via required N/FOC member training which is published by the FOC Training Officer.

ANNEX D

NORAD AND USNORTHCOM FUTURE PLANS CENTER

D.1 Future Plans Center Organization

D.1.1 Duty Positions and Functions

All NORAD and USNORTHCOM Future Plans Center (FPC) personnel are required to have a top secret/sensitive compartmented information (TS/SCI) clearance, attend FPC training and be subject matter experts in the position that is filled. FPC Duty positions are detailed below.

D.1.1.1 FPC Chief ¹

- Supervise, direct and coordinate the efforts of FPC planners
- Serve as the FPCs primary interface with senior staff and other Battle Staff nodes
- Ensure that FPC members understand the overarching goals of the command and how FPC efforts fit into the larger NORAD and USNORTHCOM effort

D.1.1.2 FPC Deputy Chief ¹

- Assist the FPC Chief, as required
- Synchronize planning activities of FPC
- Provide direct guidance to FPC planners and lead major planning efforts and evolutions, as needed
- Ensure efforts and products are coordinated with FOC, NORAD and USNORTHCOM Command Center (N2C2), subordinates and Battle Staff nodes
- Elicit recommendations for changes in CCIR from other Battle Staff nodes

D.1.1.3 FPC Operations Officer ¹

- Supervise functioning of the FPC
- Coordinate incoming and outgoing messages, administrative support to the staff and facility cleanliness
- Maintain the web site
- Be familiar with N2C2 communications capabilities (Defense Red Switched Network, Defense Switched Network, Stanford telecommunications [secure telephone], facsimile, personal computer [PC] to PC transfer, etc.)

D.1.1.4 FPC Technical Support ²

- Maintain computer software and associated installation coordination and training

- Serve as expert on all FPC computer operations, Microsoft Office Programs, message formatting procedures and FPC message transmission procedures
- Be familiar with Local Area Network interoperability
- Be familiar with drafting messages in U.S. format (e.g., Operation Order, Situation Report, General Administration, etc.) to include an understanding of Plain Language Addresses Designators and how to transmit the message once released

D.1.1.5 Joint Operations Planners(s)¹

- Provide subject matter expertise on Homeland Defense (HD) and defense support of civil authorities (DSCA) concept plans (CONPLANS)
- Lead planning efforts for CAP
- Formulate branches and sequels to current operations, as required
- Prepare estimates, COAs and plans IAW guidance and provisions established in Joint Publication (JP) 5-0, *Joint Operations Planning* and *JOPES, Vol II*
- Support the FOC with staff estimates and similar products
- Provide functional expertise to the FPC on HD and DSCA operations, capabilities and assets
- Make recommendations to the FPC for changes in Commander's Critical Information Requirements (CCIR) in support of FPC Initiatives
- As required, provide subject matter expertise on Pandemic Influenza

D.1.1.6 Chief of Staff for Communication¹

- Coordinate strategic communication efforts
- Make recommendations on impact actions and operations will have on key audiences
- Provide SC and PA perspective and input to planning effort
- Advise FPC on SC and PA capabilities
- Develop PA messages for PLANORDS, warning orders and EXORDS
- Develop proposed public affairs guidance and annexes when required

D.1.1.7 Aerospace Planner²

- Provide reach back expertise on ballistic missile defense operations, capabilities and assets
- Prepare estimates, COA and plans IAW guidance and provisions established in Joint Publication (JP) 5-0 *Joint Operation Planning*

- Make recommendations to the FPC for changes in CCIR in support of FPC initiatives
- Maintain SA on the N/FOC and NC/FOC activities and ensure all activities are coordinated

Note: During situations where the FPC N-NC/J5 planner is not immediately available, the N-NC/J5 planners in the N/FOC can be utilized short-notice for mission-related tasks until the dedicated FPC N-NC/J5 planner becomes available (i.e., from recall).

D.1.1.8 Policy Planner²

- Provide functional expertise to the FPC on current policies

D.1.1.9 Strategy Planner²

- Provide functional expertise to the FPC on current strategy initiatives

D.1.1.10 Information Exchange Broker¹

- Monitor the Information Requirements of the FPC and facilitate the acquisition and exchange of such information with other elements of the Battle Staff, components, JTFs, subordinate commands, combatant commands, Services, agencies and non-Department of Defense (DOD) activities
- Transfer information from the FPC to other elements of the Battle Staff

D.1.1.11 N-NC/J1 Personnel²

- Coordinate personnel aspects of contingency, crisis and exercise planning development including the Personnel Annex E
- Provide personnel estimate

D.1.1.12 N-NC/J2 Intelligence¹

- Provide relevant current intelligence pertaining to the FPC initiative for HD and civil support scenarios
- Provide intelligence estimate
- Task and track RFI/I to the JIOC-N and other intelligence organizations for intelligence required by the FPC
- Make recommendations to the FPC for changes in PIR in support of FPC initiatives
- Serve as a liaison with JIOC-N National and Military Intelligence organizations; others, as appropriate
- Recommend and forward geospatial information and services (GI&S) requirements through the Command GI&S Officer on behalf of the FPC

- Support fusion of intelligence products developed in the JIOC-N
- Provide predictive analysis of threat COAs
- Provide products to support planning briefings for Mission Analysis, COA Development, COA Analysis, and Commander's Estimates

D.1.1.13 NC/J34 Antiterrorism Force Protection Critical Infrastructure Protection CBRNE²

- Provide Force Protection and Mission Assurance expertise in the following areas:
 - Antiterrorism
 - Force Protection
 - Defense Critical Infrastructure Program/Critical Infrastructure Protection
 - Chemical, Biological, Radiological, Nuclear and High Yield Explosives
 - Operational awareness of law enforcement incidents and domestic threats that may affect USNORTHCOM or DOD missions
- Provide liaison with the NC/J34 and obtain reachback support, as required
- Provide Staff estimate

D.1.1.14 NC/J3 SOF²

- Provide special operations forces (SOF) expertise to the FPC in the following areas:
 - Army SOF, Air Force SOF, Naval SOF and Marine Corps SOF capabilities
 - Focal point for communications support
 - SOF mission criteria
 - SOF principal missions and collateral activities N-NC/J39 information operations (IO) Special Technical Operations
- Integrate offensive and defensive elements of IO into the planning and mission analysis processes across the full range of military operations to achieve command mission objectives
- Develop scenario-specific command guidance for optimizing operations security (OPSEC) measures; ensure OPSEC integration into crisis and Contingency mission planning
- Advise the command on communications security, computer security and information security alert measures to ensure superiority of friendly information systems

- Assist conducting continuous joint force vulnerability analyses to protect forces and systems from exploitation

***D.1.1.15 N-NCIJ4 Logistics and Engineering*¹**

- Facilitate development of the Commanders estimate by providing Logistics and Engineering planner direction and guidance
- Facilitate development of COAs development by providing Logistics and Engineering direction and guidance
- Collaborate, coordinate, and promote logistics and engineering aspects for full spectrum contingency, crisis and exercise planning development
- Conduct logistics and engineering estimates, evaluations and analysis to isolate and mitigate constraints, shortfalls and gaps associated with intra-theater and inter-theater mobility, throughput capabilities, air and seaports and air/sea times of communications
- Collaboratively develop logistics and engineering concept(s) of support for FPC initiatives
- Continually interface with the joint logistics operations center (JLOC), exchanging information, actions, level of effort, focus and direction between the FPC and the JLOC
- Monitor and, collaborate on strategic mobility issues as they relate to planning including actions of the NORAD and USNORTHCOM Deployment and Distribution Operations Cell for:
 - Equitable, efficient and effective employment of available theater assigned airlift assets
 - Maintain SA of employed Service combat/combat service support (CS/CSS) capabilities that impact NORAD and USNORTHCOM mission requirements
- Assess Command, Component, Subordinate and Interagency planning and programming documents prepared for technical accuracy relating to logistics and engineering planning and execution
- Scope of Logistics and Engineering activities include, but is not limited to, monitoring, assessing, collaborating and coordinating on the following:
 - Base Support Installation, forward operating base selection/recommendation
 - Bed-down of force(s) and temporary camp construction
 - Infrastructure damage assessment and expedient repair capability
 - Wide area decontamination capability
 - Utility systems including water, sewer, electrical and natural gas systems
 - Capabilities/limitations of various service engineer elements
 - Time-phased force and deployment data and logistics footprint
 - Construction standards
 - Employment and redeployment considerations and planning
 - CS/CSS sustainment

D.1.1.16 N-NC/J6 Communications System Planner¹

- Provide strategic or operational Communications System guidance
- Advise on the employment of NORAD and USNORTHCOM Communications System forces in support of stated mission
- Understand existing architecture, systems, etc., and determine if they are sufficient to support COAs developed by the FPC. As needed, facilitate reachback support from N-NC/J6
- Develop appropriate annexes
- Recommend a follow-on DOD force package
- Participate in developing transition communication criteria for mission handoff to a non-DOD entity, as appropriate
- Provide Staff estimate

D.1.1.17 Command Surgeon²

- Monitor, evaluate and coordinate operations involving medical requirements. Allocate medical resources from Service components to support U.S. Joint Forces Command's role as Force Provider
- Provide timely, effective planning and coordination to ensure adequate and sustainable joint medical programs providing Disasters and Declared Emergencies, Public Health Emergencies, Domestic Civil Disturbance Operations, Incident Management activities and Disaster Preparedness
- Provide timely advice on matters concerning Reserve Component medical operations, plans and programs for all Continental United States-based Army, Navy, Air Force and Marine Forces
- Provide for the key components of Force Health Protection
- Provide managerial and technical oversight of all DOD military blood activities within the AOR (blood programs, blood product requirements and capabilities within the theater of operations)

D.1.1.18 Legal²

- Upon receipt of the CONOPS, assess the legal basis and advise the FPC on authority levels required based upon the U.S. Constitution, domestic law, international law and applicable statutes, directives, and regulations
- Review assumptions for validity based on legal conditions imposed by laws, regulations and policies
- Participate in the development of COAs; provide advice and guidance on obligations imposed by domestic laws, treaties and customary international law
- Provide specific guidance relating to obligations imposed by law, for example, the Law of Armed Conflict and the Posse Comitatus Act

- Provide advice and guidance on the use of force required to accomplish the missions, the authority necessary to use such force and the source(s) of such authority
- Assist in reviewing the standing rules for the use of forces (SRUF) and standing rules of engagement (SROE) for legal sufficiency and feasibility for exercises, contingencies and current operations plans or CONPLANs to ensure the SRUF or SROE fit a particular mission set. Also assist in the review of supplements to the SRUF and SRUF as missions
- Review all execution orders (EXORDs), PLANORD and any other messages proposed for release
- Coordinate all opinions and FPC actions with legal advisors in the FOCs, N2C2 and JLOC
- Keep personnel in the Office of the staff judge advocate (SJA) informed of opinions and FPC actions
- Maintain Judge Advocate (N-NC/JA) log to capture all significant actions within the FPC. This log should include all contacts with other JAs in other Core Centers and supporting nodes, contacts with JAs/Attorneys in other commands and organizations, and activities having SJA-level interest
- Produce an AAR to capture group N-NC/JA Lessons Learned and provide input to N-NC/JA AAR
- Brief by exception on designated legal issues and during shift change
- Ensure oncoming legal advisor is briefed on current situation and ongoing requirements
- Respond to RFI/Is as required (IAW USNORTHCOM RFI/I process)
- Maintain SA by monitoring the appropriate collaborative tools

D.1.1.19 National Guard²

- Advise in matters concerning HD, Homeland Security, DSCA, Emergency Preparedness and Air and Space Defense under the National Guard's (NG) operational range of interest
- Advise on the utilization and readiness levels of the NG in the CDR's AOR and operational plans
- Provide information on critical NG issues and the potential impact of those issues on NG support to the CDR's AOR and related operational plans
- Provide recommendations on proposals affecting the interface, policy, operations and utilization of NG assets
- Develop decision support tools to support COA analysis
- Provide analysis to specific issues to support planning
- Quantify risk associated with COA development as required

D.1.1.20 Interagency Coordination¹

- Provide liaison between the FPC and the ICC

- Advise FPC Chief on all interagency and intergovernmental matters
- Provide Staff estimate

D.1.1.21 NC/FOC LNO¹

- Provide the Liaison between the FPC and the NC/FOC
- Advise the FPC Chief on all NC/FOC matters

D.1.1.22 Maritime Planner¹

- Provide functional expertise to the FPC on maritime operations
- Prepare estimates, COA and plans IAW the guidance established in JCS Publication 5
- Make recommendations to the FPC for changes in CCIRs in support of FPC initiatives

D.1.1.23 Information Operations Planner¹

- Provide functional expertise to the FPC on Information Operations

Note¹ Denotes required 24 hour position coverage (shifts A & B, 12-hour periods plus change over time)

Note² Denotes position to be supported only as mission requires (may require A & B shift support). When mission does not require presence in the FPC, ensure procedures are established to recall personnel as mission changes dictate.

D.2 Processes

The NORAD and USNORTHCOM Joint Operation Planning Process (N-NC JOPP) is described in chapter 2; the N-NC/JOPP is based upon Joint Publication (JP) 5-0, *Joint Operation Planning* and JP 3-0, *Joint Operations*. During crisis action operations and exercises, the FPC is prepared to operate at various levels dependent on the situation. Shift changes are normally 0600 and 1800, but may be adjusted as appropriate and to synchronize with the Commands' Battle Rhythm.

D.2.1 FPC Operations During a crisis

The FPC has the responsibility to anticipate and prepare for operations sequels based upon ongoing and anticipated current operations and future operations. The mission of the FPC to identify, assess and facilitate the Commander's decisions for "what else/if" planning considerations. Future planning teams are established within the FPC to plan for one to three potential or emergent sequels. During CAP, the FPC's planning horizons are longer and decisions are seldom urgent; FPC products will be briefed in the Commands' Battle Rhythm as required. The FPC develops products that facilitate and expedite what may or will eventually become the Commands' current operations. Under conditions where the NC/FOC becomes task saturated, the N-NC/CS, at the request of the NC/J3 and after coordination with the N-NC/J5, may direct resources from the FPC to support NC/FOC current operations planning efforts in direct support of the NC/J3.

D.2.2 FPC Operation by Battle Staff Activation Level

The FPC will normally respond to the six Battle Staff Activation Levels (see chapter 2) as follows. For Level 6 (No activation, continue routine operations) and Level 5 (Activate the CEG), the FPC can stand up one to three independent planning teams to support various NORAD and USNORTHCOM CAP efforts as needed. **Figure D-1** depicts the FPC support to Battle Staff Activation Levels 4 thru 1.

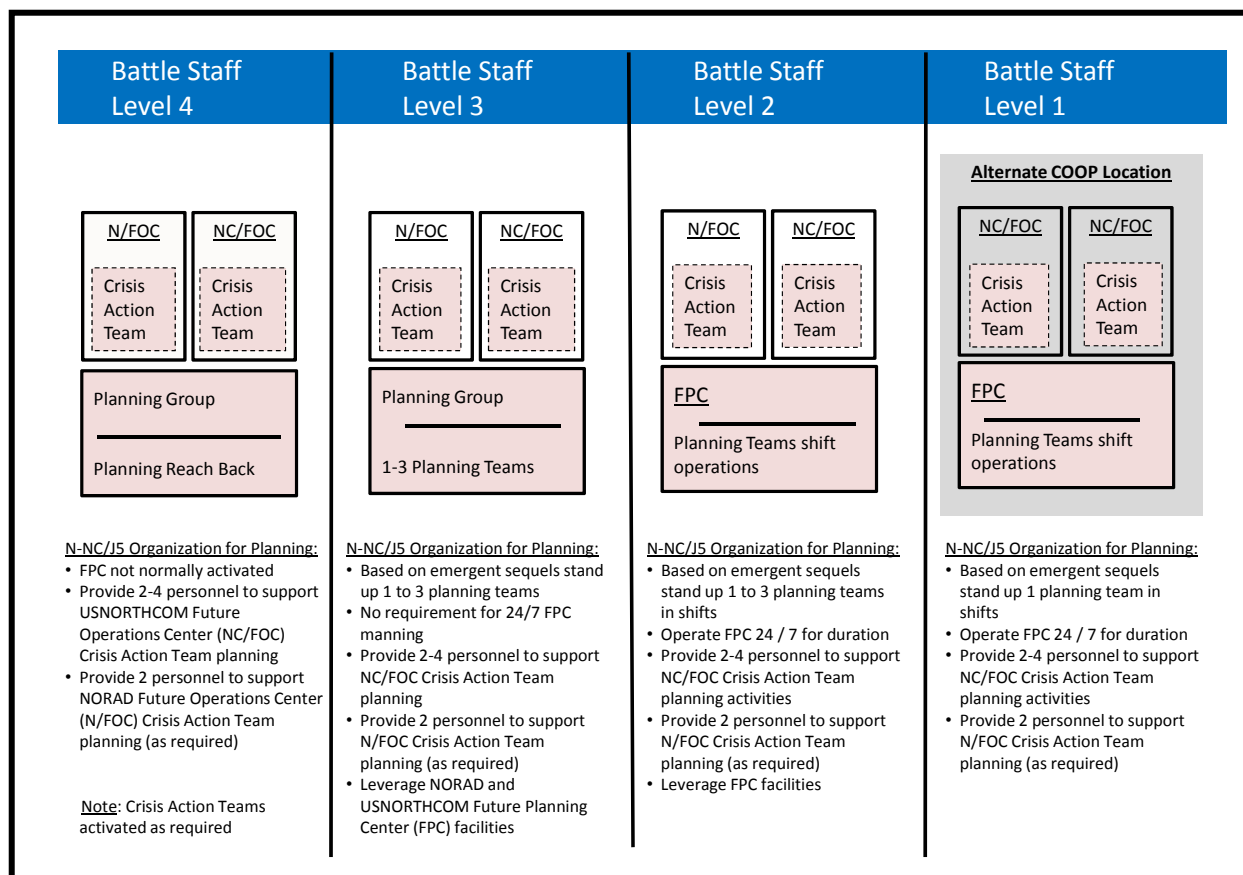


FIGURE D-1
FPC SUPPORT TO BATTLE STAFF ACTIVATION LEVELS 4 THRU 1

D.3 Checklists and Product Templates

See tables 2-2 and 2-3 for a synopsis of the products and processes used by the FPC, N/FOC and NC/FOC to generate CAP products. Relevant templates are posted to the FPC web portal site.

D.4 Battle Staff Training Requirements

All newly assigned personnel to the FPC must complete FPC indoctrination briefings. Follow-on training requirements will be completed via required FPC member training which is published by the FPC Operations Officer.

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ANNEX E CORE CENTER SUPPORTING CENTERS, CELLS, BOARDS AND WORKING GROUPS

E.1 NORAD and USNORTHCOM Operations Directorates Supporting Nodes

E.1.1 USNORTHCOM Threat Working Group

The USNORTHCOM Threat Working Group (TWG) is a threat or event-driven forum that is responsible for reviewing current and potential threats affecting USNORTHCOM operations, personnel, facilities and resources in the USNORTHCOM area of operations (AOR) to provide recommended courses of action to the Commander in order to mitigate and counter the threat. The TWG meets as required depending upon the level of threat activity to review threats, identify vulnerabilities, recommend countermeasures, recommend force protection conditions (FPCON) or other force protection measures, recommend positioning of response forces, develop and refine terrorism threat assessments, coordinate and disseminate threat warnings or reports, and develop force protection advisories or directives. The TWG will assess all-source intelligence, counterintelligence, force protection, law enforcement and interagency information to provide a comprehensive threat picture with respect to the USNORTHCOM AOR and operations.

E.1.2 Joint Intelligence Operations Center North

The Joint Intelligence Operations Center North (JIOC-N) mission is to plan, prepare, integrate, direct, synchronize and manage on a continuous basis intelligence operations for NORAD and USNORTHCOM, integrating Department of Defense (DOD) and National Intelligence capabilities and enabling joint intelligence preparation of the battle space. The JIOC-N is one of several interdependent intelligence operations centers at the DOD, combatant command and operational levels capable of seamlessly integrating all DOD intelligence functions and disciplines, ensuring all sources of information are available across the DOD and improving the integration of intelligence with traditional operations and plans functions to increase the speed, power and effectiveness of DOD operations. The JIOC-N's operations are supplemented by the Intelligence Operations Support Center (IOSC) and the Operational Intelligence Watch (OIW). See Appendix E.1 for specific IOSC tactics, techniques, and procedures (TTP).

E.1.3 USNORTHCOM Compartmented Planning and Operations Cell

The USNORTHCOM Compartmented Planning and Operations Cell (CPOC) is responsible for planning and directing execution of USNORTHCOM compartmented or sensitive operations under the Joint Staff (JS) Focal Point Program Chairman of the Joint Chiefs of Staff Manual 3213.02B, and USNORTHCOM (NC) Headquarters Operating Instruction (HOI) 10-220, *Focal Point Program*. See Appendix E.2 for specific CPOC TTP.

E.1.4 USNORTHCOM Current Operations Center

The USNORTHCOM Current Operations Center (NC/COPSC) monitors, directs, assesses, and synchronizes current operations, training and exercises within the USNORTHCOM Area of Responsibility (AOR) and maintains situational awareness of the operational environment and assess emergent information and impacts upon current operations in order to produce actionable knowledge and understanding for senior leader decisions and future operations. See Appendix E.3 for specific NC/COPSC TTP.

E.1.5 USNORTHCOM Joint Reconnaissance Center

The USNORTHCOM Joint Reconnaissance Center (JRC) is staffed with military, government civilian and contractor personnel and, when activated, is under the NC/J33. The JRC serves as the functional point of contact for ISR (including SRO) and IAA coordination, planning and execution. The JRC exercises active command coordination and supervision of allocated IAA, ISR and SRO in the USNORTHCOM AOR, working in close coordination with N-NC/J23I and N-NC/JA.

E.2 Deputy Chief of Staff for Communication Supporting Node

The N-NC/CSC is the office of primary responsibility (OPR) for the Strategic Communication Working Group (SCWG). USNORTHCOM supports United States Government (USG) and DOD Strategic Communication (SC) efforts. NORAD supports both USG and Canadian government SC efforts. The N-NC/CSC, as the Commands' lead for SC planning, supervises the planning through the SCWG.

- **Mission:** NORAD and USNORTHCOM conduct SC to support the Commands' efforts to dissuade and deter threats to the Homeland, assure our citizens, friends and allies and protect our vital interests throughout the AOR
- **Composition:** The SCWG consists of O-6 level representatives from N-NC/J2, NC/J39 (IO and Future Operations), N-NC/IC, N-NC/PA, N-NC/JA, N-NC/J7, USPOLAD) others as necessary
- **Responsibilities:** NORAD and USNORTHCOM will harness all SC capabilities, including PA, public diplomacy (military support to public diplomacy [MSPD] and military diplomacy [MD]) efforts and IO, and will work with the interagency to implement a synchronized SC effort. The intent is to ensure all areas of communication are fully coordinated and synchronized with the actions of NORAD and USNORTHCOM. The SCWG is the lead Battle Staff supporting node for all SC planning. Specific responsibilities include:
 - Convene and lead the SCWG
 - Coordinate and synchronize USNORTHCOM SC activities with other combatant commands, JS and Office of the Secretary of Defense (OSD)
 - Support crisis action planning (CAP) for SC during crisis, contingencies and exercises
- **Processes:** NORAD and USNORTHCOM participate, as appropriate, at the strategic level (within DOD and the Canada Department of National Defence [DND], with the Interagency and among coalition partners) to provide coordinated support for USG and Canadian government efforts to achieve both nations' SC objectives. NORAD and USNORTHCOM must coordinate closely with other federal agencies (from both the United States and Canada) assigned responsibility for SC to ensure unity of effort. Success relies heavily on the close cooperation among both governments and other partner nations to integrate all instruments of national power (United States and Canada) – diplomatic, information, military, economic, financial, intelligence, and law enforcement (LE)

NORAD and USNORTHCOM utilize a formal strategic communication process that is fully integrated with the entire staff and command group, as depicted in **figure E-1**:

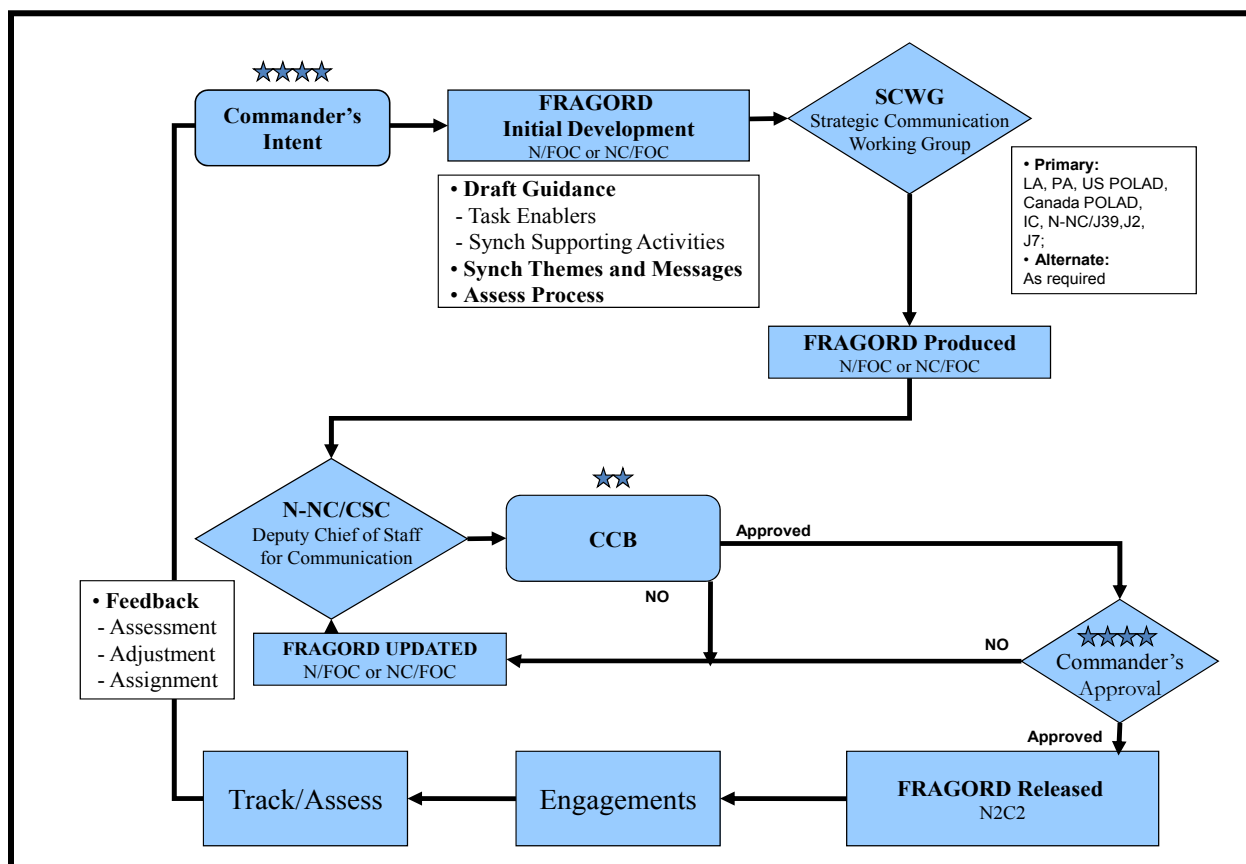


FIGURE E-1
NORAD and USNORTHCOM INTEGRATED COMMUNICATION PROCESS

- **SCWG:** The SCWG develops SC effects, themes and actions to support the larger NORAD or USNORTHCOM objectives. The intent of the SCWG is to bring in the Command informational subject matter experts (SME) to recommend and develop proposed SC actions. Members of the SCWG incorporate approved SC guidance in their informational activities. Additionally, SCWG members are responsible for the formation and transmission of NORAD and USNORTHCOM messages based on approved SC guidance
- **Contingency Planning.** The USNORTHCOM Theater Campaign Plan and the NORAD Campaign Plan form the basis for all SC efforts planned and executed in support of “shaping” operations. These plans establish a framework for the Commands’ SC planning process and are the basis for transmitting coordinated and integrated themes and messages, across all domains and missions, in support of government objectives in steady state operations. Conversely, NORAD and USNORTHCOM have a series of concept plans (CONPLAN) that cover contingency operations beyond the steady-state
- **Crisis Action Planning:** The standing SC Themes established in USNORTHCOM contingency plans provide a messaging foundation for leaders participating in a National Incident Communications Conference Line call and immediate subsequent engagement in media statements or query responses. During CAP the SCWG initiates actions to define or refine SC themes and recommend actions

E.3 Logistics Directorate Supporting Node

The N-NC/J4 Director is the OPR for the Joint Logistics Operations Center (JLOC), which can include the USNORTHCOM Deployment and Distribution Operations Cell (NDDOC) and direct coordination with the Medical Operations Center (MOC) along with added support from liaisons, reserve augmentation, N-NC/J1 support, chaplain, and Interagency. The JLOC is a standing element within the N-NC/J4 with a core element that grows with added skill sets and capabilities to support the current operation. The JLOC supports the core centers with liaisons and planners and utilizes the command's collaborative tools to develop products and share information and staff products.

E.3.1 Joint Logistics Operations Center

The JLOC, as described in JP 4.0, integrates and coordinates joint support specialties, conducts Logistics Supportability Analysis (LSA) and provides situational awareness (SA). The JLOC integrates and coordinates the logistics joint capability areas of: supply, maintenance, deployment and distribution, health service support (HSS) (via the MOC), engineering, logistics services and operational contract support. The JLOC also provides reach back logistics planning and analysis support within the Command. The JLOC supports the Commands' missions by anticipating, tracking, analyzing and coordinating both strategic and operational joint support requirements.

E.3.2 JLOC Composition and Personnel Support

The core JLOC staff consists of logistics, mobility, engineering, and contracting SMEs who interface frequently with crisis planners in order to keep logistics planning and current operations synchronized. The JLOC Chief has a civilian deputy and a Logistics Operations Officer (O-5) responsible to establish the JLOC battle rhythm and to coordinate JLOC products and analysis as required. The JLOC employs a flexible staffing strategy (e.g., if the main planning or execution effort is transportation, then the JLOC staff can be tailored to meet the workload demand with the appropriate skill sets).

Logistics directorate (N-NC/J4) liaison officers (LNO) to Battle Staff Core Centers will continually update the JLOC on relevant activities in accordance with (IAW) the JLOC Battle Rhythm or as needed. JLOC personnel will utilize the Commands' collaborative automated tools (Defense Connect Online [DCO], Jabber, e-mail organizational mail boxes [OMBs], Internet Relay Chat, Dynamic Synchronization Event Log [DSEL], and web portal pages) to share information rapidly and widely and will attend shift change updates as mission allows.

E.3.2.1 JLOC Roles and Overview. The JLOC is responsible for the following:

- Coordinating joint logistics support with joint logistics and operations nodes to ensure support to employed forces (supporting DOD forces)
- Assisting the Core Centers in developing execution orders (EXORD) and fragmentary order (FRAGORD), estimates and procedures, and conducting LSA to assess across the seven Joint Logistics Capabilities Areas (supply, maintenance, deployment and distribution, engineering, logistics services and operational contract support)
- Conducting logistics analysis of posts, bases and stations nominated as base support installation (BSI) or requested to support a Primary Agency and providing input to Battle Staff Core Centers
- Coordinating movements with U.S. Transportation Command (USTRANSCOM)

- Monitoring theater strategic joint reception, staging, onward movement and integration (JRSOI) status as reported by functional components and joint task forces (JTF)
- Coordinating with designated joint logistics boards, engineer boards, and other logistics, engineer, transportation or contracting boards and cells (see JP 4.0)
- Assisting the Primary Agency in providing support to the affected population as requested and approved, and integrating DOD logistics capabilities into the overall Federal response

E.3.2.2 Situational Awareness.

All N-NC/J4 personnel assist the JLOC in developing and maintaining logistics SA. JLOC personnel maintain SA thru use of command tools, coordinating with other units and the interagency, and through monitoring media outlets and web based tools. The logistics LNOs in the Core Centers share information within those nodes and pass-back awareness of logistics and engineer concerns to the JLOC for synchronization and integration. Deployed N-NC/J4 LNOs and LNOs from Defense Logistics Agency (DLA), U.S. Army Corps of Engineers (USACE) and USTRANSCOM exchange information with the JLOC and expand and enhance the logistics SA. Logistics SA ensures support to joint forces and facilitates support to other Federal agencies and response efforts.

E.3.2.3 Execution.

Specified members of the JLOC are required to be on a 2-hour day-to-day recall status in order to provide support and analysis during a rapidly escalating crisis.

E.3.3 JLOC Duty Positions and Functions

E.3.3.1 JLOC Manning.

The JLOC is staffed to meet operational requirements. The JLOC Battle Roster in **table E-1** shows the generic staffing requirements used for planning purposes. This can be tailored or modified by the JLOC Chief as required by the situation. The JLOC Battle Roster may be augmented with other functional specialties within the JLOC (i.e., interagency, personnel, contracting and chaplain) if required by the operational situation. The Battle Roster can also be augmented by other pertinent specialties outside of the JLOC (e.g., representatives from DLA, National Guard Bureau [NGB]/J4, etc.).

**TABLE E-1
JLOC BATTLE STAFF MANNING**

<i>JLOC Battle Staff:</i>
<u>Core Element</u> JLOC Chief JLOC Deputy Operations Officer Logistics Coordinator Engineer Representative Mobility Representative* Information Exchange Broker/IEB DLA LNO
<u>Augmentation</u> MOC NDDOC/USTRANSCOM N-NC/J1 Rep (as required) N-NC/HC Rep (as required) LNO
<small>* May be replaced by NDDOC for catastrophic operations</small>

E.3.3.2 JLOC Augmentation.

Under catastrophic response operations, the N-NC/J4 Director may stand up the NDDOC as a specialized cell of the JLOC.

E.3.3.2.1 NDDOC. The NDDOC is formed as a mobility subcomponent to the JLOC with N-NC/J47 as the core element and with augmentation from USTRANSCOM and the NC/J35 Joint Operation Planning and Execution System (JOPES) SMEs. The NDDOC is a tailorable organization, but will normally include a NDDOC Chief and SMEs in surface transportation (land and sea), air transportation, in-transit visibility, JOPES and Joint Operational Support Airlift Center. The NDDOC will implement Command movement priorities, anticipate and resolve transportation shortfalls, synchronize force flow and distribution and provide visibility of unit movements. During events where priorities exist, NDDOC co-chairs with the N-NC/J30 the USNORTHCOM Joint Requirements Board (convened as required). The NDDOC:

- Provides strategic mobility input to briefings, messages and other JLOC products, as required
- Monitors mobility automated systems
- Monitors USTRANSCOM capabilities

- Coordinates movement requirements with USTRANSCOM, JTF-port opening, subordinate commands and the interagency (when required)
- Conducts preliminary transportation feasibility analysis and makes mode, port of embarkation (POE) and port of debarkation (POD) recommendations
- Maintains SA of ongoing transportation requirements, plans and movements
- Addresses and adjudicates latest arrival date shortfalls
- Coordinates joint operations area (JOA) user requirements for commercial airlift service through USTRANSCOM and Air Mobility Command
- Reviews JOPES validated and scheduled movements requirements to forecast reception, onward movement and redeployment requirements

E.3.3.2.2 DLA LNO. The DLA Liaison Officer (LNO) is a member of the JLOC core element and provides continuous coordination between DLA and the JLOC staff. The LNO will:

- Provide visibility of DLA stockage levels of identified critical supplies
- Monitor the flow, delivery schedules, and movement of DLA items supporting validated Mission Assignments (MAs)
- Attend and brief status at shift change to ensure SA across the JLOC
- Provide research as directed by the JLOC Chief and assist in production of the concept of support

E.3.3.3 Functional Representatives

When directed by the N-NC/J4 Director, the JLOC will incorporate representatives from other joint support functional areas. These areas may include personnel from the N-NC/J1, Headquarters Chaplain (N-NC/HC) and LNOs from other agencies such as NGB. Functional representatives provide necessary subject matter expertise to the JLOC and help to ensure mutual understanding and unity of purpose and action. Functional representatives monitor joint support planning and operations within the JLOC and ensure SA between the JLOC and the representative's respective functional element.

E.3.3.3.1 N-NC/J1 JLOC Representative. As required, the N-NC/J1 representative will man and provide functional expertise to the JLOC on personnel issues, provide research using the service personnel systems and assist in coordinating support to JRSOI operations. If providing a full-time N-NC/J1 LNO is not possible, as a minimum, the N-NC/J1 will utilize the Commands' collaborative tools to share information and to coordinate with the JLOC. The N-NC/J1 representative will:

- Monitor all crisis action message traffic, DCO, DSEL and other information sources to identify and update the JLOC on all pertinent N-NC/J1 related issues
- Coordinate closely with the N-NC/J1 representatives to the FPC, N2C2, NORAD Regions and USNORTHCOM Components to ensure information flow between the JLOC and the other Battle Staff nodes

E.3.3.3.2 N-NC/HC JLOC Representative. As required, the N-NC/HC representative will manage and provide functional expertise to the JLOC on religious support issues, provide research using available systems and assist in production of concept of support. Additionally the HC representative will:

- Monitor all crisis action message traffic, DSEL and other information sources to identify and update the JLOC on all pertinent HC related issues
- Provide guidance and coordinate for casualty notification, crisis counseling and critical incident stress management
- Provide lateral communication with other N-NC/HC representative
- Respond to RFI/Is as required (IAW NORAD and USNORTHCOM's RFI/I process)
- Provide religious support to Command personnel

E.3.3.4 JLOC Duties

The JLOC Battle Staff coordinates and integrates support to joint forces and facilitates DOD support to non-DOD agencies providing emergency response. The JLOC closely monitors all current operations to develop and maintain logistics and engineering SA for the Command. The JLOC core group expands with added N-NC/J4 staff and the NDDOC to meet mission requirements. Large scope or duration of operations may require the JLOC to expand with staff augmentation from the Surgeon General (N-NC/SG), N-NC/HC and N-NC/J1 (others as needed). The following list shows some common tasks that will be accomplished by the center:

- Monitor joint support readiness of subordinate commands
- Monitor theater sustainment levels in coordination with FEMA, GSA and DLA
- Monitor personnel and religious support (as the JLOC)
- Monitor the USNORTHCOM Running Estimate (prepared by the NC/FOC)
- Conduct LSA across the seven Joint Logistics Capabilities Areas
- Coordinate movement requirements for deployment and re-deployment of forces
- Monitor movement of forces, equipment and critical supplies in theater
- Provide joint support input to the N-NC daily SITREP (during operations)
- Coordinate activities with N2C2
- Integrate MOC and NDDOC operations for the N-NC/J4 Director

E.3.3.5 JLOC Deliverables

JLOC deliverables are based on the intensity of the situation, guidance of the N-NC/J4 Director and from the JLOC Chief, and by the NORAD-USNORTHCOM battle rhythm. Common products include:

- Logistics and engineering slides for briefings to the Commander and CEG (CSAM, CCB and CGM)
- Logistics paragraph of Commander's SITREP
- Logistics input to orders process as required
- Shift change briefings to JLOC members
- Video Teleconference (VTC) or teleconference participation (as required)

E.4 Surgeon General Directorate Supporting Node

The Medical Operations Center (MOC) stands up at the direction of the NORAD and USNORTHCOM Surgeon General (N-NC/SG). Led by the MOC Chief, the MOC provides reachback to comprehensive HSS expertise to assess the disease and environmental threats, develop force health protection (FHP) guidance and develop a medical concept of operations (CONOPS). It provides critical interface and liaison between the Battle Staff core Centers and the JLOC.

The functions of the MOC include the following:

- Operate continuously before and during crisis or exercise operations
- Provide situational understanding for the N-NC/SG, CDRNORAD and CDRUSNORTHCOM in coordination with the Battle Staff core Centers
- Coordinate medical intelligence requirements with DOD and other Federal agencies
- Identify health service support (HSS) requirements and coordinate with the JS and U.S. Joint Forces Command (USJFCOM) for available resources
- Develop HSS operational concepts
- Coordinate HSS within NORAD and USNORTHCOM, with other DOD components, State, Regional and Federal agencies, as well as other countries within the AOR

E.4.1 Medical Operations Center Operations

The MOC is a multifunctional organization comprised of SMEs from the N-NC/SG. The major segments include the MOC and MOC WG. The MOC Chief is the SG representative to CDRNORAD and CDRUSNORTHCOM. The MOC Watch Desk performs notification to the SG for significant, time-critical events. The MOC Watch Desk directs SG Alert and Notification Procedures be initiated for all significant staff members unless the SG determines the N2C2 has better SA. The N2C2 has the lead for managing aerospace, land, maritime and CS events within the NORAD AO and USNORTHCOM AOR. The MOC will hold daily teleconferences that will include participation from components, subordinates, Federal and other interagency partners for daily SA during exercises and real-world events. The MOC will receive and review Medical SITREPs as outlined in EXORDs, as well as NORAD and USNORTHCOM guidance.

E.4.1.1 Medical Operations Center. The MOC stands up at the direction of the N-NC/SG or representative and coordinates directly with the JLOC, ensuring HSS issues are incorporated and

addressed. The MOC Chief leads the center when it stands up. The MOC can organize to operate continuously or stand up for a specific task that does not require continuous 24-hour operations. The MOC provides multifunctional task-organized subject matter expertise to manage and resolve joint HSS issues and provides critical liaison among the Core Centers and supporting Battle Staff nodes during times of significantly increased OPTEMPO. MOC duty positions are described below.

E.4.1.2 Manning Requirements

E.4.1.2.1 MOC Manning. The MOC is staffed to meet operational requirements. The MOC Battle Roster below shows the generic staffing requirements used for planning purposes. This can be tailored or modified by the MOC Chief as required by the situation. The MOC Battle Roster may be augmented with other functional specialties within the SG (i.e., contracting, reserves and active duty). The Battle Roster can also be augmented by other pertinent specialties outside of the SG (e.g., Joint Regional Medical Planners [JRMPS], JS).

E.4.1.2.2 MOC Augmentation.

Functional Representatives. When directed by the SG or representative, the MOC Battle Staff may request reservists assigned to support the N2C2 SG Watch Desk, NC/FOC-Surgeon, FPC, N-NC/SG, JLOC and other Battle Staff cells by coordination with the JRMPO Division Chief. If reservists are unavailable to fill the positions the MOC will submit a Request for Forces (RFF), using the JCRM Emergent Requirements module, for JS approval and USJFCOM sourcing. The MOC augmentation personnel facilitate the communication among the Battle Staff Core Centers to ensure mutual understanding and unity of purpose and action. The MOC augmentation representative will support by:

- Monitoring joint support planning and operations within the MOC, N2C2 and other primary nodes (when assigned to those nodes) to ensure consistent SA between the MOC and other SG representatives
- Coordinating respective functional element or area inputs to MOC's planning and operational products using his or her expertise, as well as reachback to the functional area to ensure thorough and comprehensive joint support plans and operations
- Advising the MOC and other primary nodes (when assigned) on all matters pertaining to assigned functional area; providing functional area expertise to the MOC, N2C2 and other primary nodes
- Representing the SG while performing in assigned functional area within the MOC and other primary nodes (when assigned or attached) for staff actions, advocacy and supplemental communications between the functional element or area
- Ensuring any actions taken or products developed to support NORAD or USNORTHCOM mission are coordinated through the MOC with SG or representative prior approval

The JRMPOs not involved in the real-world event, national special security event or exercise will be augmented to the Medical Plans and Operations, Senior Medical Planner for distribution of medical tasking involving affected regions.

Manning requirements for day-to-day normal MOC operations consists of the following SG personnel:

- MOC Chief – Medical Plans and Operations Division

- Senior Medical Planner – Shift Leader for MOC Operations
- Medical Planner – Medical Operations and Plans Division
- MOC Watch Desk Officer – Medical Operations and Plans Division
- JRMPO – Chief, Joint Regional Medical Plans and Operations Division
- Public Health Officer – Health Service Operations Division
- N2C2 SG Watch Desk – Health Services Operations Division
- MOC Noncommissioned Officer in Charge Administrative noncommissioned officer (NCO) – Medical Operations and Plans Division

Battle Roster Augmentation during crisis operations or major exercises, minimum manning consist of the following personnel:

- Medical Planner for Medical Operations and Plans Division
- FHP Planner for Health Service Operations Division
- Additional Battle Staff SMEs depending on circumstances

N-NC Battle Staff Cell Roster during crises operations or major exercises, minimum manning consists of the following personnel:

- CEG – SG or Representative
- N2C2 SG Watch Desk – Health Service Operations Divisions Representative
- FOC – Chief or representative – JRMP Division
- FPC – Chief or representative – Medical Operations and Plans Division
- JLOC – Chief or representative – Health Service Operations Division
- ICC – Chief or representative – Health Service Operations Division
- Force Protection Action Officer/TWG – Representative Health Service Operations Division

Note: More detailed information describing MOC position functions and duties can be found in the N-NC/SG CONOPS.

E.5 Interagency Directorate Supporting Nodes

E.5.1 Interagency Coordination Center

The Interagency Coordination Center (ICC) activates as directed by the N-NC/IC Director based on CCIR triggers or by direction from the CEG to facilitate senior leader decision making across the NORAD and

USNORTHCOM staffs and to anticipate and synchronize military efforts with interagency partners (federal, state, private sector). It serves as the forum to educate DOD and agencies on processes, protocols, authorities, and capabilities in a collaborative environment; to address integration and synchronization of DOD capabilities and assessment teams; and to address potential interagency issues.

E.5.2 Operations

E.5.2.1 Interagency Situational Awareness. The ICC supports and enables the Commander to maintain awareness of significant interagency activities through pre-established formal and informal relationships with DOD and non-DOD departments, agencies, and private sector. The ICC is the Commander's and battle staff's primary source of interagency information. Information provided by the ICC may trigger CCIRs. Resident agency representatives in the ICC provide interagency expertise and parent agency reach back, as required, to obtain, validate, and assess interagency information.

E.5.2.2 Interagency Assessment. The ICC supports and enables our interagency representatives to determine current or future gaps in interagency capabilities. From this review, the ICC provides an interagency assessment to assist the Commander and staff in the decision-making process. These assessments normally include details on interagency activities that may affect military planning and operations and may result in requests for DOD support. The overall objective is to synchronize planning and response operations and promote unity of effort between DOD and interagency partners.

E.5.2.3 Interagency Synchronization. The ICC provides representatives to other battle staff nodes as required ensuring mutual understanding of significant interagency activities. The ICC responds to interagency-related requests for information generated by the battle staff or external interagency partners. The ICC will provide a representative to the JLOC; however, when this position cannot be filled due to IC manning constraints the JLOC may be requested to provide a J4 representative to the ICC.

E.5.2.4 Interagency Information Sharing. The ICC shares interagency information within the command and interagency partners. ICC products are kept unclassified as much as possible in order to allow them to be easily shared with external interagency partners. ICC products are shared with our internal and external partners through a variety of methods that includes Homeland Security Information Network (HSIN), DSEL, web portals, Jabber MomentIM, phone, and e-mail.

E.5.3 ICC Duty Positions and Functions.

The following personnel normally staff the ICC: ICC Chief; ICC Deputy; three Interagency Coordination Officers (ICO); an Information Exchange Broker (IEB); a Portal Manager; N-NC/JIACG agency representatives (8-13 total); and ICC representatives to other N-NC Battle nodes (e.g., FOC, FPC, etc.).

E.6 Command Control Systems Directorate Supporting Nodes

The N-NC/J6 Director is the OPR for the Information Synchronization Cell (ISC) in support of the Core Centers and other Battle Staff supporting nodes.. The ISC is activated whenever the battle staff is formed or at the direction of the N-NC/J6. The ISC meets according to the published Battle Rhythm for the event or exercise.

E.6.1 Information Synchronization Center

The ISC purpose and responsibilities are:

- Ensure unity of effort and responsibility for the NORAD and USNORTHCOM communications system and information synchronization across the Commands
- Provide SA to the Commander and staff on communications system assets directly related to mission and operation success
- Direct and coordinate responsive Network Operations (NetOps) actions across the Commands
- Conduct communications system planning and analysis, and information management in support of Battle Staff crisis and contingency operations

Table E-2 lists the battle roster positions for the ISC. Following the table are descriptions of each position.

**TABLE E-2
ISC DUTY POSITIONS**

SOURCE SECTION	JOINT INFORMATION SYNCHRONIZATION CELL POSITION	GRADE
N-NC/J63	Chief	O-6
N-NC/J63	Deputy Chief	Civ
N-NC/J63	C4S Plans Representative	O-4/O-5
N-NC/J63	TNCC Representative	O-4/O-5/Civ equiv/ Contractor
DISA	TNC-North Representative	Civ/ Contractor
N-NC/J624	JCSC Representative	O-3/O-4/O-5/ Contractor
N-NC/J6 ISC	Information Synchronization Cell Chief	O-5
ISC	ISC Engine Room IEB	Contractor
ISC	FOC IEB	Contractor
ISC	FPC IEB	Contractor
ISC	JLOC IEB	Contractor
ISC	ICC IEB	Contractor
ISC	Deployable IEB	Contractor
N-NC/J63 (as needed)	Strategic Communication Working Group Representative	O-4/O-5/Contractor
SCWG Representative (as needed)	Strategic Communication Working Group Representative	O-4/O-5/Contractor
TWG Representative (as needed)	Strategic Communication Working Group Representative	O-4/O-5/Contractor
RFI/I Coordinator	Strategic Communication Working Group Representative	O-4/O-5/Contractor
C4S Working Group Representative	C4S Working Group Representative	O-4/O-5/Contractor

- **ISC Chief:** Leads and manages all aspects of C4 Operations and ISC activity
- **ISC Deputy Chief:** Manages the C4 Operations and ISC and supervises all cell personnel

- **ICC IEB:** Coordinates information flow between the ICC and other battle staff nodes.
- **C4S Plans Representative:** Provides Communications System technical subject matter expertise and coordination
- **TNCC Representative:** Provides C4S reports and status for the Command; interfaces with other combatant commanders
- **TNC-North Representative:** Develops, monitors, and maintains a GIG SA view for the theater. The theater GIG SA view is aggregated and segmented based on requirements provided by the TNCC. The GIG SA view will include pertinent theater, operational, and tactical-level systems and networks, GIG Network Defense and GIG Content Management status
- **JCSC Representative:** Coordinates internal Communications System network services status for the Commands' HQ and VTC operations
- **ISC Chief:** Provides leadership for the ISC
- **ISC Engine Room IEB:** Coordinates information flow between the ISC and other battle staff nodes
- **NC/FOC IEB:** Coordinates information flow between the FOC and other battle staff nodes
- **Future Plans Center IEB:** Coordinates information flow between the FPC and other Battle Staff nodes
- **Joint Logistics Operations Center IEB:** Coordinates information flow between the JLOC and other battle staff nodes
- **Interagency Coordination Center IEB:** Coordinates information flow between the ICC and other battle staff nodes
- **Deployable IEB:** Coordinates information flow between the ISC and the supported mission partner
- **Strategic Communication WG Representative:** Assists as needed
- **Threat Working Group Representative:** Provides (as needed) FP and CI subject matter expertise
- **Request for Information/Intelligence Coordinator:** Provides (as needed) coordination on RFI/Is from across the staff
- **C4S Working Group Representative:** Provides network operations (NetOps) subject matter expertise

E.6.2 Cyber Fusion Center

The Cyber Fusion Center provides subject matter experts and technical expertise to coordinate and assist the Battle Staff Core Centers in future planning, future operations and current operations in cyberspace. During Battle Staff operations, the CFC synchronizes cyber mission partner engagement, cyber tactics, techniques and procedures (TTP), cyber forensic analysis, and cyber operations assessment (with the NAB). The CFC convenes as required, and is capable of 24/7 operations as needed. The CFC coordinates and synchronizes activities through the N-NC/J39 and N-NC/J6 representatives in the FPC, N/FOC and

NC/FOC, and the Cyber Domain representative in the N2C2. These relationships provide for timely coordination and participation in planning and orders production. The CFC has command representatives from: N-NC/J2; N-NC/J39; N-NC/J5; N-NC/J63 and N-NC/JA.

E.7 Requirements, Analysis and Resources Directorate Supporting Node

NORAD and USNORTHCOM Assessment Board (NAB) is responsible for performing an assessment of the Commander's operational objectives integrating information from across the staff and the components to determine if the operation is proceeding as desired. The NAB is an O-6 level board chaired by the N-NC/J8. During Battle Staff operations, membership includes: the Core Centers (N2C2, N/FOC, NC/FOC and FPC) and supporting nodes. The J-code staff representatives to the Core Centers will be the primary support to the NAB. The NAB will coordinate with Regions, components and subordinates. Representatives from additional organizations may be required depending on the operation being assessed. The NAB will meet daily for contingency operations several hours prior to the CSAM to ensure validation of the Commander's operational assessment via an O-6 level video teleconference (VTC) or telephone conference where the assessment will be briefed by respective staff and component assessors and validated by the board.

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APPENDIX E.1 INTELLIGENCE OPERATIONS SUPPORT CENTER

E1.1 Purpose and Responsibilities

During both normal and surge operations the IOSC provides direct staff support to both NORAD and USNORTHCOM via the JIOC-N presence within Building 2, Room B-082. During normal operations the IOSC in B-082, in concert with JIOC-N, provides current intelligence and information, and conducts intelligence operations and intelligence/information analysis. During a crisis, the N-NC/J23S task organizes within B-082 to meet the situation at hand and elements from the other JIOC-N divisions. The JIOC-N consolidates the functions of the N-NC/J21, N-NC/J22, N-NC/J23, N-NC/J24 and N-NC/J25 to become the core organization that provides direct intelligence and information support to the NORAD and USNORTHCOM Battle Staff.

During periods of heightened operations tempo, contingencies and crisis the JIOC-N optimizes and integrates intelligence operations, fusion, assessment, systems, national intelligence, counterintelligence (CI)/counterterrorism, LE, open source and planning capabilities for dynamic and timely support to both NORAD and USNORTHCOM.

E1.2 Operations

The IOSC has both steady-state and surge levels of capability. This center acts as the entry point for intelligence and operations support to the NORAD and USNORTHCOM staff and Battle Staff and relies heavily on all N-NC/J2 divisions to provide expertise and reach back support. This element is a scalable intelligence and information organization that surges in both manpower and function during periods of heightened awareness and crises to support the battle staff. The objective of both the JIOC-N and the IOSC during steady-state is to provide the seamless integration of operations, plans and intelligence to the command staff and its assigned subordinates and components.

E1.2.1 Steady-state Operations

During day-to-day non-surge periods, the N-NC/J23S staff within B-082 is minimally manned and relies heavily upon reach back to the various N-NC/J2 analytical and intel-operations capabilities. Expertise resident day-to-day within B-082 includes: N-NC/J23S Operations Officers, N-NC/J23S operational planners, representatives from N2C2 and NC/J34, (with the absence of N-NC/J21, N-NC/J22 and N-NC/J24 analysts, the Tandberg and voiceover internet protocol system located in B-082 will act as our primary means for reach back for analytical support). The composition of manning for steady state operations may change per staff tasking or specified event.

E1.2.2 Surge Operations

During surge operations, the manning will be pared and tailored to meet the requirements of the crisis/event at hand. For surge events, the Chief, Intelligence Operations Support Branch (N-NC/J23S) will provide a recommendation regarding the specific skill sets and number of personnel to man the IOSC within B-082 to the Chief, Operations Division (N-NC/J23) and the JIOC-N Director. This recommendation will be based on the threat or operational situation and is designed to be flexible in order to adjust in size and composition in response to the ongoing/changing operational situation and/or threat.

Due to facility and system limitations, not all JIOC-N functions will be physically accomplished within the B-082 JIOC-N facility. Imagery analysts, for example, will continue to function from Building 920. However, every effort will be made to use collaborative technology to enable integrated and seamless operations between Building 2 and Building 920 (an effective reach back capability is crucial to mission success). Required personnel and systems from the N-NC/J21, N-NC/J22, N-NC/J23, N-NC/J24 and N-NC/J25 divisions will relocate to Building 2, to initiate operations as a part of the JIOC-N to support the N-NC Battle Staff. The N-NC/J23S element will ensure its embedded personnel on the N-NC Battle Staff are cognizant of new intelligence, information and threats impacting the Commands.

E1.2.3 JIOC-N Surge Activation/Deactivation

The Director, JIOC-N will activate the IOSC surge procedures based on mission requirements. N-NC/J23S is responsible for the development of the Crisis/Event Support Plan and the initiation of recall procedures. The Director, JIOC-N will designate an O-6 as the Duty O-6. The N-NC/J23S Operations Officer will ensure the IOSC within B-082 is resourced to fully operate on a 24/7 basis (per validated Support Plan). Once the surge period has terminated, the Operations Officer is responsible for collecting and collating all after action reports (AARs). These AARs will be vetted through N-NC/J23S on to N-NC/J25E for Director review/approval. The management and operation of the IOSC will then be transferred back to N-NC/J23S for resumption of steady-state operations.

E1.3 Duty Positions, Functions and Organization for Surge Operations

E1.3.1. Duty O-6/GG15

The Duty O-6 is responsible for the overall operation of the IOSC; ensures the manning is adequate to meet ongoing operational and analytical requirements; reports directly to the Director, JIOC-N for all intelligence and contingency issues; establishes support protocols needed to support staff elements, components and JTFs to ensure all intelligence-related objectives are met.

E1.3.2 Operations Officer (O-5/O-4/GG14/GG13)

Directs the administration and operations of the IOSC element within B-082 per Duty O-6 tasking(s)/guidance; attends battle staff and contingency-related meetings in the absence of the Duty O-6; orchestrates all internal processes and external taskings; coordinates with other staff elements to establish and deconflict the JIOC-N battle rhythm to ensure it supports and works in concert with the command's battle rhythm; responsible for formulating and refining all manning recommendations to the Duty O-6. Serves as the Duty O-6 in his absence.

E1.3.3 Canadian Forces (CF) Operations Officer (O-4/O-3)

Serves as the CF Senior Analyst assigned to the IOSC and is tasked to bring CF products and services to a given analytical/operational event. Performs the duties of Operations Officer in the incumbent's absence. Serves as the JIOC-N principal NORAD Crisis Action Team LNO for all operational and planning efforts.

E1.3.4 Administrative Support Element (ASE)

If the situation warrants, an ASE will be established. An ASE will consist of personnel drawn from all divisions within the JIOC-N and led by the N-NC/J23S NCOIC. Under normal circumstances all

administrative duties will be accomplished by a single NCO. This person/element is tasked to provide administrative, logistical, and operational support to the personnel assigned to B-082 and assists the Duty O-6 in the conduct of his/her duties.

E1.3.5 Fusion and Analysis Element (FAE)

The composition of the FAE is situation dependent, but will draw on elements of N-NC/J21, N-NC/J24, N-NC/J23 and N-NC/J22. FAE composition may include Senior Analyst(s) and specialized Shift Leads:

- **Analyst(s):** Analysts will utilize the collaborative environment to leverage analytical expertise remaining within Building 920 or other intelligence community agencies. Conducts and provides all-source analysis of strategic and asymmetric threats by domain. Provides input to intelligence summary/SITREP, as directed. Coordinates with external agencies for analytic support as required. Develops and generates collection requirements to priority intelligence requirements (PIR). NC/J34 LE analysts are tasked to serve as the main conduit for threats directed against DOD. Coordinates analysis of domestic threats directed against DOD with military criminal investigative organizations, local, state and federal law enforcement agencies, and interagency partners. Collaborates on foreign threats directed against DOD with the intelligence community. The LE analyst conducts preliminary analysis to determine capability and intent related events with a DOD nexus. Analyzes all-source information and law enforcement-derived information and fuses that data with intelligence to ensure appropriate situational awareness that facilitates detection to deter or thwart attacks supporting USNORTHCOM mission responsibilities. Serves as a conduit for sensitive LE reporting and provides input to N-NC SITREP, as directed
- **RFI/I Manager:** The RFI/I Manager reviews and validates all intelligence RFI/Is before assigning the RFI/I to the appropriate production center. Monitors both internal and external RFI/Is and provides status updates. Deconflicts/coordinates RFI/Is with NC/J3 RFI/I manager. Administers the RFI/I report
- **Production Manager:** The N-NC/J2 Production Manager validates and prioritizes theater information and production requirements and establishes and implements the theater production and dissemination plan. To maximize expertise within the USNORTHCOM AOR, the production and dissemination plan will, on most occasions, be federated. The JIOC-N Production Manager works in concert with the N-NC staff, other members of the Intelligence Community and the NGA to produce and implement a federated plan. The process will be directed by N-NC/J2 via the Joint Collection Management Board on at least a daily basis. The vehicle for submission, prioritization and assignment of production requirements will be community on-line intelligence system for end-users and managers (COLISEUM), or submission of a request for information form
- **Dissemination Manager:** The Dissemination Manager works in concert with the Production Manager, planning and directing production, and dissemination. The primary medium and network for dissemination will be situation dependent; dissemination for classified reporting will be via Intelink on Joint Worldwide Intelligence Communications System (JWICS) and SIPRNet. For DSCA missions, products will be linked to the N-NC/J2 DSCA website

E1.3.6 Operations Support Element (OSE)

Comprised of personnel and expertise from the Operations Division (N-NC/J23) and includes: Collection Management, CI staff office (CISO)/N-NC/J2X and members from the Operations Support Branch. Tasked to coordinate all traditional and non-traditional collection, and intelligence operations within the

JOA. Coordinates with all appointed joint force command elements (Joint Force Air Component Commander, Joint Force Land Component Commander, Joint Force Maritime Component Commander), the Joint Force Commander-ISR, DHS Office of Intelligence and Analysis and NGB Joint Operations Coordination Center (JOCC) ISR entities to ensure the timely and effective intelligence operations occur within the JOA. Works with the NORAD and USNORTHCOM Operations Directorates to plan and execute all IAA/ISR during domestic events and combat operations respectively. Also, responsible for the management of the IOSC during surge and steady-state operations; the OSE is comprised of the following functional structure:

- **Collection Manager N-NC/J23M:** Develops all-source collection strategies to gain information needed to support the Commander's decision making. Reviews, synchronizes, validates and forwards intelligence collection requirements to the National level for final validation. Incorporates ISR collection assets into the Commands' collection plan. Leads the Joint Collection Management Board during certain events, such as CS events or incidents or in support of other operations
- **N-NC/J2X:** The N-NC/J2X advises the Director, JIOC-N and Duty O-6 on significant CI and human intelligence (HUMINT) investigations (CI only), operations, collections and production activities affecting the Command. The N-NC/J2X provides oversight over the CI and HUMINT functions within the Command. The N-NC/J2X consists of a counterintelligence staff office (CISO), a HUMINT operations cell (HOC), HUMINT Support element (Defense Intelligence Agency [DIA]) (HSE), and Operations/Campaign support elements from counterintelligence field activity and CI and HUMINT LNOs from their parent Service Organizations which conduct operations on behalf of the command. Closely tethered to the HOC is the DIA HSE. While operationally tied to the HOC, the HSE remains administratively subordinate to DIA
- **Incident Awareness and Assessments (IAA); Intelligence, Surveillance, and Reconnaissance (ISR) Representative.** The NC/J23 representative advises the Director, JIOC-N; JRC and Duty O-6 on requirements for HD and CS missions for ISR/IAA operations. Advises the N-NC/J2 and the JRC on ISR and IAA support requirements to DOD, interagency and non-DOD activities in the Command's AOR as part of a national response to catastrophic and man-made disasters

E1.3.7 LNO Element (LE)

The LE consists of representatives from the JIOC-N, N-NC/J25, N-NC/J23, N-NC/J22 and N-NC/J24 personnel. These personnel are assigned to provide dedicated intelligence and planning support to the various battle staff elements (during both steady-state and surge operations). JIOC-N LNOs are assigned to the NC/FOC, N/FOC, NORAD and USNORTHCOM Future Plans Center (FPC), CPOC, ICC and ISC.

E1.3.8 NC/J3//N-NC/J5 LNOs

During both steady-state and surge operations elements from the NC/J3 are assigned within B-082 to advise the Director, JIOC-N and the Duty O-6 on matters regarding tailored intelligence support to a given operation/event. These individuals are also assigned to ensure their respective directorates intelligence requirements are accurately articulated and satisfied.

E1.3.9 N-NC/J23S Intelligence Support to Future Operations

The N-NC J23S provides intelligence support to N-NC current and future operations through the NC/FOC. N-NC/J23S provides dedicated intelligence support to NC J35 and the NC/FOC when it stands-

up to support real-world operations and exercises. Specific intelligence functions performed by N-NC/J23S consist of the following:

- Maintain SA and disseminate relevant asymmetric, maritime, air and land domain threat intelligence to the NC/FOC
- Support NC/FOC planning through formulating and recommending PIR; providing intelligence support to mission analysis, COA development, analysis, wargaming, approval and comparison; developing threat most likely and most dangerous courses of action; and providing written input to applicable written products WARNORDs, EXORDs, CONOPS, RFFs, OPORDs, any MODs and prepare to deploy orders
- Provide IAA/ISR expertise to support NC/FOC//NC/J35 operations and planning
- Serve as the focal point for tracking all intelligence requirements originating in the Operations directorates (NJ3 and NC/J3)
- When required or deemed necessary by IOSC Branch Chief, the N-NC/J23S intelligence operational planners forms and leads Intel operational planning teams (OPTs) comprised of select personnel from N-NC/J2 Divisions to serve on the OPT-based on their expertise and the nature of the planning or operation with the FOC. All personnel detailed to the OPTs are under the operational control and TACON of the OPT leader until released by OPT leader, the IOSC Branch Chief, N-NC/J23 Division Chief or N-NC/J2D

E1.3.10 JIOC-N Configuration (B-082)

The following structure serves as the basic configuration for daily IOSC operations (**Figure E.1-1**):

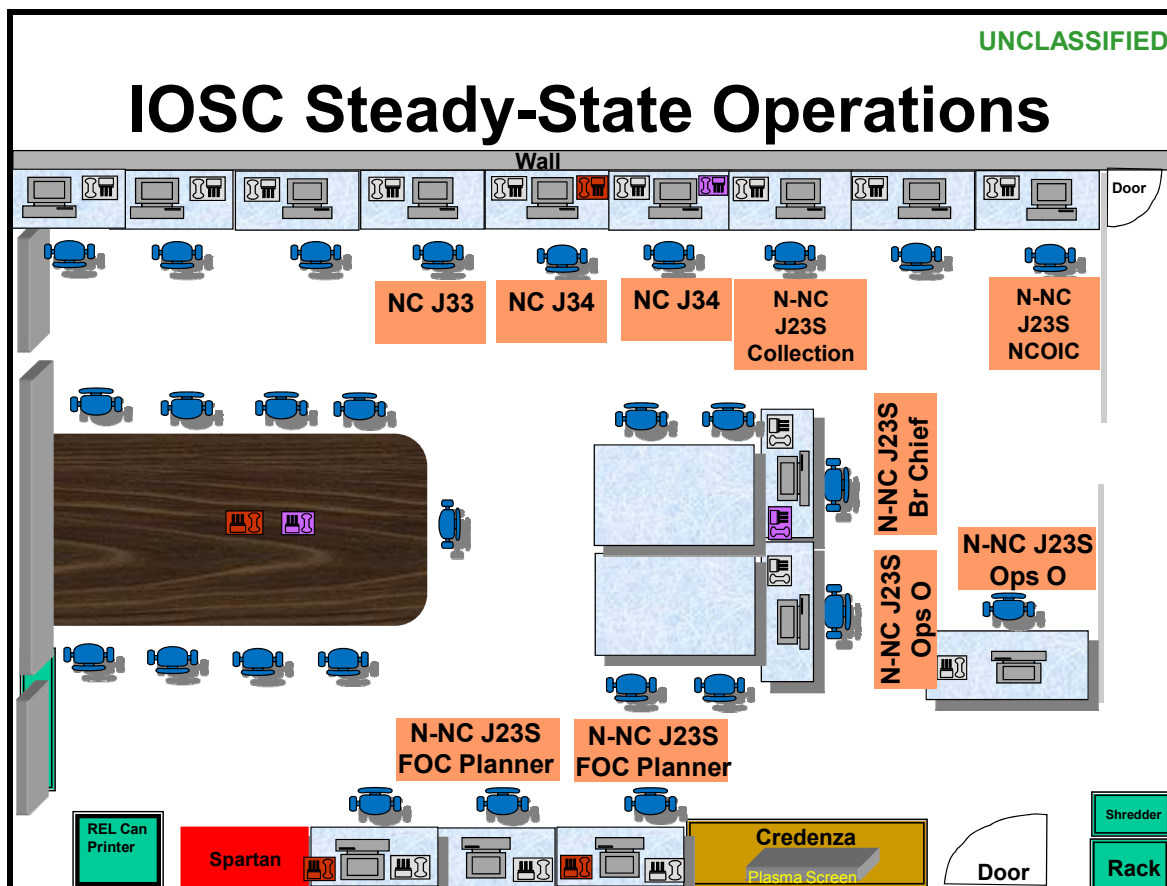


FIGURE E.1-1
IOSC STEADY STATE OPERATIONS

The following structure serves as the basic manning shell for IOSC surge operations within B-082 (Figure E.1-2):

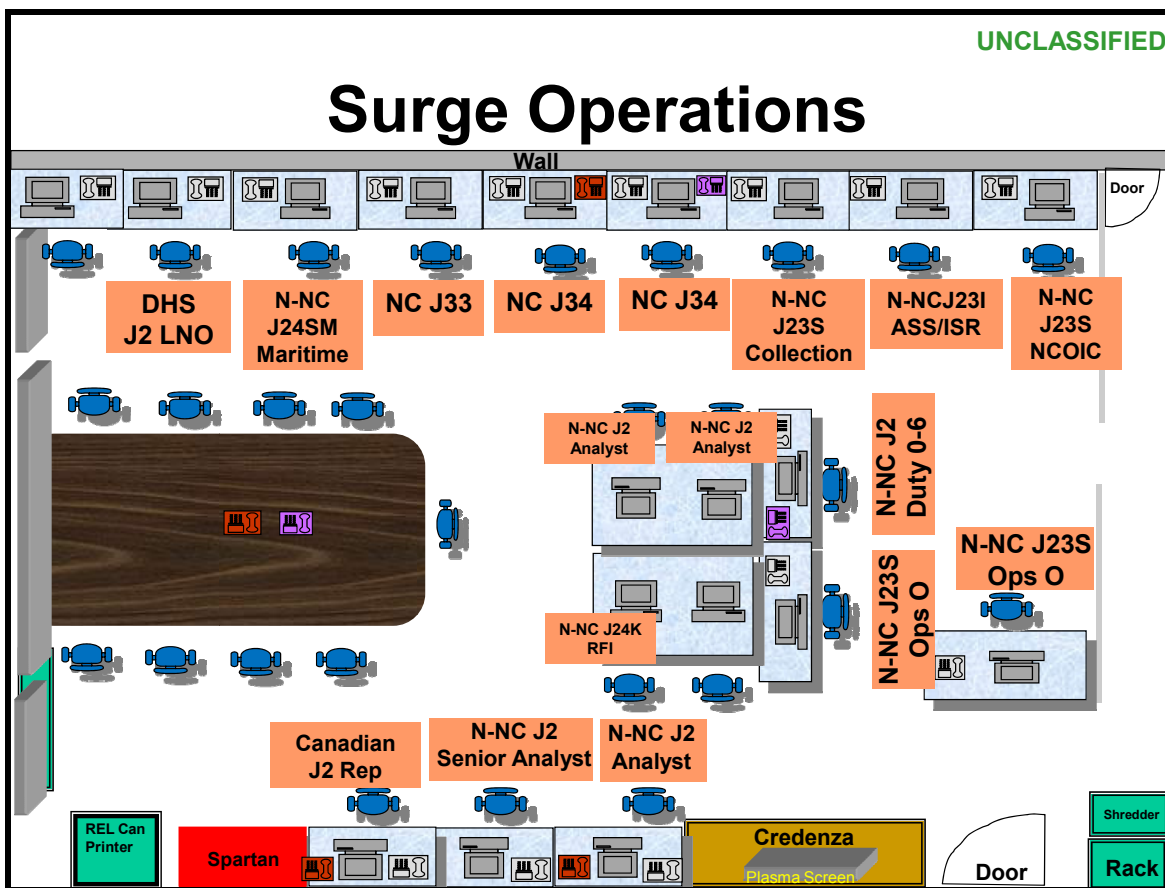


FIGURE E.1-2
IOSC SURGE OPERATIONS

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APPENDIX E.2

USNORTHCOM COMPARTMENTED PLANNING AND OPERATIONS CELL

E2.1 USNORTHCOM Compartmented Planning and Operations Cell

E2.1.1 Purpose and Responsibilities

This Appendix describes USNORTHCOM procedures for planning and directing execution of compartmented and sensitive operations under the Joint Staff Focal Point Program (JSFPP).

E2.1.1.1 General.

When directed by the NC/J3, NC/J32 will activate the USNORTHCOM Compartmented Planning and Operations Cell (CPOC) to plan, coordinate and manage compartmented operations. The CPOC will be located in Building 2, Room B075.

CPOC responsibilities mirror those of the NC/FOC, FPC and N2C2 and include all aspects of planning, coordination, management and, as appropriate, facilitate command and control of operations that, by nature and classification, are compartmented and require use of Alternative Compensatory Control Measures (ACCM). CPOC efforts will be closely coordinated with the N2C2, NC/FOC, NC/COPSC and FPC to the maximum extent possible.

The Battle Staff Core Centers are responsible for ensuring there are adequate personnel indoctrinated to the Focal Point Program to focus attention on relevant crises. The CPOC is not staffed on a daily basis, but is activated and manned, as necessary, to review and/or respond to potential crises within the USNORTHCOM AOR. The CPOC will have a core of permanent members from the NC/J32 (as annotated in **Figure E.2-1**), as well as members drawn from the command as necessary based on subject matter expertise. It is the responsibility of each Core Center and supporting node, in coordination with the NC/J33, NC/J35, N2C2 and the NC/J32 to ensure they provide adequate and timely support to the CPOC effort. These individuals must be identified, and indoctrinated into the applicable JSFPP and tracked by their respective Core Center or supporting node.

It is recognized that CPOC planning may be conducted simultaneously with other NORAD and USNORTHCOM operations, limiting the personnel available. The CPOC Coordinator will identify the personnel required for support by required task, and expected duration, in order to allow supporting nodes to effectively and efficiently manage their efforts. Due to the security requirements of room B075, all personnel selected for CPOC duty must have a TS/SCI clearance.

E2.1.1.2 Responsibilities.

- CPOC designated personnel will be indoctrinated IAW JSFPP requirements and become familiar with all relevant CONPLANs. Battle Staff Core Centers are responsible to provide personnel with planning experience commensurate with their responsibilities in the CPOC
- NC/J37, Information Management Officer, in cooperation with the CPOC Knowledge Manager, reviews and approves requirements, ensures adherence to N-NCP 3-16, *USNORTHCOM Information Management/Knowledge Management (IM/KM) Plan* and coordinates support from other directorates and agencies in order to assist, as required

- NC/J37, in cooperation with the CPOC Knowledge Manager, will coordinate with N-NC/J6 to ensure secure telephone (Secure Telephone Unit-Third Generation, secure telephone equipment, and Defense Red Switch Network) requirements for CPOC operations are met
 - N-NC/J6-NC Help Desk will provide requisite 24-hour technical support to meet all C4I computer requirements in support of (ISO) the CPOC. This includes, but is not restricted to, isolated special category (SPECAT) portal areas, printers, and messaging capabilities, as required
 - The DIA Western CONUS Regional Support Center (WCRSC) will provide requisite 24-hour technical support to meet all JWICS requirements ISO the CPOC
- CPOC duties are performed IAW normal operations as detailed in the USNORTHCOM BSOP. Additional provisions for CPOC operations are included as follows:
 - The CPOC will maintain/track operations IAW a NC/J32 provided checklist. Directorates may be required to increase CPOC manning depending on operational requirements
 - A Focal Point Program Control Officer (FPPCO) will be stationed in the CPOC to maintain control of all ACCM message traffic and products containing ACCM information. The FPPCO will ensure ACCM message templates are available for all CPOC watch team members.
 - CPOC Qualified Battle Roster. Battle Staff Core Centers will establish and maintain a CPOC qualified “Battle Roster” and recall procedures to ensure availability and notification of personnel required for CPOC operations. The minimum requirements are annotated in **Figure E.2-1**, which represents a single shift. Core Centers will update the Battle Roster quarterly and forward to the NC/J32 OMB. Leaders will ensure personnel slated for CPOC duty are properly indoctrinated into the applicable Focal Point Program, IAW NORAD-USNORTHCOM Headquarters Operating Instruction (N-NCHOI) 10-158, and meet the training requirements outlined in this *BSOP*. In addition, CPOC members will be given additional training on specific equipment used during CPOC operations. The training will be coordinated by the NC/J32 and the CPOC Knowledge Manager. This equipment includes Joint Special Operations Command Information Automation Network (JIAANT), DCO, Jabber Chat, Secure Fax and various Focal Point Portals
 - When directed, the NC/J32 establishes the CPOC in Room B075 and notifies directorates of CPOC activation
 - The CPOC will interface with the NC/J39 Special Technical Operations (STO) Cell for those Focal Point Compartmented Operations that include STO capabilities. The Planning, Decision Aid System, C4 system in the STO facility, is approved for Focal Point Compartmented Planning, requiring personnel with both STO and Focal Point access. The NC/J3 will determine when STO capabilities are applicable and ensure that the NC/J39 is alerted to provide the required support

E2.1.2 CPOC Operations

E2.1.2.1 Compartmented Operations. The CPOC performs the following functions during compartmented operations planning:

- Coordinates with other centers for planning requirements to ensure adequate manning and appropriate staff representation for the CPOC to conduct planning

- Reports and coordinates current and future focal point operations to the Joint Staff
- Coordinates all focal point actions related to air, naval and ground forces
- Advises the staff on focal point capabilities and limitations of air, naval and ground forces and provide guidance, constraints and recommendations on employment of these forces
- Maintains air, sea and ground SA; supervise posting of accurate operations maps and display charts; provide input to SITREPS and SPOTREPS, as required
- Maintains focal point operations templates and execution checklists
- Coordinates with the N-NC/J2/JIOC to identify potential targets, effects and mitigation
- Provides input to the CCIR as available

E2.1.2.2 Guidelines for CPOC Operations. Although each crisis scenario is different and requires unique action and staffing, the following guidelines serve as an outline to assist assigned team members.

- The CPOC will follow the N-NC JOPP. The CPOC incorporates the functions of the battle staff into a single planning group for compartmented operations
- Guidelines for standing up and activating the CPOC:
 - When activated, the CPOC transmits a message to the Joint Staff, OSD, U.S. Special Operations Command (USSOCOM), USSOCOM Components (as necessary) and USNORTHCOM Components that the CPOC has been activated; transmits a termination message at the end of the operation to the same recipients
 - Produce a CPOC Task Organization and Battle Rhythm
 - Ensure the Commander's Assessment (OPREP-3) PINNACLE report was prepared and transmitted by the N2C2
 - Inform the CPOC Chief of vacant positions and continue to recall personnel to those positions
 - Record briefing times and establish briefing requirements
 - Obtain necessary OPLANs/CONPLANs/SOPs and telephone directories
 - Conduct a "Road to War" briefing and Situation Update for the CPOC as soon as possible (ASAP). Focus on, "How we got to where we are"
 - Post standard tracking products in the specified locations ASAP
 - Validate operational status of C4 Systems in the CPOC, including SIPRNet Portal, JIANT, JWICS, tactical satellite (TACSAT) and secure voice
 - Prepare information for daily SITREP and have all CPOC members review procedures for the SITREP development as determined by the CPOC Coordinator

E2.1.2.3 Procedures.

- Notification. When directed, the N2C2 executes required notification using the Battle Staff recall rosters. In the event the recall is only for CPOC personnel, these members will assemble at the prescribed location IAW the USNORTHCOM recall timeline SOP. Designated CPOC members will report for an initial situation briefing at the date/time specified by the NC/J3
- The following procedures are established to ensure a smooth interaction among CPOC members:
 - When activated, designated representatives will report to the CPOC for the initial brief and to determine personnel requirements. The NC/J32 will task organize the CPOC and synchronize the CPOC Battle Rhythm to the NORAD-USNORTHCOM Battle Rhythm
 - The CPOC is restricted to those personnel identified on the Focal Point Access Control List. The CPOC Focal Point Program Control Officer (FPPCO) will coordinate updates as necessary, and will maintain this roster. CPOC operations require the following special security measures to preclude compromise of ACCM information:
 - The CPOC FPPCO will check the Focal Point Access Control List and issue a color coded sticker to authorized personnel upon their initial check-in to the CPOC
 - Each CPOC activation will have an exclusive colored sticker design that will become VOID on deactivation of the CPOC. If necessary, due to color/design saturation, stickers may be repeated but not in consecutive events
 - Indoctrinated C4 technical support personnel will be available to ensure connectivity during event planning and execution
 - Non-Focal Point, CPOC Battle Staff tracking products, update briefings and information flow is IAW N-NCP 3-16, *USNORTHCOM Information Management/Knowledge Management (IM/KM) Plan*. However, reports and format procedures for ACCM correspondence require special markings, routings and handling procedures. Care must be taken to ensure ACCM information is only released through the FPPCO. CPOC reporting may be slowed due to the additional control measures for ACCM material contained in these reports. Constant monitoring is required for satisfactory reporting both internally and externally
 - For CPOC exercises and contingency operations, the FPPCO will establish procedures for the flow of SPECAT messages in and out of the CPOC. The NC/J32 Knowledge manager will coordinate training on requisite systems for all CPOC personnel, as required

E2.1.3 CPOC Positions and Duties

E2.1.3.1 Task Organization. This paragraph describes the positions that have associated workstations in the CPOC. There are additional, spare workstations, for those Core Centers and supporting nodes that may be required to provide input in the planning process. Some of these possible organizational elements are addressed in paragraph E2.1.3.2. The CPOC Task Organization is summarized in **Figure E.2-1**.

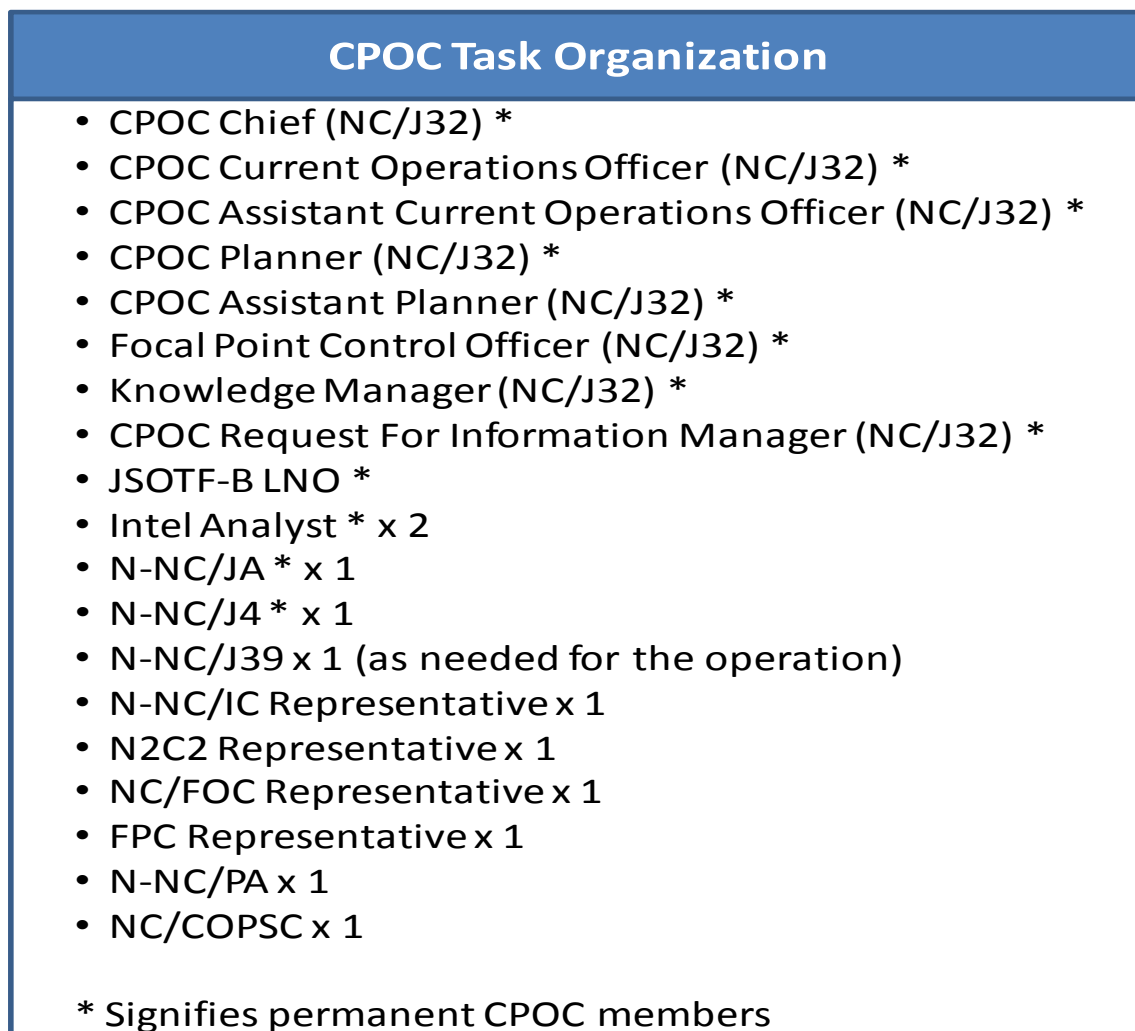


FIGURE E.2-1
CPOC TASK ORGANIZATION

All positions require specific Focal Point Program indoctrination and a top secret/sensitive compartmented information (TS/SCI) Level IV clearance. Each CPOC member must be familiar with and proficient on SIPRNET, JIANT, DCO, Jabber, JWICS and USNORTHCOM/USSOCOM Portal applications and procedures; understand information/products available IAW JOPES; be proficient in operation of Microsoft Office applications; have a working understanding of the *USNORTHCOM IM/KM Plan*, N-NCP 3-16; and possess functional staff expertise.

During compartmented operations, the NC/J32 will provide the following individuals to perform the associated tasks in support of CPOC operations:

NC/J32-Special Operations Division (SOD) Chief. The NC/J32 Chief is the primary advisor to the USNORTHCOM Commander and his staff with regard to all SOF and CPOC operations. The SOD chief will also:

- Collaborate with NC Battle Staff counter-parts to ensure synchronization
- Provide over-all planning guidance to CPOC members

CPOC Current Operations Officer. The CPOC Current Operations Officer will have the following responsibilities:

- Assume duties of the CPOC Chief when required
- Coordinate CPOC activities
- Determine appropriate personnel manning of the CPOC if additional augmentation from Core Centers and supporting nodes is required
- Manage CPOC members and C4I systems available
- Establish Battle Rhythm for the CPOC IAW Command Battle Rhythm
- Inform CPOC members of significant events
- Establish briefing requirements
- Direct the preparation of all outgoing operational messages. For example: SITREPs, SPOTREPs, Transfer of Authority messages, deployment orders (DEPORDs), DEPORD MODs and EXORDs. When approved, ensure messages are released
- Review all incoming correspondence and inform the appropriate individuals/centers of urgent information
- Ensure coordination of outgoing messages implementing NC plans, orders, and policies
- Provide event tailored CCIR update recommendations to the CPOC Chief

CPOC Assistant Current Operations Officer. The CPOC Assistant Current Operations Officer will have the following responsibilities:

- Assume duties of the CPOC Coordinator when required
- Release CPOC activation and deactivation messages
- Responsible for briefing, organization and operation of the CPOC
- Maintain a significant event log upon CPOC activation
- Brief all members on current situation upon activation of the CPOC
- Ensure relevant mission essential information is properly displayed in the CPOC and shared with the battle staff as appropriate. Display products normally include air/surface route maps, objective area situation maps and intelligence charts, as well as charts to indicate the task organization, forces alert status, air/surface movement tables, significant events, communications diagram, telephone contacts and battle rhythm
- Coordinate the shift changeover briefing. Direct CPOC members to present special items peculiar to their staff area, as necessary. Present an overview/estimate of situation to initiate briefings

- Oversee the administrative requirements of the CPOC; direct CPOC members in their daily duties
- Review all incoming messages. Assign and task appropriate CPOC members with suspense times ensuring appropriate action is taken
- Keep CPOC members aware of communications and operations security requirements
- As required, provide input for the AAR/Joint Universal Lessons Learned System
- Ensure proper dissemination of message traffic to CPOC members, battle staff and chain of command
- Maintain the CPOC generated Focal Point COP
- Maintain SA for the CPOC Coordinator through USSOCOM and Joint Special Operations Task Force (JSOTF)-B Focal Point Portals, DCO, and Jabber

CPOC Planner. The CPOC Planner will have the following responsibilities:

- Assume duties as the CPOC Operations Officer when required
- At the direction of the CPOC Operations Officer, produce JOPES products as required by the Joint Operations Planning Process including:
 - Mission Analysis
 - Commander's Estimate
 - COA Development, Analysis, Comparison and Approval
 - Official Message Traffic
 - OPLAN or OPORD
- Produce briefings for submission to USNORTHCOM Staff leadership
- Work closely with JSOTF-B planners to develop appropriate products

CPOC Assistant Planner. The CPOC Assistant Planner will have the following responsibilities:

- Assist CPOC Planner in developing and producing all required products

Focal Point Program Control Officer. The FPPCO will have the following responsibilities:

- Develop and maintain a current roster of indoctrinated CPOC personnel. Ensure identified CPOC personnel are properly indoctrinated into the appropriate FP programs
- Ensure that Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3213.02B *JSFPP Manual* and specific program documentation unique to each FP program is available to personnel when the CPOC is activated
- Develop and implement a Focal Point SOP for use during CPOC operations

- Train CPOC personnel on the contents of CJCSM 3213.02B *JSFPP Manual*; program specific documentation; and OPSEC/information security responsibilities
- Responsible for receiving, controlling and disseminating ACCM information, materials and messages. Ensure all information and material is properly marked, controlled and safeguarded
- Coordinate with message centers to establish and maintain the SPECAT defense message system (DMS)/AMHS system
- Ensure that local DMS/AMHS procedures are in place identifying individuals authorized to receive, draft and release SPECAT messages
- Request, as necessary, extension of the applicable Focal Point System to subordinate commands or agencies via the Program Sponsor
- Promptly report any security incident or potential compromise of classified information to the Program Sponsor, JSFPP Manager, and Command Security Office in accordance with NNCI 31-128
- Execute CPOC Emergency Action Plan for protection, removal or destruction of classified material.
- Assist Knowledge Manager in monitoring collaborative systems

CPOC Knowledge Manager. The CPOC Knowledge Manager will have the following responsibilities:

- Become familiar with *USNORTHCOM IM/KM Plan* and all associated collaborative tools
- Advise CPOC members on location, access and use of collaborative tools
- Maintain and update the CPOC log as directed by the Operations Officer
- Monitor all collaborative tools and inform CPOC members of entries, as appropriate
- Post information to the NC/J32 portal as directed by the Operations Officer
- Post information on external portals (e.g., USSOCOM Synchronous Optical Frequency Network [Chorum Technologies Inc.]) when directed by the Operations Officer
- Contact Knowledge Managers in the N2C2, FOC and FPC
- Maintain contact with C4 technical support personnel from NC/J37 and N-NC/J6
- SME on conducting JWICS and SIPR VTCs
- SME on TACSAT radios
- Assist the FPPCO in controlling access to the CPOC

CPOC RFI Manager. The RFI/I Manager will have the following responsibilities:

- Maintain the CPOC Intelligence COP

- Monitor all incoming intelligence message traffic
- Maintain constant liaison with USSOCOM and USNORTHCOM intelligence assets
- Answer CDRUSNORTHCOM CCIR (PIR and FFIR)
- Request, update and track CPOC RFIs
- Responsible for conducting shift change intelligence update brief

JSOTF-B LNO. The JSOTF-B LNO will have the following responsibilities:

- Direct link between the CPOC and JSOTF-B forces
- SME for JSOTF-B capabilities and activities

Intelligence Analyst. The Intelligence Analyst will have the following responsibilities:

- Provide representatives to CPOC to enable coordination with the N-NC/J2 Directorate, Joint Intelligence Task Force for Combating Terrorism, appropriate combatant commands, subordinate component intelligence staffs and national intelligence agency representatives
- Identifies CPOC geospatial intelligence requirements. Coordinates with the National Geospatial-Intelligence Agency to fulfill additional map/chart requirements for the CPOC
- Prepare and synchronize the intelligence portion of situation briefings to include pertinent intelligence and information on threats, actors, potential courses of action and threat centers of gravity. Presents other intelligence briefs/products as required
- Ensure the CPOC Chief and Coordinator are informed of relevant incoming intelligence items
- Provide intelligence input for the daily SITREP
- Coordinate CPOC-specific intelligence inputs to the Common Intelligence Picture
- Coordinate and synchronize with the JIOC on all CPOC intelligence information requests, analytical requirements, and production and dissemination matters
- Coordinate CI and LE products and services support to FP
- Coordinate intelligence inputs to plans, orders, and policy through the JIOC and or N-NC/J2 as appropriate

Judge Advocate. The SJA will have the following responsibilities:

- Provide international, operational and domestic law guidance, advice and assistance to the CPOC
- Coordinate with JCS/Embassies/Components/Agencies on legal issues, as required or as requested by the CPOC

- Review operation plans and orders, including ROE and requests for supplemental ROE, for consistency with International and domestic law
- Review draft international agreements for consistency with International and U.S. law

N-NC/J4 Representative. The N-NC/J4 representative will have the following responsibilities:

- Conduct support analysis during CAP. Coordinate that analysis with JSOTF-B and brings in SMEs, who meet the requirements for access, as required, in the following areas:
 - Strategic transportation (deployment/redeployment of forces)
 - Basing support (reception, staging, onward movement, and integration)
 - Sustainment (all classes of supply and services)
 - Engineering requirements and activities
- Develop and provide input to COA analysis from a support perspective
- Write the support language for all JOPES orders (WARNORD, EXORD, PLANORD, OPORD, etc.) published by the CPOC
- Monitor all CPOC related events and provide support situational awareness and understanding impacting the operation. Develop and provide support solutions as the situation demands

Information Operations (IO) (N-NC/J39). The IO representative is an as required position providing the following support:

- Provide guidance and advice as to what type of IO could provide the required effect
- Coordinate the desired IO effect with USSTRATCOM, USSOCOM, other combatant commands, service components and the ICC, as required
- Coordinate with the Joint Staff for approval authority, as required
- Coordinate staff actions on IO matters
- Monitor status of IO actions and informs the CPOC and Command senior leadership
- Act as the point of entry to the HQ staff for IO queries
- Provide IO guidance for all CPOC-USNORTHCOM derived products
- Provide IO input to daily SITREP

Interagency Coordination (IC). The IC representative will have the following responsibilities:

- Provide guidance, advice, and assistance to the CPOC
- Coordinate with non-DOD Departments and Agencies not otherwise represented, as required

- Provide interagency expertise as required
- Advise the CPOC on pertinent non-DOD Agreements, Policy Decisions, Memoranda, missions and plans
- Provide CCIR recommendations
- Prepare and synchronize the Interagency Assessment to include pertinent background data and preliminary estimate of the situation based on the non-DOD perspective
- Ensure the CPOC Chief and Coordinator are informed of incoming interagency information, which may affect the operation
- Provide Interagency input for the daily SITREP
- Ensure synchronization and display of the Interagency Operational Picture
- Synchronize information sharing with non-DoD Departments and Agencies ISO CPOC requirements
- Take staff action on appropriate portions of plans, orders and policy, as required

N2C2 Representative. The N2C2 representative will have the following responsibilities:

- Maintain awareness of CPOC activities
- Clear all information designated for release with CPOC Operations Officer
- Pass information appropriately
- Monitor current operations
- Coordinate with the FOC and CPOC for the smooth transition of planned and proposed operations
- Push appropriate COP feeds from N2C2 to CPOC
- Integrate appropriately cleared information from the CPOC into the USNORTHCOM SITREP

FOC Representative. The NC/FOC representative will have the following responsibilities:

- Advise CPOC planners on subject matters outside the Special Operations realm as required (i.e., Maritime/Air domains)

FPC Representative. The FPC representative will have the following responsibilities:

- Advise on the implementation of relevant USNORTHCOM plans
- Develop branches and sequels to current operations as applicable
- Ensure synchronicity of CPOC planning efforts with NC long-term plans
- Maintain SA of CPOC operations and plans

- Keep the CPOC Chief informed of FPC planning efforts
- Provide CCIR update recommendations to the CPOC Chief

Public Affairs. The PA representative will have the following responsibilities:

- Provide advice regarding public affairs issues and assures prompt, coordinated staff actions on PA matters
- Serve as single POC for all public/media queries about current or planned contingency operations
- Serve as USNORTHCOM single point of contact for coordination with the other USG agencies, DOD and the JS for coordination of news releases or answers to public queries regarding subject exercises or operations
- In coordination with the FPPCO, ensure information for public release is unclassified and meets all requirements of OPSEC
- Advise the CPOC on current or anticipated media coverage of subject activity and provide clipsheets or video footage of media stories, as available
- Develop proposed public affairs guidance required by Joint Chiefs of Staff (JCS) WARNORD, IAW JOPES Vol. I. Coordinate public affairs guidance for submission to JCS and Office of the Assistant Secretary of Defense (PA)

E2.1.3.2 Supporting Staff Representatives. A number of the representatives listed below are represented within more than one Battle Staff node within USNORTHCOM. These representatives provide unique support as members of the expanded CPOC. It is the responsibility of each Core Center and supporting node to ensure that these representatives are available to assist the CPOC as required. All positions require specific Focal Point Program indoctrination and a TS/SCI clearance. Each CPOC member must be familiar and proficient with SIPRNET, JIANT virtual private network, Collaborative Planning, and JWICS applications and procedures; understand information/products available through JOPES; be proficient in operation of Microsoft Office applications; have a working understanding of N-NCP 3-16, *USNORTHCOM Information Management/Knowledge Management (IM/KM) Plan*; and possess staff functional expertise. Supporting staff representatives may include:

US Foreign Policy Advisor. The US Foreign Policy Advisor (USPOLAD) will have the following responsibilities:

- Provide guidance, advice and assistance to the CPOC
- Coordinate with Department of State, Chiefs of U.S. Missions, and other Country Team members, as appropriate
- Provide Political-Military expertise on relevant issues
- Facilitate over-flight and landing approval in a crisis situation via Department of State (DOS) and Embassy channels

- Coordinate with the DOS and Defense on requests for foreign government approval to deploy, base forces, or operate in country

Meteorological and Oceanographic (METOC) Watch Officer/Noncommissioned Officer. The METOC Watch Officer will have the following responsibilities:

- Coordinate actions related to Meteorological and Oceanographic support
- Prepare and present daily briefings on current weather and operational impacts
- Ensure METOC relevant mission essential information is properly displayed in the CPOC and shared with the battle staff, as appropriate. Provide input to SITREPs and SPOTREPs, as required
- Provide staff action on appropriate portions of plans, orders and policy as directed

Threat Coordination Cell. The Threat Coordination Cell will have the following responsibilities:

- Review current and potential threats affecting USNORTHCOM operations, personnel, resources and policy
- Recommend COAs to include recommendations for establishment of FP conditions for the USNORTHCOM AOR in order to mitigate and counter the threat
- Assess all-source intelligence, CI, IO, FP, LE and interagency information to provide a comprehensive threat picture with respect to the USNORTHCOM AOR and operations
- Provide threat information to the FPWG and other FP-related WGs

E2.1.3.3 Information Flow. Communications flow among participants in the CPOC is essential. Continuous, timely and accurate information must be passed to the battle staff. The collaborative environment, as outlined in the *USNORTHCOM IM/KM Plan*, and staff briefings will be used to disseminate and display information.

- Incoming and outgoing Focal Point controlled messages will be processed through the appropriate systems
- Incoming and outgoing collateral messages and interaction with the N2C2, NC/COPSC, NC/FOC and FPC will be as per the *USNORTHCOM IM/KM Plan*
- Incoming and outgoing Focal Point/SPECAT messages and interaction with the N2C2, NC/COPSC, NC/FOC and FPC will be IAW CJCSM 3213.02A, JS Focal Point Communications Procedures Manual and NC HOI 10-158
- Staff briefings will be given at shift changes and, as required

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APPENDIX E.3

USNORTHCOM CURRENT OPERATIONS CENTER

E3.1 Responsibilities

E3.1.1 Mission Tasks. The USNORTHCOM Current Operations Center (NC/COPSC) maintains continuous integration, coordination and synchronization with the N2C2, N/FOC and NC/FOC. Mission tasks include:

- Coordinate with other staffs, commands and mission partners and, as necessary, maintain situational awareness within the USNORTHCOM AOR
- Direct employment of forces and actions (Fragmentary orders [FRAGORD], order modifications [MOD], Automated Message Handling System [AMHS] messages; process request for assistance [RFA], mission assignment [MA]; manage request for information [RFI])
- Track, report and assess on-going operations, exercises, training and activities (produce story boards; develop reporting requirements; provide key senior leader briefings; monitor measures of effectiveness [MOE] and measures of performance [MOP])
- Monitor and assess, and recommend courses of action [COA] for emergent events (conduct crisis action planning [CAP] within the 24-hour event horizon)
- Plan and direct USNORTHCOM Joint Reconnaissance Center (JRC) operations
- Conduct METOC planning and oversight of METOC operations
- Provide force tracking inputs and updates to the N/FOC and NC/FOC

E3.1.2 Operations. The NC/COPSC coordinates, synchronizes and facilitates current operations within the 24-hour event horizon. During normal operations, the NC/J33 maintains a 24/7 USNORTHCOM Incident Response Team (NC/IRT) consisting of a team lead and two current operations desk officers. The NC/IRT responds to answer the “so what” and “what now” to emergent events within the USNORTHCOM area of responsibility (AOR) with a focus on the next 24 hours. As required, the NC/COPSC will be activated to handle large scale or longer term incidents or crises beyond the capability of the NC/IRT. During contingency operations and exercises the NC/COPSC is augmented by the USNORTHCOM headquarters element with representatives from the NC/J34 (force protection officer), NC/J37 (RFI manager), and by the N2C2 augmentees from N-NC/J1, N-NC/J4, N-NC/SG, N-NC/JA and N-NC/PA.

The primary focus of the NC/COPSC is to track, report and assess current operations within the 24-hour event horizon. Tracking includes maintaining visibility and understanding of deployments, employments and redeployments of USNORTHCOM forces. Reporting involves maintaining, in concert with the N2C2, updated story-boards on all activities. Assessing current operations includes monitoring the current progress of operations against current objectives and providing recommended COAs when those objectives are not being accomplished. In addition, the NC/COPSC monitors intelligence reporting to determine potential impacts to on-going operations and activities, and recommends COAs to mitigate potential impacts to on-going operations.

NC/COPSC assumes responsibility for current operations once the NORTHCOM EXORD is released. Upon release of the NORTHCOM EXORD, the NC/FOC transfers responsibility for the operation to the NC/COPSC through a formal hand off briefing. The briefing will include the following products:

- Task Organization / C2 Relationships
- Mission
- Commanders Intent
- Concept of Operation (Phasing/Triggers)
- Situational CCIRs (PIRs/FFIRs)
- Request for Forces / Request for Assistance
- Decision Support Template (matrix)
- Execution Timeline
- Point of contact list

The NC/COPSC is organized around four regional teams: 1) United States – lower 48; 2) Mexico; 3) Canada/Arctic (and Alaska); and 4) Maritime Area of Operations (AO) (to include the Virgin Islands, Puerto Rico, Turks and Caicos Islands, Bermuda and the Bahamas).

E3.2 Duty Positions and Functions

E3.2.1 NC/COPSC Manning

The NC/COPSC is tasked organized into four sections: Current Operations, JRC, Operations Support and METOC. **Table E.3-1** is the NC/COPSC personnel listing. The NC/J33 Division Chief serves as the NC/COPSC Chief. NC/COPSC members not assigned to the NC/J33 maintain the ability to conduct virtual coordination with the NC/J33 when the NC/COPSC has not been activated. The NC/COPSC may be activated by the NC/J3 without activation of the battle staff by the N-NC/CS.

When activated, the NC/COPSC will work in 12-hour shifts. A shift change brief will occur between the on-coming and off-going shift:

- Day Shift 0530
- Night Shift 1730

**TABLE E.3-1
NC/COPSC MANNING**

SOURCE	POSITION	RANK /GRADE	BATTLE STAFF DAY / NIGHT	
NC/J33	NC/COPSC Chief	O6	X	X
NC/J33	NC/COPSC Center Chief	GS14/O5	X	X
NC/J33	NCO/Knowledge Manager	E7/CIV	X	
NC/J33	US Regional Ops Action Officer	GS13/O4	X	
NC/J33	US Regional Ops Action Officer	GS13/O4	X	
NC/J33	US Regional Ops Action Officer	GS13/O4		X
NC/J33	US Regional Ops Action Officer	GS13/O4		X
NC/J33	Canada/Arctic Regional Ops Action Officer	GS13/O4	X	
NC/J33	Canada/Arctic Regional Ops Action Officer	GS13/O4		X
NC/J33	Mexico Regional Ops Action Officer	GS13/O4	X	
NC/J33	Mexico Regional Ops Action Officer	GS13/O4	X	
NC/J33	Mexico Regional Ops Action Officer	GS13/O4		X
NC/J33	Maritime Regional Ops Action Officer	GS13/O4	X	
NC/J33	Maritime Regional Ops Action Officer	GS13/O4	X	
NC/J33	Maritime Regional Ops Action Officer	GS13/O4		X
NC/J33	Operations and Intelligence Analyst	GS13/O4	X	
NC/J33	Operations and Intelligence Analyst	GS13/O4		X
NC/J33	Briefing Team Lead	GS14/O5	X	X
NC/J33	Briefing Team Action Officer	GS13/O4	X	X
N2C2	Briefing Team Assistant Action Officer	GS13/O4	X	X
N2C2	Briefing Team Assistant Action Officer	GS13/O4	X	X
NC/J33	Senior METOC Officer	O5	X	
NC/J33	Deputy METOC Officer	GS13		X
NC/J33	Joint Reconnaissance Center		X	X
NC/J37	RFI Manager		X	X
N2C2 Augmentee	Judge Advocate Representative		X	X
N2C2 Augmentee	Public Affairs Representative		X	X
N2C2 Augmentee	Command Surgeon Representative		X	X
N2C2 Augmentee	Personnel Representative		X	X
N2C2 Augmentee	JLOC Representative		X	X
NC/J34	Force Protection Representative		X	X
LNOs				

The NC/COPSC organization is scalable with the ability to redirect regional teams based upon the size of the incident and specific regional area of operations. The NC/COPSC Chief will determine the size and disposition of the organization based upon the current situation.

All personnel will be assigned against a battle roster position. In addition, both virtual and/or actual presence within the NC/COPSC may be required as situations dictate (including during non-battle staff activation).

E3.2.2 NC/COPSC General Duties

NC/COPSC personnel are subject matter experts in their assigned areas. In addition, all NC/COPSC personnel must:

- Know NC/COPSC Standing Operations Procedures
- Be familiar with the implemented operations plan (OPLAN) or concept plan (CONPLAN)
- Prepare FRAGORDs, MODs, AMHS messages as required
- Know procedures for message address formats pertaining to real-world and exercise addressees
- Know USNORTHCOM message distribution requirements
- Be familiar with the configuration of the NC/FOC and N2C2
- Be familiar with N-NCI 10-211, *Operational Reporting Procedures*
- Know operations security and information assurance requirements
- Establish communications with your counterparts at components, interagency, JS and OSD via telephonic and internet protocols
- Possess an intermediate skill level in computer operations, Microsoft Word and Microsoft PowerPoint applications
- Maintain continuous coordination with N2C2 domains, NC/FOC, CPOC and NORAD Operations Coordination Center (NOCC)
- Participate in near-term future operations planning (provide representative to NC/FOC)
- Upon release of the NORTHCOM EXORD, accept responsibility for the operation through a formal hand off briefing from the NC/FOC (or NC/J35 when the NC/FOC is not activated)
- Adjust, direct and coordinate changes to the plan (within the 24-hour event horizon)
- Track MOEs and MOPs
- Track and process MAs and RFAs
- Manage RFIs

- Brief N2C2 crews on current operations at shift change
- Monitor situational CCIRs, DSTs, DPs; recommend changes based on current operations
- Develop and maintain reporting requirements
- Provide key senior leader presentations (e.g., SecDef Brief, Joint Staff Daily Update Brief)
- Track Joint Staff orders
- Maintain NC/COPSC portal

E3.3 Products and Processes

E3.3.1 Products. NC/COPSC utilizes the products and processes in **Table E.3-2** to ensure command-wide situational awareness and to provide direction to current operations.

TABLE E.3-1
NC/COPSC PRODUCTS

PRODUCT		INTENDED USE	FREQUENCY
Fragmentary Order	FRAGORD	Provide direction and guidance, changes and updates to an existing order	As Required
General Administrative Message	GENADMIN Message		As Required
Storyboards	N/A	Provide situational awareness of key events / operations	Daily
Joint Staff Daily Update Brief	Joint Staff (JS) Daily Update Brief (DUB) (Contingency)	Update CJCS	Daily
N2C2 Crew Briefs		Update Crews	At Shift Change
Secretary of Defense Brief	SecDef Brief	Update SecDef	Daily
Commanders Situational Awareness and Assessment Briefing	CSAM	CCDR keystone decision-making meeting	Daily
Commander's Video Teleconference	N/A	Direct coordination between the CCDR and Component CDRs	Daily
Command Coordination Board	CCB	Battle Staff Director meeting to approve decision for CCDR and provide guidance	Daily
National Secure Video Teleconference	N/A	Update to National Authorities (normally the Convening National Authority)	Daily
Commander's Guidance Meeting	CGM	Obtain CDR's guidance and decisions on JOPP products	As required

E3.3.2 Processes.

- Joint Staff (Contingency) Daily Update Brief (DUB). NC/COPSC responsibilities include:
 - Prepare brief and talking points
 - Conduct pre-briefs
 - Submit briefing to JS
 - Post to NC/COPSC portal (provide link)
 - Facilitate briefing room prep; brief loaded
 - Provide note taker; read back for correction; disseminate notes and taskers
- Secretary of Defense Brief (SecDef SVTC)
 - Prepare brief and talking points
 - Conduct pre-briefs
 - Submit briefing to JS
 - Post to NC/COPSC portal (provide link)
 - Facilitate briefing room prep; brief loaded
 - Provide note taker; read back for correction; disseminate notes and taskers
- Commanders Situational Awareness and Assessment Brief (CSAM)
 - Collate other center, cell slides into one briefing; save to common drive
 - Prepare current operations portion of the brief and talking points
 - Conduct pre-briefs (if required)
 - Post briefing (provide link)
 - Facilitate briefing room prep; brief loaded
 - Provide note taker; read back for correction; disseminate notes and taskers
- Commander's Video Teleconference (VTC): Provide note taker; read back for correction; disseminate notes and taskers (when approved by NC/J3)
- Command Coordination Board (CCB)
 - Prepare current operations portion of the brief and talking points

- Submit current operations brief to NC/J37
- National Secure Video Teleconference (SVTC)
 - Prepare talking points (when required)
 - Facilitate briefing room preparation
 - Provide note taker; read back for correction; disseminate notes and taskers
- Commander's Guidance Meeting (CGM)
 - Collate other center, cell slides into one briefing; save to common drive
 - Prepare current operations portion of the brief and talking points
 - Conduct pre-briefs (if required)
 - Post briefing (provide link)
 - Facilitate briefing room prep; brief loaded
 - Provide note taker; read back for correction; disseminate notes and taskers
- Storyboards
 - Storyboards are prepared by region, operation, and/or significant event as a tool to enhance situational awareness; contains more information than a Common Operational Picture (COP) shot
 - Continuous refinement with mission partners and components in concert with N2C2
 - Post to NC/COPSC portal

E3.4 NC/COPSC Battle Staff Training Requirements

All newly assigned personnel to the NC/COPSC must attend a NC/COPSC familiarization briefing and complete NC/COPSC training. NC/COPSC personnel must also attend recurring (once a month) training as part of NC/COPSC continuation training.

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ANNEX F HEADQUARTERS SUPPORT OF THE BATTLE STAFF

F.1 NORAD and USNORTHCOM Headquarters Element

F.1.1 Purpose

The NORAD and USNORTHCOM Headquarters (HQ) Element executes headquarters administrative and staff functions for the Commands during both routine and crisis situations. The HQ Element enables the Commands to conduct essential administrative functions during crises by separating war fighting and staff responsibilities. Although the HQ Element is not considered part of the NORAD and USNORTHCOM Battle Staff, during crisis it provides critical reach back expertise for the Battle Staff through the various functional representatives in the Core Centers. The HQ Element maintains situational awareness (SA) through monitoring the Core Battle Rhythm Meetings via collaborative tools. The HQ Element includes all military, government civilians and contractor personnel that are not: assigned full-time to the N2C2, battle rostered to fill a position in the Battle Staff once activated or deployed in support of an operation.

All NORAD and USNORTHCOM J-code staff directors will ensure responsive reach back support to the Battle Staff Core during duty and non-duty hours. Subject Matter experts must be reachable by phone, cell phone, pager, for immediate response, and will be on 2-hour recall in the event they must report to the Battle Staff or their work area to provide support. During a crisis, the HQ Element maintains SA through monitoring the Core Battle Rhythm Meetings via collaborative tools.

F.1.2 Director Responsibilities and Functions

Following are the NORAD and USNORTHCOM Director HQ element responsibilities:

- Maintain directorate personnel accountability and strength data
- Respond to requests for intelligence and information (RFI/I) and priority information requirements (PIR) in accordance with NORAD and USNORTHCOM Publication (N-NCP) 3-16 *Information Management/ and Knowledge Management Plan*
- Provide J-code staff directorate inputs for NORAD and USNORTHCOM situation reports (SITREP), special reports, studies and after action reports (AAR) as required
- For extended Battle Staff operations anticipated to last 30 days or more, identify qualified personnel to relieve their Battle Staff assigned personnel

F.1.2 Civilian Personnel Procedures

In coordination with N-NC/J8, N-NC/J1 will manage bi-weekly civilian compensation caps. Upon activation of the Battle Staff, NORAD and USNORTHCOM Directorates may request a bi-weekly waiver to the Commander via N-NC/J1 and N-NC/J8 after managers demonstrate all alternative work options have been exhausted. Refer to NORAD and USNORTHCOM Premium Pay Procedures.

F.2 Mobile Consolidated Command Center

The Mobile Consolidated Command Center (MCCC) is comprised of transportable communications and automated data processing (ADP) equipment, providing a facility for deployed command center operations. It has no active role with the NORAD or USNORTHCOM battle staff. Once deployed, it passively monitors the activities of the NORAD or USNORTHCOM battle staff. Should the battle staff be unable to perform its assigned mission, the MCCC will assume its responsibilities and perform its functions consistent with the MCCC's equipment and manpower limitations.

The MCCC's ADP equipment incorporates hardware developed to support the Nuclear Planning and Execution System. MCCC communications include terrestrial and SATCOM systems to provide secure and non-secure voice and data capabilities. The 153rd Command and Control Squadron, an Air National Guard unit garrisoned at F.E. Warren AFB, WY, performs operations and maintenance. Air Force Space Command (AFSPC) is responsible to organize, train and equip the MCCC.

NC/J3 has operational control of the MCCC for deployments in support of war, crisis or contingency operations, natural disasters and emergency operations, civil disturbances, joint training exercises and assessments. The Contingency Operations Division (NC/J38) is the OPR monitoring and managing these functions. For further detail, see the MCCC concept of Operations (CONOPS). The MCCC Battle Staff Procedures Guide is classified and published separately. For more information, contact the OPR, NC/J38.

F.3 Training

The NORAD and USNORTHCOM Headquarters staffs train on the BSOP procedures as stated in the Commands' JTPs. The JTPs for NORAD and USNORTHCOM outline the Commander's plan for training the force to execute assigned missions and assess the results to attain and maintain joint training readiness. See the current NORAD and USNORTHCOM Commander's Training Guidance for specifics. To view the Commander's Training Guidance and get a snapshot of the NORAD and USNORTHCOM JTP on Secret Internet Protocol Router Network (SIPRNET), first go to the JTIMS web page (<http://jtims.js.smil.mil/jtims/welcome.do>). Next, without having to log in, inside the PUBLIC VIEW window select "COCOM" in the Select Organization Type pull-down menu. Next select "NORTHCOM" or "NORAD" within the Select User Group pull down menu. Finally, again select "NORTHCOM" or "NORAD" within the Select Subordinate Group pull down menu. The JTP Snapshot, Commander's Training Guidance, last approved training assessment and latest published training events appear on the right side of the page. To access expanded data, click on the links. To view the entire current JTP (including unapproved and unpublished data), you must obtain a JTIMS username and password.

F.4 N-NC Central Archive for Operational Events and Activities

The Commander has directed the N-NC Office of History (HO) to maintain an archive of documents from all operational events and activities, IAW CJCS Notice 5760 (7 Sep 06) to "preserve the historical records of continuing operations and obtain information and lessons that can be applied in planning, shaping, and implementing our national defense in the future."

F.4.1 Responsibilities and Requirements

The N/J3 and NC/J3 Operations Portal Manager will ensure an operations portal site (Command/Internal) on the SIPRNET (for classified records) and one Command/Internal site on the Non-Secure Internet Protocol Router Network (NIPRNET) (for unclassified records) are established and maintained. Record

collections will be completed for each operational event. **THESE ELECTRONIC MATERIALS WILL NEVER BE PURPOSELY OR INADVERTENTLY DELETED OR DESTROYED SINCE PRE-DECISIONAL, PLANNING, OPERATIONAL, AND POST-DECISIONAL RECORDS ARE PERMANENT COMMAND RECORDS EVENTUALLY DESTINED FOR ELECTRONIC MEDIA STORAGE AT THE NATIONAL ARCHIVES AND RECORDS ADMINISTRATION (NARA).**

F.4.2 Records Retained for Archiving

All NORAD and USNORTHCOM directorates, special staff and Battle Staff Nodes will ensure key records are posted to the Operational Event Portal Sites (NIPRNET and SIPRNET, as appropriate). Examples of key records, by OPR, include:

Directorate of Manpower and Personnel (N-NC/J1): General Manpower/Personnel related records pertinent to the event or exercise, such as pre-decisional, current operations and AAR notes, e-mails, correspondence, messages, pertaining to Title 10 and 32 forces, request for assistance, and related manpower and personnel support issues, for both active/reserve/guard military personnel and civilian personnel involved in the event or exercise

Directorate of Intelligence (N-NC/J2)

- **Threat Assessments**
- **Intelligence Analysis** of specific HD and CS Operations

Directorates of Operations (N/J3 and NC/J3)

- **Orders.** OPORDs, deployment orders, EXORDs, prepare to deploy orders, warning orders, etc.
- **Requests For Capabilities.** (Formerly Request for Forces [RFF]) All RFCs, including mods and updates
- **Reports.** Situation reports (SITREP), CDR Updates, Mission Updates, Mission Capability, etc.
- **Logs.** Defense Readiness Reporting System, Dynamic Synchronization Event Log (DSEL), Command Center, battle staff, etc.
- **Communications.** Correspondance, messages, e-mails, general chat, etc.
- **Briefings.** Commander's Situational awareness Meeting (CSAM), Command Coordination Board (CCB), Commander's Guidance Meeting (CGM), Operations and Intelligence, Special Subjects/Topics, etc.
- **Other Key Operations Related Records.** Running Estimates, Mission Assignments, Mission Debriefs, Current Operations Updates, Future Operations Updates, etc.
- **Other.** Pre-decisional, current operations, and post operations briefings, e-mails, notes, staff packages, information papers, point papers, background papers, talking papers and general correspondence pertaining to NORAD and/or USNORTHCOM operations processes in support of a particular event or exercise

Directorate of Logistics (N-NC/J4)

- **Requests for** facilities, supplies, equipment, vehicles, aircraft, etc.
- **TPFDD**
- **Other.** Pre-decisional, current operations, and post operations briefings, e-mails, notes, packages, information papers, point papers, background papers, talking papers, and general correspondence, etc., pertaining to the logistical processes in support of a particular event or exercise

Directorate of Plans and Policy (N-NC/J5)

- **Plans.** OPLANs, CONPLANs, CONOPS, campaign plans, exercise plans, etc.
- **Other Plans Related Records.** Commander's Estimates, Mission Analysis briefs, course of action development and Analysis updates, NORAD and USNORTHCOM Future Plans Center (FPC) Updates, etc.
- **Other.** Pre-decisional, current operations, and post operations briefings, e-mails, notes, staff packages, information papers, point papers, background papers, talking papers, and general correspondence, etc., pertaining to the plans and policy processes in support of a particular event or exercise

Directorate of Command and Control (N-NC/J6)

- **Theater NetOps Control Center Reports** (pertaining to the event)
- **SIPRNet and NIPRNet Local Area Network Status Reports** (pertaining to the event)
- **General C4I Continuity and Maintenance Reports**
- **Other** Pre-decisional, current event, and post event briefings, e-mails, notes, staff packages, information papers, point papers, background papers, talking papers and general correspondence, etc., pertaining to the C4I processes in support of a particular event or exercise

Directorate of Training and Exercises (N-NC/J7)

- **HOT WASH inputs** (pertaining to the event)
- **AARs** (pertaining to the event)
- **Executive Corrective Action Board Results** (pertaining to the event)
- **Other.** Pre-decisional, current event, and post event e-mails, notes, staff packages, information papers, point papers, background papers, talking papers and general correspondence, etc., pertaining to training and exercise processes in support of a particular event or exercise

Directorate of Analysis and Resources (N-NC/J8)

- **Budgeting Process**

- **Requests for Funds**
- **Analysis of Events** (to improve the process)
- **Other.** Pre-decisional, current event, and post event e-mails, notes, staff packages, information papers, point papers, background papers, talking papers and general correspondence, etc., pertaining to analysis and resource processes in support of a particular event or exercise

USNORTHCOM Standing Joint Force Headquarters (NC/SJFHQ)

- **After Action Reports/Reviews** for all homeland defense (HD) and civil support (CS) operations, activities, actions, conducted ISO training and exercises.
- **Other.** Orders, reports, logs, briefings, trip reports, pre-decisional, current event, and post event e-mails, notes, staff packages, information papers, position papers, background papers, talking papers and general correspondence, etc., pertaining NC/SJFHQ processes in support of a particular operation or exercise

Interagency Coordination (IC)

- **General.** Orders, reports, logs, briefings, trip reports, assessments, ICC reports, etc.
- **Other.** Pre-decisional, current event, and post event e-mails, notes, staff packages, information papers, position papers, background papers, talking papers and general correspondence, etc. pertaining to IC processes in support of a particular operation or exercise

Judge Advocate/Legal (JA)

- **General.** Orders, reports, logs, briefings, trips reports, etc.
- **Other.** Pre-decisional, current event, and post event e-mails, notes, staff packages, information papers, background papers, position papers, talking papers, and general correspondence, etc. pertaining to JA processes in support of a particular operation or exercise

Public Affairs Office (PA)

- **News Media.** PA internal documents to include PA Guidance, Press Advisories, Press Releases, Interviews, Internal Publications, etc., and event related external outside sources such as news articles, video news clips, video features, interviews, editorials, etc.
- **Other.** Pre-decisional, current event, and post-event e-mails, notes, staff packages, information papers, point papers, background papers, talking papers, general correspondence, etc. pertaining to the PA processes in support of a particular event or exercise

Commander's Communication Strategy Integration Group (CCSIG)

- **Command Communications Strategies.** Those strategies pertaining to a particular event or exercise
- **Other.** Pre-decisional, current event, and post event e-mails, notes, staff packages, information papers, point papers, background papers, talking papers and general correspondence, etc., pertaining to the CCSIG processes in support of a particular event or exercise

Independent Strategic Action Group (ISAG)

- **Meeting Minutes.** Those minutes pertaining to a particular event or exercise
- **Other.** Pertinent documents as deemed necessary

F.4.3 Archiving Procedure

The NC/J37, within 30 days of stand down of the battle staff after an event or of a final exercise AAR, will notify the N-NC/HO of the Operational Event Portal site to be archived, via e-mail to the NORAD and USNORTHCOM – Organizational Mailbox (NIPR and SIPR, if applicable), including the appropriate Uniform Resource Locator(s) (URL). N-NC/HO will review the site and submit a request to the Chief Information Officer via a Help Desk Ticket (NIPR and SIPR, as applicable) to transfer the Operational Event Site to the appropriate NIPR/SIPR archive server and transfer all permissions to the N-NC/HO Content Manager. Once the ticket and transfer is complete, the N-NC/HO will e-mail the NC/J37 the new URL and will post the URL on the HO NIPR and SIPR Command Portal site and the Command Reference Library. In addition to their historical value, these centralized portal record archives will also be used by the command group and special staff (particularly CX, JA, IG, PA, and Central Source Registry – FOIA) for ease of access to and quick retrieval of key command records. The archived Operational Event Sites will be particularly helpful and valuable when the command receives inquiries and requests for specific operational records from Congress, the Pentagon, news media groups and the general public.

F.4.4 Disposition of NORAD and USNORTHCOM Command Records

Reference is made to N-NC Headquarters Operating Instruction 190-123, 1 April 2005, *Records Management*; CJCS Manual 5760.01, Vol. I and II, *Joint Staff and Combatant Command Records Management Manual and Disposition Instructions*; DODD 5015.2, 6 Mar 00 (certified current as of 21 Nov 03), *Records Management Program*; and CJCS Instruction 5320.01, 2d Aug 03, *Guidance for the Joint History Program* (currently under revision). These records management and archival references constitute authority for retention, transfer, temporary or permanent retirement, and/or destruction of record and non-record material, including files on NORAD and USNORTHCOM Command shared drives and portals. Transfer, retire or destroy eligible records, including electronic records, only IAW the records disposition instructions found in these primary references. **NO RECORDS MAY BE DESTROYED OR SENT TO ANY STORAGE FACILITY WITHOUT FIRST OFFERING THE RECORDS TO THE N-NC/HO.**

GLOSSARY OF ABBREVIATIONS

A

AAR	after action report
ACC	Alternate Command Center
ACCM	Alternative Compensatory Control Measures
ACL	Aerospace Control Level
ADA	air defense artillery
ADP	automated data processing
AEW	airborne early warning
AFB	Air Force base
AFNORTH	Air Forces Northern
AFPSC	Air Force Space Command
AJH	Adaptive Joint Headquarters
ALERTORD	alert order
AMC	Air Mobility Command
AMHS	Automated Message Handling System
AO	area of operations
AOO	area of operations
AOR	area of responsibility
APOD	aerial port of debarkation
APOE	aerial port of embarkation
ArcIMS	Arc Internet Map Server
ASE	Administrative Support Element
AT	antiterrorism

B

BMD	ballistic missile defense
BMDS	Ballistic Missile Defense System
BSCC	Battle Staff Coordination Cell
BSI	base support installation
BSOP	Battle Staff Standard Operating Procedures

C

C2	command and control
C4	command, control, communications and computer
C4I	command, control, communications, computer and intelligence
C4S	command, control, communications and computer systems
C-day	unnamed day on which a deployment operation begins
CAB	Corrective Action Board
CAE	command assessment element
CAMPLAN	Campaign Plan
CAP	crisis action planning

CAT	crisis action team
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CC	combatant commander
CCB	Command Coordination Board
CCD	Command Center Director
CCIR	Commander's Critical Information Requirements
CCIT	Combatant Commander's Information Team
CCSIG	Commander's Communication Strategy Integration Group
CCST	Command Center Support Team
CDC	Centers for Disease Control and Prevention
CDR	commander
CDRNORAD	Commander, North American Aerospace Defense Command
CDRUSNORTHCOM	Commander, United States Northern Command
CDS	Chief of Defence Staff (Canada)
CEB	Commander's Executive Board
CEG	Command Executive Group
CEW	Combined Early Warning
CF	Canadian forces
CFC	Cyber Fusion Center
CHAT	Internet Relay Real-Time Conversation
CHPPM	United States Army Center for Health Promotion and Preventive Medicine
CI	counterintelligence
CIE	collaborative information environment
CIP	critical infrastructure protection
CISO	counterintelligence staff office
CIV	civilian
CJCS	Chairman of the Joint Chiefs of Staff
CJCSM	Chairman of the Joint Chiefs of Staff Manual
CJTF	commander, joint task force
CMAFS	Cheyenne Mountain Air Force Station
CMD	Cheyenne Mountain Division
CND	computer network defense
COA	course of action
COCOM	combatant command (command authority)
COG	Centers of Gravity
COLISEUM	community on-line intelligence system for end-users and managers
COMMEX	Communications Exercise
COMSEC	Communications Security
COMSPOT	Communications Spot reports
COMSTAT	communications status
CONEMP	Concept of Employment
CONEX	Concept of Execution
CONOPS	concept of operations
CONPLAN	concept plan
COOP	continuity of operations
CoP	Community of Practice
COP	common operational picture
CoS	chief of staff
CPOC	United States Northern Command Compartmented Planning and Operations Cell

CRG	Continuity of Operations Response Group
CRITIC	critical intelligence communication
CRPL	Contingency Response Posture Level
CS	civil support, Chief of Staff (CS for office symbol only)
CSAM	Commander's Situational Awareness Meeting
CSR-FOIA	Chief of Staff Records Manager for Freedom of Information Act
CST	Civil Support Team
CTR	contractor
CUB	Commanders Update Briefing
CX	Commander's Action Group

D

D	Deputy
DC	Deputies Committee
DCCD	Deputy Command Center Director
DCCV	Deployable Command and Control Vehicle
DCDR	Deputy Commander
DCO	defense coordinating officer; Defense Connect Online
DCOS	Deputy Chief of Staff
DCIP	Defense Critical Infrastructure Program
DDI	Deputy Director of Intelligence (Central Intelligence Agency)
DEFCON	defense readiness condition
DEPORD	deployment order
DHHS	Department of Health and Human Services
DHS	Department of Homeland Security
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DMS	defense message system
DOB	Deployed Operating Base
DOD	Department of Defense
DODD	Department of Defense Directive
DOE	Department of Energy
DOJ	Department of Justice
DOT	Department of Transportation
DEO	Domestic Events Officer
DOS	Department of State
DP	decisive point
DRSN	Defense Red Switched Network
DSCA	defense support of civil authorities
DSEL	Dynamic Synchronization Event Log
DSP	Defense Satellite Program
DST	Decision Support Template
DTRA	Defense Threat Reduction Agency
DUB	Daily Update Brief

E

ENAR	Effect–Node–Action–Resource
EA	Emergency Actions
EAC	Emergency Action Controller
EAP	emergency action procedures
ECAB	Executive Corrective Action Board
EMAC	emergency management assistance compact
ENDEX	end of exercise
EOC	emergency operations center
EOD	explosive ordnance disposal
EP	emergency preparedness
EPA	Environmental Protection Agency
ERS	Emergency Relocation Staff
eSRS	electronic Staff Routing Sheet
ESF	emergency support function
EXORD	execute order

F

FAA	Federal Aviation Administration
FAAR	facilitated after-action review
FAE	Fusion and Analysis Element
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FFIR	friendly force information requirement
FHP	force health protection
FO	Flag Officer
FOB	forward operating base
FOC	Future Operations Center
FOC(-)	Future Operations Center Minus
FOIA	Freedom of Information Act
FOL	Forward Operating Location
FP	force protection
FPAO	Force Protection Action Officer
FPC	NORAD and USNORTHCOM Future Plans Center
FPPCO	Focal Point Program Control Officer
FRAGO	fragmentary order
FRAGORD	fragmentary order
FY	fiscal year

G

GCCS	Global Command and Control System
GCM	Global Information Grid Content Management
GCN	GMD Communications Network
GENADMIN	general admin (message)

GFM	Global Force Management
GI&S	geospatial information and services
GIG	global information grid
GIS	geospatial information systems
GND	Global Information Grid Network Defense
GOC	Global Operations Center
GO/FO	General Officer/Flag Officer
GPMRC	Global Patient Movement Requirements Center
GS	Government Service
GSA	Government Services Agency; General Services Administration
GSAF	Global Situational Awareness Facility

H

H-hour	seaborne assault landing hour; specific time an operation or exercise begins
HA	humanitarian assistance
HC	Headquarters Chaplain
HD	homeland defense
HHS	Department of Health and Human Services
HO	Office of History
HOC	human intelligence operations cell
HQ	headquarters
HSE	human intelligence support element (Defense Intelligence Agency)
HSIN	Homeland Security Information Network
HSS	health service support
HUMINT	human intelligence

I

I&W	Indications and Warning
IAA	incident awareness and assessments
IAS	International Assistance System
IAVM	information assurance vulnerability management
IAW	in accordance with
IC	Director(ate) of Interagency Coordination
ICC	Interagency Coordination Center
ICO-A	Interagency Coordination Officer – A (Generic)
ICO-B (LE)	Interagency Coordination Office – B (Law Enforcement)
ICO-C	Reserve Affairs
ICO-D	Private Sector/International Assistance
ICO (LE)	Interagency Coordination Officer (Law Enforcement)
ICT	Interagency Concepts and Technology Division
ICW	in conjunction with
ID	identification
IEB	Information Exchange Broker
IER	information exchange requirement
IG	inspector general

IM	information management
INFOCON	information operations condition
INFOSEC	information security
INTSUM	intelligence summary
IO	information operations
IOSC	Intelligence Operations Support Center
IPB/E	Intelligence Preparation of the Battlespace/Environment
IR	information requirement
IRC	Internet Relay Chat
ISAG	Independent Strategic Action Group
ISB	Incident Support Base
ISC	Information Synchronization Cell
ISO	in support of
ISP	Integrated Survey Program
ITA	Integrated Threat Assessments
ITV	in-transit visibility
ITW/AA	integrated tactical warning and attack assessment

J

J	Joint
J1	Director(ate) of Manpower and Personnel
J2	Director(ate) of Intelligence
J23	Intelligence Operations Division
J3	Director(ate) of Operations
J31	Ballistic Missile Defense Division
J33	Current Operations Division
J34	Force Protection and Mission Assurance Division
J35	Future Operations Division
J35P	Future Operations Center Planner
J35V	Deputy Chief, C2 Integration, Aerospace/Maritime Warning & Future Operations Division
J37	Readiness and Information Division
J38	Contingency Operations Division
J39	Information Operations Division
J4	Director(ate) of Logistics and Engineering
J5	Director(ate) of Plans, Policy and Strategy
J55	Plans Division
J6	Director(ate) of Command Control Systems
J63	Information Superiority Division
J7	Director(ate) of Training and Exercise
J73	Command and Control Training Division
J8	Programs, Resources and Analysis Director(ate)
J84	Analysis Division
JA	Judge Advocate
JADOC	Joint Air Defense Operations Center
JAG	Judge Advocate General
JASIN	Joint Allied Secure Information Network
JCRM	joint capabilities requirements manager

JCS	Joint Chiefs of Staff
JCSC	joint communications satellite center
JCMB	Joint Collection Management Board
JDOMS	Joint Director of Military Support
JFACC	joint force air component commander
JFHQ	joint force headquarters
JFHQ-NCR	Joint Force Headquarters National Capitol Region
JFLCC	joint force land component commander
JFMCC	joint force maritime component commander
JFO	joint field office
JIACG	Joint Interagency Coordination Group
JIANT	Joint Special Operations Command Information Automation Network
JIATF-South	Joint Interagency Task Force-South
JIC	joint information center
JIEE	Joint Information Exchange Environment
JIOC	joint intelligence operations center
JIOC-N	Joint Intelligence Operations Center, North
JIPOE	joint intelligence preparation of the operational environment
JIT	Joint Interagency Team
JLLIS	Joint Lessons Learned Information System
JLOC	Joint Logistics Operations Center
JMETL	joint mission-essential task list
JNDPG	Joint National Airspace System Defense Program Group
JO	Joint Operations
JOA	joint operations area
JOAF	joint operational area forecast
JOC	joint operations center
JOCC	Joint Coordination Center
JOPES	Joint Operation Planning and Execution System
JOPP	Joint Operation Planning Process
JOSAC	Joint Operational Support Airlift Center
JOT	Joint Operations Team
JP	joint publication
JPB	Joint Plans Board
JPG	joint planning group
JPT	Joint Planning Team
JRC	Joint Reconnaissance Center
JRMPO	Joint Regional Medical Plans and Operations Officer
JRSOI	joint reception, staging, onward movement and integration
JS	the Joint Staff
JSFPP	Joint Staff Focal Point Program
JSOTF	Joint Special Operations Task Force
JTAGS	Joint Tactical Ground System
JTF	joint task force
JTF-MED	Joint Task Force Surgeon
JTF-PO	Joint Task Force-Port Opening
JTIMS	Joint Training Information Management System
JTP	joint training plan
JWFC	Joint Warfighting Center
JWICS	Joint Worldwide Intelligence Communications System

K

KM	Knowledge Management
KMB	Knowledge Management Board
KMO	Knowledge Management Officer
KR	Key Resource

L

L-hour	specific hour on C-day at which a deployment operation commences or is to commence
LAD	latest arrival date
LE	law enforcement
LEA	law enforcement agency
LEO	Law Enforcement Online
LETIC	Law Enforcement Threat Information Cell
LMD	Logistics Management Division
LNO	liaison officer
LOI	letter of instruction
LOO	Lines of Operations
LRR	Long-Range Radars
LSA	Logistics Supportability Analysis

M

MA	Mission Assignment
MAP	Maritime Activity Posture
MCC	Mobile Command Center
MCCC	mobile consolidated command center
MCS	Mission Control Station
MD	Military Diplomacy
MDT	Mountain Daylight Time
METOC	meteorological and oceanographic
MGS	mobile ground system
MOA	memorandum of agreement
MOC	Medical Operations Center
MOD	modification
MOE	measure of effectiveness
MOP	measure of performance
MOU	memorandum of understanding
MSDC	Missile and Space Domain Chief
MSPD	Military Support to Public Diplomacy
MST	Mountain Standard Time
MT	Mountain Time
MVO	Most Valued Outcome

N

N	North American Aerospace Defense Command
N+2	Incident Notification plus two hours
N2C2	NORAD and USNORTHCOM Command Center
N-NC/CS	NORAD and USNORTHCOM Chief of Staff; Battle Staff Executive Director
N-hour	Unspecified time that commences unit notification and outload for rapid, no-notice deployment; the time that the Chief of Staff designates a transition to Battle Staff operations
NAR	Nonconventional assisted recovery
NARA	National Archives and Records Administration
NAS	National Airspace System
NC	United States Northern Command
NC/COPSC	USNORTHCOM Current Operations Center
NC/FOC	USNORTHCOM Future Operations Center
NCI	United States Northern Command Instruction
NC/IRT	United States Northern Command Incident Response Team
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
NCP	United States Northern Command Publication
NCR	National Capital Region
NCRCC	National Capital Region Coordination Center
NC/SJFHQ	USNORTHCOM Standing Joint Force Headquarters
NCTC	National Counter-Terrorism Center
ND	North American Aerospace Defense Command Deputy
NDCC	National Defence Command Center (Canada)
NDDOC	North American Aerospace Defense Command and United States Northern Command Deployment and Distribution Operations Cell
NDMS	National Disaster Medical System
NetOps	Network Operations
N/FOC	NORAD Future Operations Center
NG	National Guard
NGA	National Geospatial-Intelligence Agency
NGB	National Guard Bureau
NGIO	National Guard Integration Office
NGO	nongovernmental organization
NIFC	National Interagency Firefighting Center
NIMS	National Incident Management System
NIPR	Non-Secure Internet Protocol Router
NIPRNet	Non-Secure Internet Protocol Router Network
NJOIC	National Joint Operations and Intelligence Center
NLE	NATIONAL LEVEL Exercise
NLT	no later than
NMAC	N2C2 Mission Assurance Center
NMCC	National Military Command Center
NMW	NORAD Maritime Warning
NOC	National Operations Center
NOCC	NORAD Operations Coordination Center

NORAD	North American Aerospace Defense Command
NRCC	National Response Coordination Center (FEMA)
NRF	National Response Framework
NSAT	United States Northern Command Situational Awareness Team
NSSE	national special security event

O

O&I	operations and intelligence
OCR	Office of Collateral Responsibility
OFDA	Office of US Foreign Disaster Assistance
OIW	Operations Intelligence Watch
OMB	Organizational Mailbox
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
OPR	office of primary responsibility
OPREP	operational report
OPREP-1	Operations Planning Report
OPREP-3	Commander's Assessment
Ops	Operations
OPSEC	operations security
OPT	operations planning team
OPTASK	operation task
OPTEMPO	operating tempo
OSD	Office of the Secretary of Defense
OSE	operations support element

P

PA	public affairs
PAG	public affairs guidance
PAO	public affairs officer
PC	personal computer
PDS-M	Processing and Display System Migration
PFACC	Partnership for the Americas Coordination Center
PFO	principal federal official
PI	Pandemic Influenza
PIR	priority intelligence requirement
PLANORD	planning order
POC	point of contact
POD	port of debarkation
POE	port of embarkation
POHA	period of heightened awareness
POTUS	President of the United States
PTDO	prepare to deploy order

Q

QRF Quick Reaction Force; quick response force

R

REDEPORD	redeployment order
RELCAN	Releasable to Canada
RF	Reserve Forces
RFA	request for assistance
RFF	request for forces
RFI/I	request for intelligence and information
ROE	rules of engagement
RPL	Response Posture Level
RRF	rapid response force
RSS	Really Simple Syndication
RUF	rules on the use of force

S

SA	situational awareness
SAR	search and rescue
SATCOM	satellite communications
SAWG	Synchronization Assessment Working Group
SBIRS	space-based infrared system
SCI	sensitive compartmented information
SCIF	sensitive compartmented information facility
SCWG	Strategic Communication Working Group
SEA	Special Event Assessments
SecDef	Secretary of Defense
SG	Command Surgeon; Surgeon General
SIOC	Strategic Information Operations Center
SIPR	SECRET Internet Protocol Router
SIPRNet	SECRET Internet Protocol Router Network
SITREP	situation report
SJA	staff judge advocate
SJFHQ	standing joint force headquarters
SJS	Strategic Joint Staff (Canada)
SKIWeb	Strategic Knowledge Integration (USSTRATCOM-hosted, web-based knowledge management network)
SLEP	service life extension program
SME	subject matter expert
SOD	special operations division
SOF	special operations forces
SOP	standard operating procedure
SP	special plans
SPECAT	special category

SoSA	System-of-Systems Analysis
SPOTREP	spot report
SROE	standing rules of engagement
SRUF	standing rules for the use of forces
STAFFEX	Staff Exercise
STO	special technical operations
SVTC	Secure Video Teleconference

T

T&E	Training and Education
TACON	Tactical Control
TACSAT	tactical satellite
TAL	Training Audience Leader
TARS	tethered aerostat radar system
TBD	to be determined
TC	Transportation Coordinator
TCP	Theater Campaign Plan
TDY	temporary duty
TES	theater event system
TM	Team
TMS	Task Management System
TNC	theater network operations center
TNC-North	Theater Network Operations Center-United States Northern Command
TNCC	Theater Network Operations Control Center
TPA	Training Performance Assessments
TPE	Training Performance Evaluations
TPFDD	time-phased force and deployment data
TPO	training performance observation
TRO	Tailored Response options
TS	top secret
TSA	transportation security administration
TSC	Theater Security Cooperation
TSOC	Transportation Security Operations Center
TTP	tactics, techniques, and procedures
TWG	Threat Working Group

U

USAFR	United States Air Force Reserve
UCP	Unified Command Plan
US	United States
USAID	United States Agency for International Development
USAR	United States Army Reserve
USFORSCOM	United States Army Forces Command
USG	United States Government
USJFCOM	United States Joint Forces Command
USNORTHCOM	United States Northern Command

USNR	United States Navy Reserve
USPACOM	United States Pacific Command
USPOLAD	United States Foreign Policy Advisor
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSS	United States Secret Service
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command

V

VA	vulnerability assessment
VD	Vice Deputy
VPOTUS	Vice President of the United States
VTC	video teleconferencing

W

WARNORD	warning order
WG	working group
WJTSC	Worldwide Joint Training and Scheduling Conference
WO	Washington Office

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