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(Formerly MCWP 3-27)

Operational Support Airlift

U.S. Marine Corps

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DEPARTMENT OF THE NAVY
Headquarters United States Marine Corps
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CHANGE 1 to MCRP 3-20.3
Operational Support Airlift

1. This publication has been edited to ensure gender neutrality of all applicable and appropriate terms, except those terms governed by higher authority. No other content has been affected.

2. File this transmittal sheet in the front of this publication.

Reviewed and approved this date.

BY DIRECTION OF THE COMMANDANT OF THE MARINE CORPS

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FOREWORD

Marine Corps Warfighting Publication (MCWP) 3-27, *Operational Support Airlift*, provides a framework for the integration and effective employment of operational support assets during war and times of crisis, and it covers all aspects of operational support airlift (OSA), with emphasis on support for Marine air-ground task force operations.

Operational support airlift doctrine is based on a common understanding of Marine Corps warfighting philosophy as defined in our doctrinal publications and concepts and is grounded in experience. Marine Corps OSA detachments have been deployed in support of Marines in Operation Iraqi Freedom, Operation Enduring Freedom, and Combined Joint Task Force-Horn of Africa since 2003. The lessons learned from these operations have been incorporated into this publication. It applies across a range of military operations—from humanitarian assistance to major campaigns. MCWP 3-27 is meant for Marines at all levels of command in the Marine Corps operating forces and the supporting establishment as a guide to using OSA as an enhancement to their mission. This publication defines OSA, highlights capabilities and limitations of OSA, recommends structure for command and control of OSA, and discusses OSA employment and scheduling.

MCWP 3-27 implements North Atlantic Treaty Organization (NATO) Standardization Agreements (STANAG) shown in the references section of this publication.

Supersedes MCWP 3-27, *Operational Support Airlift*, dated 13 August 2003.

Reviewed and approved this date.

BY DIRECTION OF THE COMMANDANT OF THE MARINE CORPS

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OPERATIONAL SUPPORT AIRLIFT

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CHAPTER 1
FUNDAMENTALS

Moving high volumes of small payloads to widely dispersed Marine air-ground task force (MAGTF) elements in a low threat environment poses significant cost challenges for Marine Corps aviation. Marine Corps operational support airlift (OSA) provides an economical and efficient alternative for the movement of personnel and cargo by reducing the burden that small payloads place on large tactical aircraft. Since complex tactical assault support aircraft are costly to operate and require extensive maintenance, OSA aircraft make significant contributions in airlift support while avoiding the high cost of using tactical assault support assets.

Historical Perspective

Marines are renowned for adapting tools to support operations and using them to overcome obstacles. For example, one of the earliest uses of civilian variant aircraft to support Marine Corps logistics was in 1927 when Atlantic Fokker Trimotor aircraft were used to transport troops and supplies by air in support of ground forces during the Nicaraguan campaign. The tri-motor aircraft could make the trip from Managua to Ocotal in 1 hour 40 minutes, yet the same trip by ox cart or mule train took 10 days to 3 weeks, depending on the condition of the trails.

During World War II, the South Pacific Combat Air Transport Command was created around Marine Aircraft Group 25. With the battle for Guadalcanal underway and control of surface resupply and medical evacuation frequently interdicted by the Japanese fleet, resupply by air was essential to retain the tiny foothold in the South Pacific. With three squadrons of Marine R4D aircraft, and a squadron of C-47 aircraft operated by the US Army Air Corps, the command provided critical air logistics by moving Marines and Soldiers between and within operations and campaigns in the Pacific theater. As the war progressed, intertheater and intratheater air movement of personnel, equipment, and cargo became commonplace. As soon as an airfield was captured, Marine R4D aircraft brought critical supplies to the fight and evacuated casualties. The efforts of the South Pacific Combat Air Transport and its adjacent unit, the Central Pacific Combat Air Transport Service (later called Transport Air Group), served to define Marine fixed-wing transport squadrons (VMRs) as critical logistic enablers and were the forerunners of modern day Marine Corps OSA.

Modern Day Applications

Marine Corps UC-12B aircraft provided OSA support to Marines in Operations Desert Shield and Desert Storm and operated from Bahrain International Airport while assigned to 3d Marine Aircraft Wing (MAW), I Marine Expeditionary Force. From August 1990 to May 1991, these Marines flew 1,297 flight hours, carrying 1,816 passengers and 59,690 pounds of cargo. The aircraft also made nightly intelligence runs, which provided aviation combat element (ACE) planners with critical bomb damage assessment intelligence for operational planning.

Immediately after the 9-11 attacks on American soil, the Federal Aviation Administration (FAA) halted all air travel for a short period of time. Military aircraft were the only aircraft authorized to fly in the continental United States (CONUS) in support of contingency operations. In support of North American Aerospace Defense Command Operation Noble Eagle, Marine Corps OSA

aircraft were dispatched to transport fighter pilots to their duty assignments. Senior leaders, MAGTF commanders, and their accompanying staffs and planners would not have moved via air in CONUS without OSA.

Marine Corps UC-12B aircraft were deployed again from March to November 2003 in support of Operation Iraqi Freedom (OIF). However, the aircraft were ultimately withdrawn because they lacked an encrypted communications capability and Mode IV-capable transponders. In 2004, a VMR detachment consisting of one UC-35 aircraft was deployed to the Arabian Gulf in support of Commander, United States Marine Corps Forces, Central Command's (MARFORCENT's) OSA requirements. This newer generation of OSA aircraft—equipped with encrypted communications and a Mode IV transponder capability—provided the MAGTF commander with assets that could seamlessly integrate into the existing air command and control (C2) network. In addition, centrally locating OSA assets enabled the crews to support Marines in OIF, Operation Enduring Freedom (OEF), and OEF-Horn of Africa simultaneously. In 2007, an emerging enemy surface-to-air, personally-carried, infrared missile threat drove the requirement to install aircraft survivability equipment (ASE) on UC-35D aircraft. Following the deployment of Marine Expeditionary Brigade Afghanistan in 2009, the OSA requirement in MARFORCENT was expanded to include two UC-35D aircraft.

The VMR detachment's performance since 2004 demonstrates the important role of OSA in enabling Marines to plan for and sustain the fight. Furthermore, the availability of OSA assets to the MAGTF commander frees tactical aircraft to conduct the combat missions they are designed to do.

Commercial, Off-the-Shelf Variant Aircraft

Within the Department of Defense (DOD), the US Armed Services operate an inventory of over 300 fixed-wing aircraft to perform the OSA mission. The Marine Corps uses commercial, off-the-shelf variant aircraft to provide relevant and sustainable OSA for forward-deployed MAGTFs. These commercial aircraft are cost effective and efficiently support distributed operations in theaters of war and forward-deployed MAGTFs.

Based on proven civilian transport aircraft designs, the Marine Corps operates aircraft that range in size from 8-passenger, twin-engine turbopropellers (turboprops) to 90-passenger jets. As such, Marine Corps OSA assets comprise 7.5 percent of the DOD OSA fleet. These OSA aircraft provide scalable options for light intratheater lift and medium- to long-range lift options for intertheater lift. Per Department of Defense Directive (DODD) 4500.56, *DOD Policy on the Use of Government Aircraft and Air Travel*, Marine Corps OSA wartime requirements are reviewed annually to ensure the fleet meets emergency and wartime Service requirements. See appendix A for a listing of aircraft in the OSA fleet.

The OSA aircraft used by the Marine Corps possess attributes unique to commercial designs, all of which benefit Marine Corps operations:

- Low operating costs.
- Exceptionally high mission reliability rates.
- Low maintenance required per flight hour.
- Efficient, commercially-based aircrew transition training.
- Small deployed logistic footprint.
- Inconspicuous profile at foreign airports.

These attributes combine to offer a significant set of advantages, which include the following:

- Preserves the service life of tactical airframes.
- Frees tactical airframes to be employed in their primary missions.
- Provides access to smaller airfields, enabling direct movement to an objective.
- Provides quick response to emerging mission requirements.

- Bridges gaps between commercial cargo carriers and MAGTFs.
- Facilitates productive time for commanders and staffs while en route.
- Mitigates force protection risks created by layovers in foreign airports.

Marine Corps OSA aircraft are most effective in low threat environments where the MAGTF has air superiority, enemy air defenses have been defeated, and ground combat operations have succeeded in driving enemy combat units out of known weapons ranges of airfields. Marine Corps UC-12W and UC-35D aircraft are equipped with encrypted military radios, Mode IV and Mode V capable transponders, and ASE to support deployed operations in low threat environments.

Mission

The mission of Marine Corps OSA is to provide Marine Corps forces and MAGTFs with time-sensitive air transport of high priority passengers and cargo and other critical air logistic support between and within a theater of war, and to otherwise support Marines as required. Marine Corps OSA units perform the same airlift missions whether deployed or at their home stations, because the mission of providing time-sensitive air transport remains constant regardless of location.

Unpredictable, short notice movements of high priority people and cargo will require an immediate response that is not usually compatible with the United States Transportation Command's (USTRANSCOM's) and United States Air Force's airlift missions or commercial route structures. Marine Corps OSA provides the flexibility to assume this tasking with no impact to existing tactical assault support aircraft priorities. This flexibility is vital to MAGTF logistics, communications, and security in all phases of deployment.

Role Within the Six Functions of Marine Corps Aviation

The Marine Corps' OSA role in the six functions of Marine Corps aviation falls under assault support—specifically, air logistic support and air evacuation. Marine Corps OSA contributes to the fixed-wing assault support of MAGTF forces on the ground through air logistic support operations. Marine Corps OSA aircraft deliver Marines, equipment, and supplies to areas beyond helicopter range and lift capability or when surface transportation is too slow, unavailable, or the threat is too high. Marine Corps OSA relieves ACE tactical assault support aircraft for combat missions, freeing the aircraft and crews to fight and train. Marine Corps OSA provides time-critical and flexible air logistic support to sustain all MAGTF operations.

Organization

Operational support airlift units are located at Marine Corps bases throughout CONUS and the Western Pacific (WESTPAC). In CONUS, Marine Corps OSA units reside in headquarters and headquarters squadrons (H&HSs) of the Marine Corps air stations within Marine Corps Installations (MCI) East and West, and as stand-alone VMR squadrons in 4th MAW and MCI East (VMR-1). In WESTPAC, OSA units reside in H&HSs of Marine Corps Bases Japan (MCBJ) and at Marine Corps Air Facility (MCAF) Kaneohe Bay, HI. Figure 1-1, on page 1-4, depicts current Marine Corps OSA locations.

For OSA units assigned to H&HSs, table of organization structure belongs to the Deputy Commandant for Installations and Logistics. Marine Corps aviators are assigned to manage airfield operations under the MCIs and to fly the station OSA aircraft as a secondary duty. The 4th MAW OSA units are located aboard Naval Air Station,

Joint Reserve Base New Orleans, LA and Joint Base Andrews Naval Air Facility, Washington, DC. These squadrons report directly to 4th MAW Headquarters. Reserve table of organization structure belongs to the Commander, United States Marine Forces Reserve. Marine Corps OSA aircraft requirements, plans, policy, and budget matters are controlled by the Deputy Commandant for Aviation. Appendix B depicts the organizational structure of all OSA units.

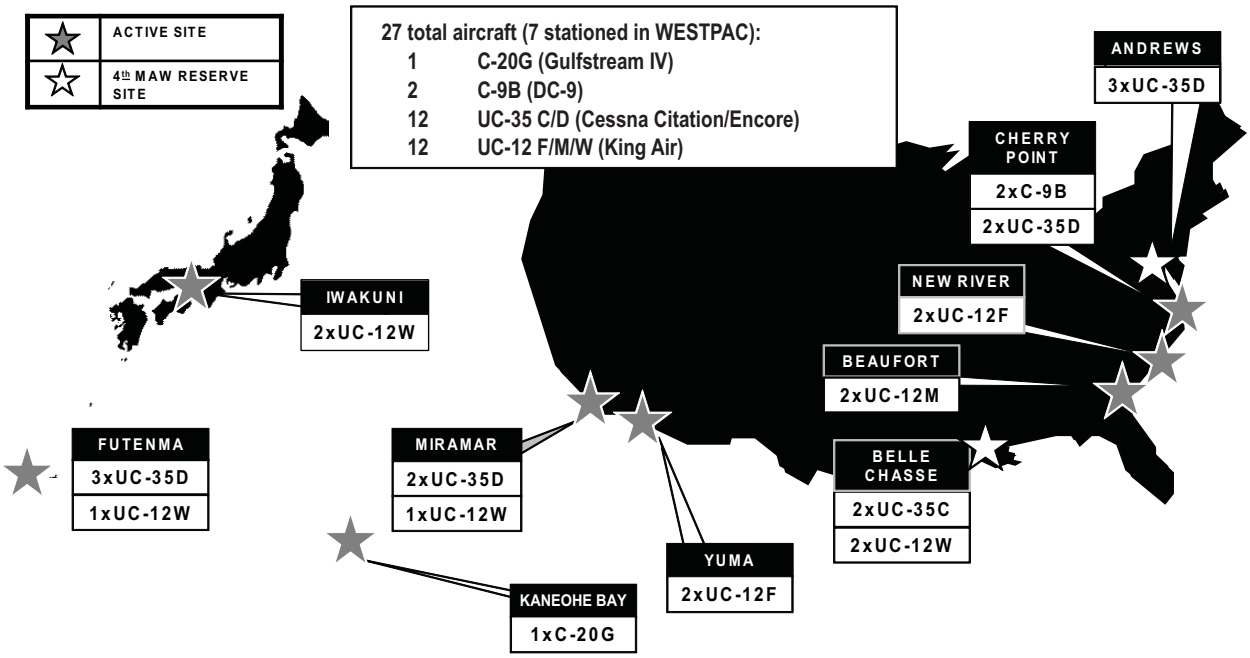

Figure 1-1. Marine Corps OSA Locations.

CHAPTER 2
COMMAND, CONTROL, AND SCHEDULING

During Major Operations and Contingencies

In accordance with Joint Publication 1, *Doctrine for the Armed Forces of the United States*, the joint force commander (JFC) has full authority to assign missions, redirect efforts, and direct coordination among subordinate commanders. However, the JFC should allow Service tactical and operational assets and groupings to function generally as they were designed, with their intent to meet the needs of the JFC while maintaining the tactical and operational integrity of their Service organizations.

The primary mission of the MAGTF ACE is the support of the MAGTF ground combat element; therefore, the MAGTF commander retains operational control of organic air assets. During joint operations, MAGTF air assets normally support the MAGTF mission. The MAGTF commander makes sorties available to the JFC for tasking through the joint force air component commander (JFACC), for air defense, long-range interdiction, and long-range reconnaissance. Sorties in excess of MAGTF direct support requirements are provided to the JFC for tasking through the JFACC for the support of other components of the joint force or the joint force as a whole.

When deployed during major operations and contingencies, responsibility for command, control, and scheduling of assigned OSA units and detachments resides with the Marine Corps forces component commander. Further, JP 3-17, *Air Mobility Operations*, states, "Within a theater, OSA assets and their scheduling should reside with their respective Service component and may be made available for tasking at the [combatant commander's] direction."

Marine Corps Warfighting Publication (MCWP) 3-40.8, *Marine Corps Componency*, explains how MAGTFs are employed in a joint environment. Marine Corps OSA units and detachments should be attached to the ACE to provide direct support to the MAGTF. Attaching OSA assets within the MAGTF ACE provides flexibility in filling high priority and short notice missions without having to compete with the airlift needs of other Services. This also ensures that MAGTF lift requirements are met first and that sorties in excess of MAGTF direct support requirements are provided to the JFC for tasking through the JFACC.

Scheduling of OSA is assigned to the ACE Air Transportation Coordination Office (ATCO) officer in charge (OIC). In addition to subject matter expertise in the Marine fixed-wing transportation mission, wing ATCO OICs are well versed in International Civil Aviation Organization requirements and diplomatic clearance requirements and arrangements, and they can assist Marine Corps OSA units in coordinating all operations. The ATCO OIC ensures OSA missions are published in the air tasking order. To the maximum extent possible and within mission constraints, ATCO OICs and OSA aircraft ensure that any available seating is made available for passengers.

Figure 2-1, on page 2-2, depicts potential command relationships of a deployed Marine Corps OSA detachment attached to the ACE. The requirements for fuel, billeting, support equipment, and office/hangar space are best met by the ACE. The Marine Corps OSA detachment's requirements for contract support logistics, fuel accounting, and other administrative needs typically remain the responsibility of the parent command.

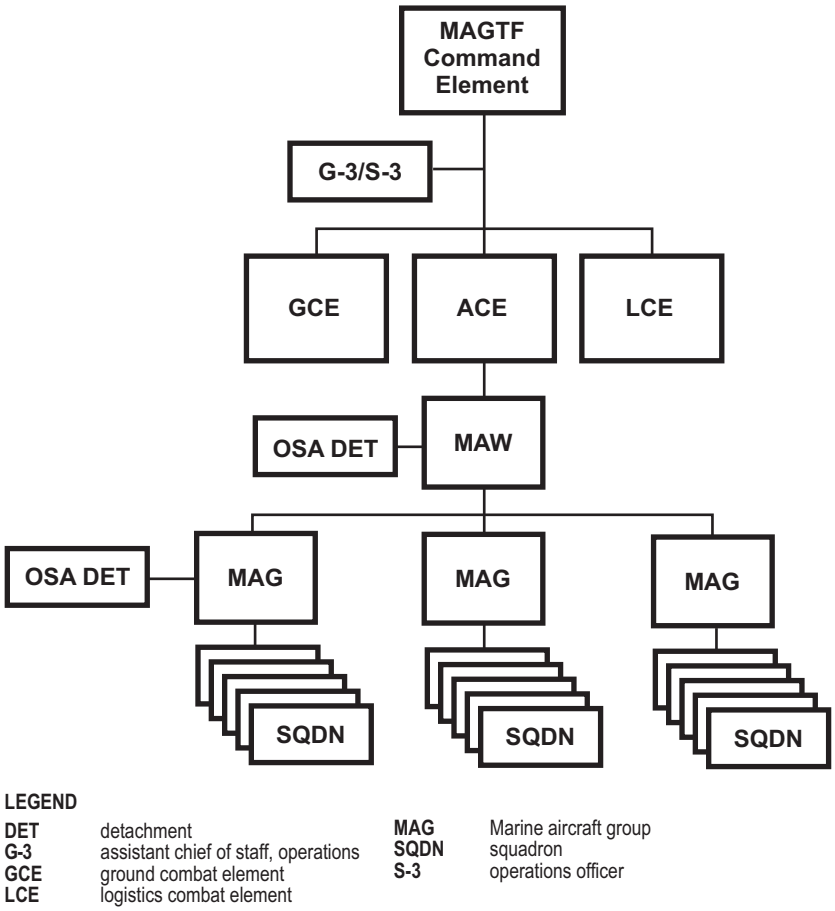

Figure 2-1. Command Relationships of Operational Support Airlift Detachments to the MAGTF.

The Marine Corps OSA priority of employment in war is to support the Marine Corps component commander and forward-deployed MAGTFs. Operational support airlift assets are available to the Marine Corps component commander as is any other Marine Corps aviation asset. The Marine Corps component or MAGTF commander should request OSA support as early as possible during the operational planning process.

A Marine Corps OSA detachment can be part of a force list to a joint task force (JTF) that does not require a Marine Corps component. In situations where a Marine Corps OSA asset deploys, its mission and tasking execution remain the same. Location, attachment, and command relationships of these assets are at the discretion of the JTF commander. It is recommended that tasking authority should reside with the operations directorate section of the JTF and, specifically, in the air cell if one is staffed. Figure 2-2 provides a notional structure of OSA assets in support of the JTF commander in order to best meet the needs of the commander and the mission.

CONUS and OCONUS Exercise Support

Marine commanders regularly request Marine OSA to support CONUS and outside the continental United States (OCONUS) deployments and/or exercises. This provides MAGTF staffs and OSA exercise participants with valuable training. Marine Corps OSA support is routinely provided for predeployment training

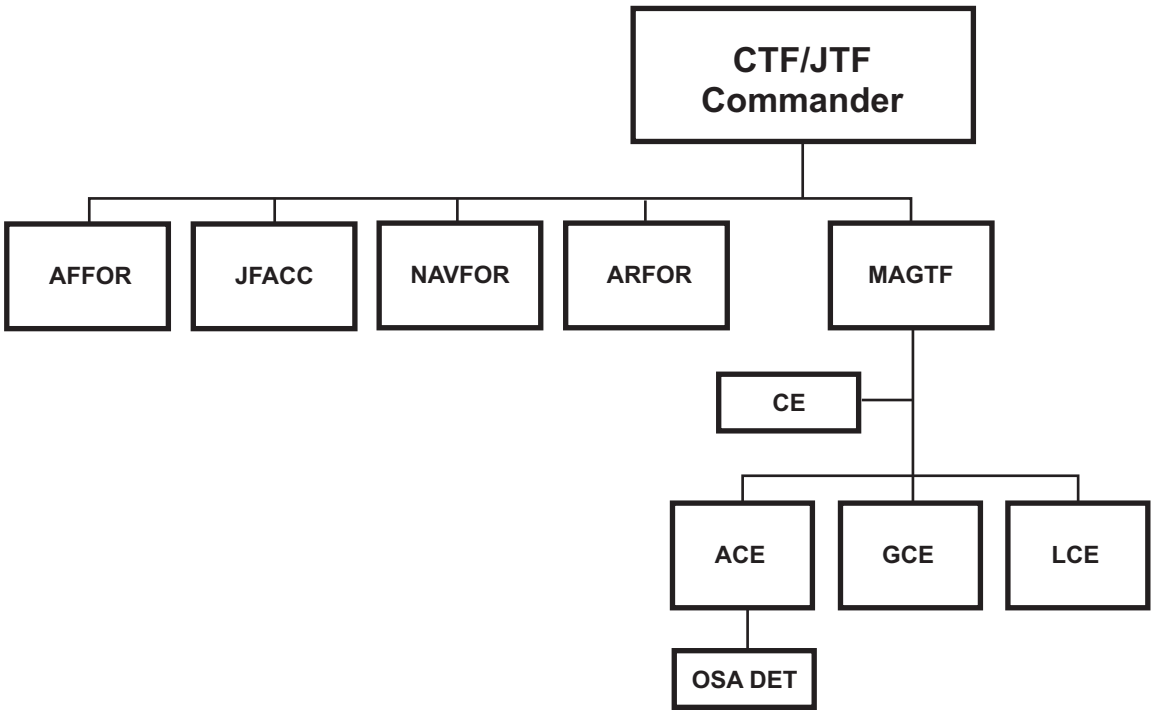

Figure 2-2. Notional Structure of Marine Corps OSA Detachment in Support of the JTF Commander.

program exercises and Marine Aviation Weapons and Tactics Squadron-1 classes. Marine Corps OSA support in predeployment training exercises can be used for extended periods of time and reserved solely for the use of the requesting unit in these cases. Requests for these extended OSA missions are forwarded in the same manner as any other OSA requirement. Requesting units must submit a standard naval message to Commandant of the Marine Corps, Washington, DC (Aviation Manpower and Support [referred to as Code ASM]) requiring dedicated support for the duration of the exercises. Headquarters, Marine Corps (HQMC) Aviation Support Coordination Office (ASCO) will coordinate with the appropriate Marine Corps forces to provide dedicated exercise support.

Using OSA in this manner maximizes its usefulness for the MAGTF commander and enhances training effectiveness by freeing up tactical air assets from time consuming and inopportune logistical demands not directly related to the tactical requirements of the exercise. It also serves to expose operators to OSA units and educates them on OSA's important role in support of the MAGTF.

It is imperative that exercise employment of OSA clearly reflects and supports its ultimate wartime role. Proper utilization of OSA assets must continue to be the benchmark of their employment.

CONUS Command and Scheduling

Active duty Marine Corps OSA units based in CONUS are in the supporting establishment chain of command. Operational support airlift

units report first to their respective air station or air facility. The next higher echelon of command is the Marine Corps bases, followed by Marine Corps forces. These command arrangements are exceptions to the normal squadron-group-wing model familiar to most Marine Corps aviation staffs and planners. Reserve Component OSA units are assigned directly to 4th MAW and do not report to Reserve Component Marine aircraft groups.

Since 1995, CONUS scheduling of all DOD OSA assets is consolidated under USTRANSCOM management. The USTRANSCOM maintains and utilizes the Joint Operational Support Airlift Center (JOSAC) to maximize the efficient use of available CONUS OSA assets, regardless of Service, to support joint requests for airlift. Requests from all Services are prioritized based on mission impact and not specifically on the rank of the requestor. Those requests that can be met with available OSA assets are supported. The JOSAC attempts to optimally program, schedule, modify, and track CONUS OSA missions.

Department of Defense Instruction (DODI) 4500.43, *Operational Support Airlift (OSA)*, establishes the JOSAC as the sole DOD CONUS OSA scheduler and describes in detail the requirements and procedures for obtaining and utilizing OSA support. Marine Corps Order (MCO) 4631.10A, *Operational Support Airlift Management*, amplifies the policies of DODI 4500.43 and provides further details on the procedures for the operation and management of Marine Corps-specific OSA aircraft. All OSA requests are originated on a standard DD [Department of Defense] Form 2768, *Military Air Passenger/Cargo Request* (see app. C).

During CONUS employment, per DODI 4500.43, Marine Corps OSA assets are operationally controlled by Marine Corps units, and these units provide sorties to JOSAC for scheduling. Once the Marine Corps OSA asset is assigned to a JOSAC mission, JOSAC schedulers can request a change to the mission to support higher priority JOSAC lifts from that Marine Corps OSA unit's commanding officer.

> *Note: In accordance with the Office of the Chief of Naval Operations Instruction (OPNAVINST) 3710.7,* NATOPS General Flight and Operating Instructions*, the only officer who can authorize a change to the flight schedule is the unit commanding officer or designated representative.*

Therefore, JOSAC schedulers should wait until Marine Corps OSA aircraft arrive at the previously scheduled destination to ask Marine Corps pilots to change the next leg of the mission. Marine Corps aircrews must be given the opportunity to conduct mission planning and operational risk management if they agree to changes in the assigned mission.

Requests for OSA airlift by Marine Corps units are forwarded to one of several validating activities depending on the status and/or geographical location of the requesting unit (see fig. 2-3). Active Component OSA requests originating from the National Capital Region are forwarded to the HQMC ASCO (Code ASM-41). Additionally, all requests for CONUS to OCONUS travel, round trip inclusive, are handled by the HQMC ASCO (Code ASM-41). Finally, all requests to move Marine Corps bands shall be coordinated through the HQMC ASCO (Code ASM). Active Component OSA requests originating from east of the Mississippi River are forwarded to Commanding General, Marine Corps Installations East, G-3 ATCO. Active Component OSA requests originating from west of the Mississippi River are forwarded to Commanding General, Marine Corps Installations West, G-3 ATCO. Operational support airlift requests originating from Marine Corps bases and stations in Japan are forwarded to the MCBJ G-3 ATCO. Reserve Component OSA requests originating from United States Marine Corps Forces Reserve are forwarded directly to the 4th MAW ATCO. Appendix D lists pertinent contact information for OSA scheduling.

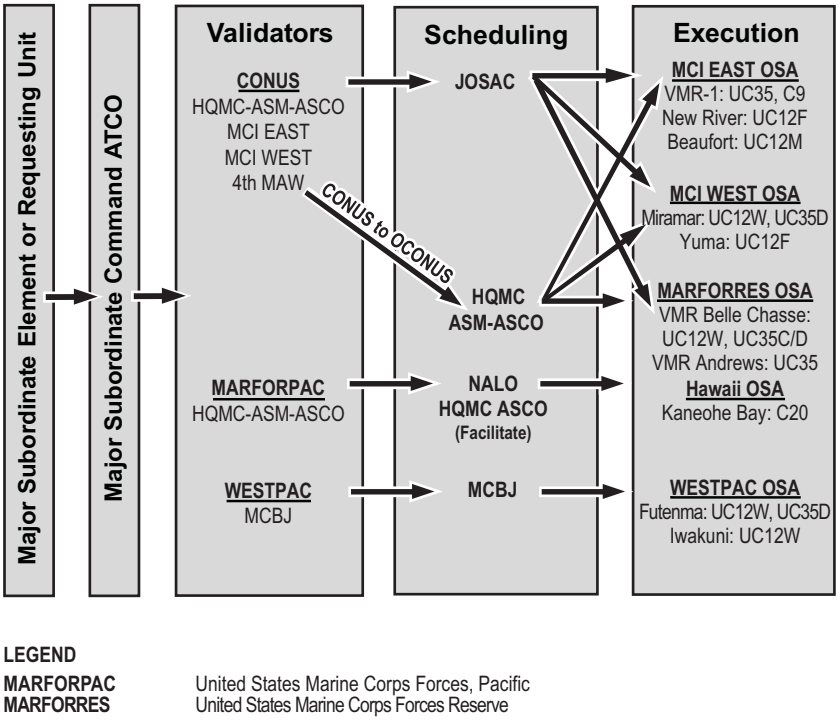

Figure 2-3. OSA Request, Validate, Schedule, and Execute Concept.

After review and approval by the corresponding validating activity, CONUS OSA requests are forwarded to the JOSAC via the automated joint air logistic information system (JALIS) for processing. The JOSAC reviews the request to ensure proper utilization in accordance with established DODDs. It will then assign the lift to a DOD OSA unit.

Note: JOSAC does not schedule OCONUS Marine Corps OSA airlift missions.

Should Marine Corps OSA detachments deploying to a major operation (e.g., OEF) require Marine Corps C-9B lift, the OSA detachment OIC and the Marine Corps OSA unit commanding officer should coordinate with HQMC ASCO (Code ASM-41) via the chain of command for validation of all airlift requests and processing of the flight advisory.

In case of contingency operations in CONUS, Marine Corps OSA units may continue to be scheduled through the USTRANSCOM JOSAC. In this event, Marine Corps personnel must ensure the proper validation of all requests and airlift missions in direct support of operational forces engaged in combat, contingency, or peacekeeping operations directed by the President and/or the Secretary of Defense or for emergency lifesaving purposes. These airlifts will be justified using high priority, urgency, justification, and category (PUJC) codes to ensure dedicated support. The JOSAC will continue OSA scheduling for the duration of the contingency. A key to dedicated support is constant coordination between ASCO, ATCOs, and JOSAC schedulers. The OSA missions should continue to be assigned via JALIS. However, should the nature of the crisis or emergency preclude scheduling of Marine Corps OSA aircraft by the JOSAC, Marine Corps OSA should be attached to the MAGTF or Marine Corps forces and scheduled through the ACE staff.

Compliance with DODI 4500.43 provides visibility and scheduling efficiency across all DOD Service OSA units and can reduce empty aircraft flights by ensuring OSA aircraft carry passengers

from the point of origin until return to base. Should conflicts or policy issues arise, Marine Corps OSA unit commanders may address questions to the HQMC ASCO (Code ASM-41) via the chain of command. The ASCO is experienced in policy application and can provide recommendations and support for all Marine Corps OSA users and operators.

Western Pacific Scheduling

Marine Corps OSA units based in WESTPAC are in the supporting establishment chain of command of MCBJ, reporting to Marine Corps air stations or air facilities.

The OCONUS WESTPAC Marine Corps OSA scheduling and command relationships are separate from the CONUS process. The MCBJ G-3 air cell ATCO is the OSA scheduling authority for Marine Corps OSA requests originating from WESTPAC. These requests are not forwarded to the JOSAC. The requests are processed entirely by the MCBJ ATCO. The ATCO performs validating and scheduling and is the final validating authority for OSA requests generating from WESTPAC Marine Corps commands, with the exception of heavy lift requirements. The MCBJ ATCO will be guided in his/her duties by DODI 4500.43, DODD 4500.56, MCO 4631.10A, and local standing operating procedures and directives.

Note: All Marine Corps OSA schedulers and validators are guided by DODI 4500.43 and DODD 4500.56.

C-20G Scheduling

A 2001 memorandum of understanding between the Deputy Commandant for Aviation and Commander, Naval Air Force Reserve governs MCAF Kaneohe Bay C-20G scheduling. Additionally, C-20G scheduling has been modified by a 2010 Deputy Commandant for Aviation memorandum for scheduling of the Marine C-20G.

The Deputy Commandant for Aviation established the requirement to provide a C-20G aircraft in order to support Commander, United States Marine Corps Forces, Pacific's (COMMARFORPAC's) area of operations. This aircraft also supports Commander, MARFORCENT by transporting him/her between and within theaters of war. The HQMC ASM serves as verifier for all Marine Corps flag officer and Senior Executive Service personnel lift requests and manages all Marine Corps OSA policy issues.

The flight scheduling of the MCAF Kaneohe Bay C-20G aircraft for movement of passengers and cargo is coordinated by the Navy Air Logistics Office (NALO). The mission of NALO is to enhance combat capability by scheduling fleet air logistic assets worldwide in a judicious and flexible manner.

The NALO is the central scheduling authority for the movement of passengers and cargo for the MCAF Kaneohe Bay C-20G aircraft. Due to diplomatic clearance lead time considerations, missions supporting United States Marine Corps Forces, Pacific (MARFORPAC) units should be requested a minimum of 45 days prior to the requested departure date. Scheduling will be in accordance with the PUJC codes as established in OPNAVINST 4631.2D, *Management of Department of the Navy (DON) Airlift Assets*. In the event that a higher-priority mission preempts a previously scheduled COMMARFORPAC mission, the HQMC ASCO (Code ASM-41) will notify COMMARFORPAC. All other missions will be scheduled not earlier than 21 days prior to the requested departure date and will comply with all DOD directives and OPNAVINSTs. In accordance with current NALO business practices, once scheduled, a lift will not normally be preempted except by a lift with a higher PUJC.

MCAF Kaneohe Bay will provide NALO C-20G availability for tasking consistent with local maintenance availability and local training requirements through JALIS or its designated replacement scheduling program.

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CHAPTER 3
PLANNING AND EMPLOYMENT CONSIDERATIONS

General Planning Considerations

Marine Corps OSA aircraft are significantly different from Marine Corps tactical assault support aircraft. Employment plans for a Marine Corps OSA unit or detachment in a theater of war or area of operations must account for OSA aircraft strengths and limitations.

Marine Corps OSA aircraft are commercial, off-the-shelf aircraft certified by the FAA, with military upgrades to enhance tactical communications and aircrew/aircraft survivability. The aircraft are inexpensive to operate and easy to maintain, and they historically have high mission capability rates and dispatch reliability. The conduct of operations in support of OIF, OEF, and Combined Joint Task Force-Horn of Africa has driven the requirement to install government-furnished military communications radios capable of being encrypted for secure communications, Mode IV and V identification, friend or foe (IFF) transponders, and ASE.

Operational support airlift aircraft require less maintenance than tactical aircraft and can be deployed away from their home base on relatively short notice for long periods of time. This responsiveness provides MAGTF planners with flexibility in terms of scheduling and basing detachments, provided OSA operations will be conducted in low threat environments. If the OSA detachment is required to be forward deployed near potential threats, force protection measures must address security considerations at the base, in billeting, and in air operations. The MAGTF planners should avoid scheduling Marine Corps OSA assets in a predictable and repetitive manner (i.e., same routes, same time every day) as a way to simplify air tasking order productions. Scheduling missions at night should be considered to complicate enemy antiaircraft visual target acquisition.

Air planners should also consider the strengths of each OSA aircraft. The relative strength of a jet like the UC-35D is high true airspeed (400 knots plus); therefore, it has the ability to cover distances rapidly. The strength of a turboprop aircraft like the UC-12W is its ability to lift larger payloads over short distances more efficiently than the jet, where the turboprop speed limit of 280 knots is not the limiting factor. Planners should seek to use these complementary capabilities by assigning aircraft like the UC-12W to make short-haul lifts between forward bases and airports of debarkation, while using the speed of the UC-35D for longer distance missions. This optimizes the capabilities of each aircraft and allows assignment of subsequent missions within a crew duty day.

Marine Corps OSA aircraft equipped with ASE have protection against personally-carried, surface-to-air infrared missiles. However, even when equipped with ASE, Marine Corps OSA aircraft are vulnerable to enemy air-to-air and surface-to-air threats. The OSA aircraft are not designed to operate against enemy integrated air defense systems. The MAGTF planners should

account for these limitations by assigning Marine Corps OSA missions in low threat environments where the combatant commands or the MAGTF have established air supremacy or air superiority, where enemy integrated air defenses have been defeated or suppressed, and where airfields intended for use are not within the range of known enemy fires.

Enhancement of MAGTF Operations

While conducting air logistic support operations, OSA significantly enhances the MAGTF commander's transportation capabilities in the following ways:

- Conducting air logistic support operations between and within theaters of war, under most weather conditions.
- Influencing the operating tempo of friendly operations by moving key personnel throughout the theater and through enhanced C2 and communications systems.
- Moving high priority tactical and support personnel and cargo over great distances.
- Enhancing the C2 process and communications system support.
- Moving high priority supplies and equipment necessary to sustain combat power and assets.
- Moving critical repair parts quickly to increase or sustain the combat power and efficiency of the force.
- Conducting casualty evacuation and personnel replacement operations.
- Operating at low cost.
- Possessing exceptionally high mission reliability rates.
- Requiring low maintenance-hours per flight hour.
- Providing efficient, commercially-based aircrew transition training.
- Deploying a small logistic footprint.
- Displaying an unassuming profile at foreign airports.

Limitations and Other Considerations

When planning Marine Corps OSA aircraft detachment employment, the MAGTF commander should be aware of the following operating limitations of the aircraft:

- Vulnerable to air-to-air threats and surface-to-air antiaircraft artillery fires.
- Limited organic logistic resources:
  - Limited fly-in support package parts and consumables.
  - Access to theater airports of debarkation to receive parts from CONUS is required.
- No food service or water storage capability. Food service is required to support 24-hour operations.
- Limited capability to secure proposed assembly areas requires:
  - Established bases with force protection capabilities.
  - Collocation with appropriate security forces.
- Limited Class III bulk capacity, theater support is required.
- Contracted logistics support (CLS) airframe and powerplant (A&P) mechanics are required:
  - Civilian employees trained to work on OSA aircraft.
  - Depending on the contract that the Government obtains for support, maintainers may have limits regarding the operating environments and threats in which they can operate.

Other considerations are as follows:

- Although capable of responding with minimal notification, OSA missions should allow for adequate planning and coordination time to capitalize fully on OSA capabilities.
- Adverse environmental conditions (e.g., high temperatures, high density altitudes, sand storms, zero-zero ceiling, visibility weather conditions) may reduce the aircraft maximum payload and range capabilities or preclude crews from performing missions.

- Terrain and aircraft performance may limit the availability of adequate airfields. Obstacles in the immediate vicinity of an airfield may exceed aircraft ability to climb or descend safely, in spite of adequate runway length available to conduct air operations.
- Marine Corps OSA detachments must be staffed in order to conduct 24-hour operations. For a light lift OSA detachment (UC-12W, UC-35D), the following guidelines apply:
  - For a single aircraft detachment: five pilots and two transport aircrew enable three sorties in a 24-hour period.
  - For a two-aircraft detachment: seven pilots and three transport aircrew enable six sorties in a 24-hour period.
  - Up to five CLS A&P mechanics are required to support a Marine Corps OSA detachment.
- For intertheater missions with C-9B or C-20G aircraft, flight crews may be augmented to extend the crew duty day, but Naval Air Training and Operating Procedures Standardization (NATOPS) crew rest requirements will call for additional crew rest after the aircraft reaches its destination at the end of the extended crew duty day. Consult the specific NATOPS for augmented crew operations and crew duty day discussion.
- If the aircraft is deployed a significant distance from commercially accessible fields or USTRANSCOM theater aerial ports of debarkation, the speed of spare parts delivery to a forward-deployed OSA detachment can increase the time the aircraft is not mission capable.

Training

The goal of Marine Corps aviation is to attain and maintain combat readiness to support expeditionary maneuver warfare while conserving resources. Aircrew training for each Marine Corps OSA aircraft type is governed by that model's training and readiness (T&R) manual as specified in the following Navy/Marine Corps departmental publications (NAVMCs):

- NAVMC 3500.31A, *C-9B Training and Readiness (T&R) Manual*.
- NAVMC 3500.92, *UC-35C/D T&R Manual*.
- NAVMC 3500.93, *UC-20G Training and Readiness (T&R) Manual*.
- NAVMC 3500.102, *UC-12W T&R Manual*.

The standards established in the T&R program are validated by subject matter experts to maximize OSA combat capabilities. The T&R standards define and describe Marine Corps OSA unit capabilities and individual requirements that aircrews require in order to attain and maintain proficiency in mission skills and combat leadership.

Marine Corps OSA pilots train to accomplish the wartime OSA mission. Marine Corps OSA pilots usually have more than two tours in the Marine Corps operating forces with duty involving flight operations. The OSA aircrew training progression is based on FAA-approved ground school and simulator training, followed by core skills and mission skills training at their units. The OSA pilots receive aircraft training (T&R 1000 phase) in contract civilian training courses. Contract training includes systems and aeronautical ground school, followed by a simulator syllabus. The T&R 2000 core skill phase training, 3000 mission skill phase training, 4000 core plus phase training, 5000 instructor phase training, and 6000 phase NATOPS and instrument qualification training are conducted in the OSA unit at the home station.

This training continues in MAGTF exercises and at weapons schools such as Marine Aviation Weapons and Tactics Squadron-1. The OSA aircraft and crews also fly in support of named exercises, which gives the MAGTF staff experience in using OSA and exercising command and control while training OSA units to support MAGTF operations.

Deployment Planning

The recommended Marine Corps OSA detachment structure for deployment is based on past operational deployments. For light-lift detachments (UC-12W, UC-35D), a single aircraft needs five pilots, two enlisted transport aircrew, and one Marine operations clerk with military occupational specialty 7041. For a two-aircraft detachment, seven pilots, three aircrew, and two operations clerks are needed. Marine Corps OSA detachment aircraft maintenance is performed by CLS A&P mechanics. The CLS maintenance team consists of three to five A&P mechanics (each has security clearances and training to support military radios and ASE); this includes ordnance loading and unloading of ASE expendable munitions. When communications security is required by operations, the detachment must include the capability for electronic key management systems (EKMSs); this includes having a secure safe, an EKMS custodian, and a Marine avionics maintainer who is trained and certified to maintain the controlled materials account and to encode aircraft transponders and encrypt radios (see MCO 2281.1, *Electronic Key Management Systems [EKMS] Policy*).

Due to the limited manpower assigned, Marine Corps OSA detachments are assigned to established bases, stations, or expeditionary airfields where the MAGTF ACE can provide adequate administrative support, information technology connectivity, maintenance support, and overall security. This does not relieve the Marine Corps OSA detachment of responsibilities for information technology connectivity, maintenance support, and overall security. Detachment personnel must have a plan for these functions.

Marine Corps OSA units are prepared to deploy, in part or in whole, with minimal notification. An up-to-date and current deployment plan is vital for successful OSA mission accomplishment. The following list of deployment planning considerations is not all-inclusive; it should be reviewed regularly and revised as necessary. Contract maintenance plays a substantial role in the success of any Marine Corps OSA detachment and should be included in all phases of planning. Often, CLS requirements will drive the deployment timeline depending on the austerity of the proposed site, ground support equipment availability, and availability of military airlift support for the deployment into or out of theater. Additionally, personnel associated with contract support must be trained and provisioned as outlined in the following functional areas:

Administration, S-1

- Funding.
- Orders (US, North Atlantic Treaty Organization, and allied countries status-of-forces agreements).
- Passports and visas.
- Generation and receipt of message traffic (to contain specific command relationship instructions with the gaining force commander).
- Appropriate unit diary entries.
- Mail/deployment addresses.
- Record of emergency data/casualty assistance call officer notification procedures.
- Diplomatic clearances.
- Country clearances.
- Wills and powers of attorney.
- Identification cards or security badges for contract support personnel.
- Identification tags.
- Transportation arrangements for advance party personnel.

Intelligence Coordination, S-2

- Predeployment training (e.g., antiterrorism, force protection, rules of engagement).
- Verification of proper security classification requirements/levels.
- Threat analysis; isolated personnel report cards; survival, evasion, resistance, and escape training/briefs.
- Maps and charts for transit and the deployed operational area.

- Method for securing and safeguarding classified information, EKMS encryption devices, EKMS data, and ASE data management.
- Standard operating procedures for disseminating enemy threat and force protection information to detachment personnel.

Operations, S-3

- Letter of instruction/operation order production and submission.
- Policies (e.g., standing operating procedures, mishap reporting, supporting and supported requirements).
- Flight operations planning and scheduling:
  - Predesignated aircrews (i.e., pilots, transport aircrew, and mechanics).
  - Aircrew training.
  - Flight planning (e.g., optimum path aircraft routing system, reduced vertical separation minimum/required navigation performance requirements, radio compatibility, weather, maintenance sites en route, fuel availability/payment en route).
  - Accounting/reporting of flight hours and fuel usage.
  - Flight publications for the en route phase and theater/country requirements.
- Mission planning (e.g., aircraft routing, diplomatic clearance, overflight clearance).
- After action report production, submission, Marine Corps lessons learned submission.
- C-9B/KC-130 lead/trail maintenance support.
- Integration into gaining command:
  - ACE ATCO assigned to be tasking authority of Marine Corps OSA detachment.
  - Liaison with the combined air operations center/ATCO for inclusion on air tasking order and operational tasking.
- Aircrew qualification/predeployment survival training/weapons cargo door and material handling training.

Logistics and Supply, S-4

- Personal gear and required combat equipment.
- Required chemical, biological, radiological, and nuclear (CBRN) protective equipment.
- Embarkation planning.
- Time-phased force and deployment data.
- External agency lift in support of embarkation:
  - Marine Corps C-9B or KC-130J.
  - Materials handling equipment for pallet offload at the aerial port of debarkation (as required).
- Facilities in theater (e.g., billeting, messing, work spaces, vehicles).
- Weapons, force protection, aircraft security.
- Crew and maintenance transportation requirements (i.e., availability, contracting, or foreign license/driver training).
- Power sources and compatibility for electronics (i.e., alternating current, dry cell battery, solar power generation, and traditional electric power generators).
- Iridium satellite and/or host nation cellular telephone services.
- Base radio and antennas.
- Commercial package carrier availability/account establishment.
- Landing/parking fees, aircraft servicing fees, and payment capability.
- Fueling considerations.
- Class III supplies (i.e., petroleum, oils, and lubricants).
- Office supplies.

Safety and Standardization

- Operational risk management, crew resource management, airfield site survey, and pre-mishap plan.
- Crew rest issues associated with time zone changes.
- Marine Corps OSA detachment must have at least one NATOPS instructor and one instrument flight board member.
- Unit NATOPS program and aircrew must have current NATOPS inspections; comply with the guidance and provisions of OPNAVINST 3710.7; and comply with appropriate type, model, and/or series flight manual/pointer manual/original equipment manufacturer operators manual.

Maintenance

- Contracting officer's representative for CLS contract administration.
- Aircraft CLS maintenance contract support:
  - CLS civilian mechanics travel and remain with deployed aircraft.
  - Work visas, passports.
  - Immunizations.
  - Required personal protective and CBRN equipment.
- Parts supply:
  - Replacement/repair parts fly-in support package.
  - Commercial package carriers/freight forwarding locations.
  - USTRANSCOM/Air Mobility Command theater aerial ports of debarkation.
- Hangars and work spaces.
- Hazardous materials requirement (i.e., spill, storage, and waste disposal).
- Ordnance ready service locker requirements.
- EKMS/communications security storage requirements.
- Ground support equipment (e.g., tugs, tow bars, power carts).
- Specific support equipment (e.g., test sets, aircraft specific tools).
- Flight equipment (e.g., rafts, headsets, anti-exposure suits, emergency radios, personal survival equipment vests).
- Funding constraints/restraints with contractor (e.g., per diem limitations).

Communications, S-6

- Secure detachment communications for telephones and computers.
- Printers, computers, and internet connectivity.
- Connectivity to tactical air control center.
- Connectivity to MAW/ACE ATCO.
- Connectivity to Theater Battle Management Core System.
- C2 connectivity to MAGTF ACE.
- Connectivity to NIPRNET [Nonsecure Internet Protocol Router Network] and SIPRNET [SECRET Internet Protocol Router Network].
- Provisions for SVOIP/VOIP [Secure Voice Over Internet Protocol/Voice Over Internet Protocol].
- Secure video teleconference capability.

Note: Use of secure information technology devices and EKMS assumes the Marine Corps OSA detachment is working from a secure allied or US-held airfield. Security of these devices must be ensured, to include arrangements for secure storage en route to the operational area and on base in theater.

Medical

- Records screening.
- Medical predeployment briefing and first aid pack-up.
- Personal immunizations, to include CLS civilian contractors.
- Corpsman or flight surgeon to accompany or augment the Marine Corps OSA detachment (alternative: ensure access to same under the existing structure within the operational area).
- Coordination for detachment personnel to have access to medical facilities.
- Other predeployment medical requirements.

APPENDIX A
OPERATIONAL SUPPORT AIRLIFT AIRCRAFT

Contents

UC-12F/M King Air

The UC-12 aircraft (both F and M models) is the military version of the Beechcraft BE-200 King Air. This workhorse of the OSA fleet is an all-metal, low-wing, T-tail, twin-engine turboprop, pressurized aircraft.

Note: UC-12F and UC-12M do not have radios that can be encrypted. The aircraft are not equipped with IFF transponders capable of Mode IV and Mode V transmissions or aircraft survivability equipment. The aircraft and crews can provide support in CONUS or execute missions with allied nations where they will not be exposed to hostile fire.

Passenger/cargo load	7 passengers with 400 pounds cargo
Range	1,100 nautical miles
Speed	Cruises at 270 knots
Maximum takeoff weight	12,500 pounds
Ceiling	29,000 feet (limited due to RVSM [reduced vertical separation minimum])
Maintenance	Contractor supported
Power plant	Two Pratt and Whitney PT6A-41/42 turboprop engines
Thrust	850 shaft horsepower (each engine)
Length	43 feet 10 inches
Height	14 feet 6 inches
Wingspan	54 feet 6 inches

UC-12W King Air

The UC-12W aircraft is the military version of the Beechcraft BE-350ER Super King Air. This aircraft replaces the legacy UC-12F/M aircraft, and it is faster, more capable, and has greater payload and range than the legacy UC-12 models. All UC-12W aircraft are equipped with a Mode V capable transponder, ARC-210 with encryption capability, HF radio, TACAN [tactical air navigation], and aircraft survivability equipment.

This aircraft can be deployed and used in support of MAGTF operations. It is designed for intratheater light lift missions and is protected with ASE. The aircraft and crews are capable of working within the MAGTF C2 architecture.

Passenger/cargo load	8 passengers with 500 pounds cargo
Range	1,500 nautical miles with wing tank fuel 2,000 nautical miles when equipped with extended range fuel tanks
Speed	Cruises at 280 knots
Maximum takeoff weight	16,500 pounds
Ceiling	35,000 feet
Maintenance	Contractor supported
Power plant	Two Pratt and Whitney PT6A-60A turboprop engines
Thrust	1050 shaft horsepower (each engine)
Length	46 feet 8 inches
Height	14 feet 4 inches
Wingspan	57 feet 11 inches

UC-35C/D Citation/Encore

The UC-35 is a medium-range jet aircraft. It is a commercial, off-the-shelf version of the Cessna Citation 560 Ultra V (UC-35C) or Encore (UC-35D) twin-engine aircraft. The military version includes a wider door, Mode IV capable IFF transponder, AN/ARC-210 satellite communications with embedded encryption (KY-58 capable), DAMA [demand assigned multiple access] modem radio, high frequency radio, and flight phone. Six of the UC-35D aircraft are equipped with ASE. When equipped with ASE, the aircraft is deployable and can provide high speed intratheater light lift.

This aircraft can be deployed and used in support of MAGTF operations. UC-35D aircraft and crews are capable of working within the MAGTF C2 architecture.

Passenger/cargo load	7 passengers with 300 pounds cargo
Range	1,400 nautical miles
Speed	Cruises at 400 knots
Maximum takeoff weight	16,500/16,630 pounds
Ceiling	45,000 feet
Maintenance	Contractor supported
Power plant	Pratt & Whitney JT15D-5D/PW535A
Thrust	3,045/3,400 pounds (each engine)
Length	48 feet 9 inches
Height	15 feet
Wingspan	52 feet 2 inches

C-9B Skytrain

The C-9B is a twin-engine, T-tailed, medium-range, swept-wing jet aircraft that is the military version of the McDonnell Douglas DC-9. The Marine Corps operates two C-9B aircraft, which were introduced in 1975. The C-9B Skytrain is used for fleet logistic support and intertheater and intratheater airlift.

The C-9B is not equipped with ASE and must limit operations to avoid threats.

Passenger/cargo load	Passenger configuration: 90 passengers with no pallets. All cargo configuration: 6 pallets (20,000 pounds)
Range	More than 1,739 nautical miles, but with very limited useful load. Can range Hawaii from California with 20 passengers.
Speed	Cruises at 438 knots
Maximum takeoff weight	108,000 pounds
Ceiling	35,000 feet
Maintenance	US Marine Corps
Power plant	Two Pratt and Whitney JT8D-9A turbofan engines
Thrust	14,500 pounds (each engine)
Length	119 feet 3 inches
Height	27 feet 5 inches
Wingspan	93 feet 3 inches

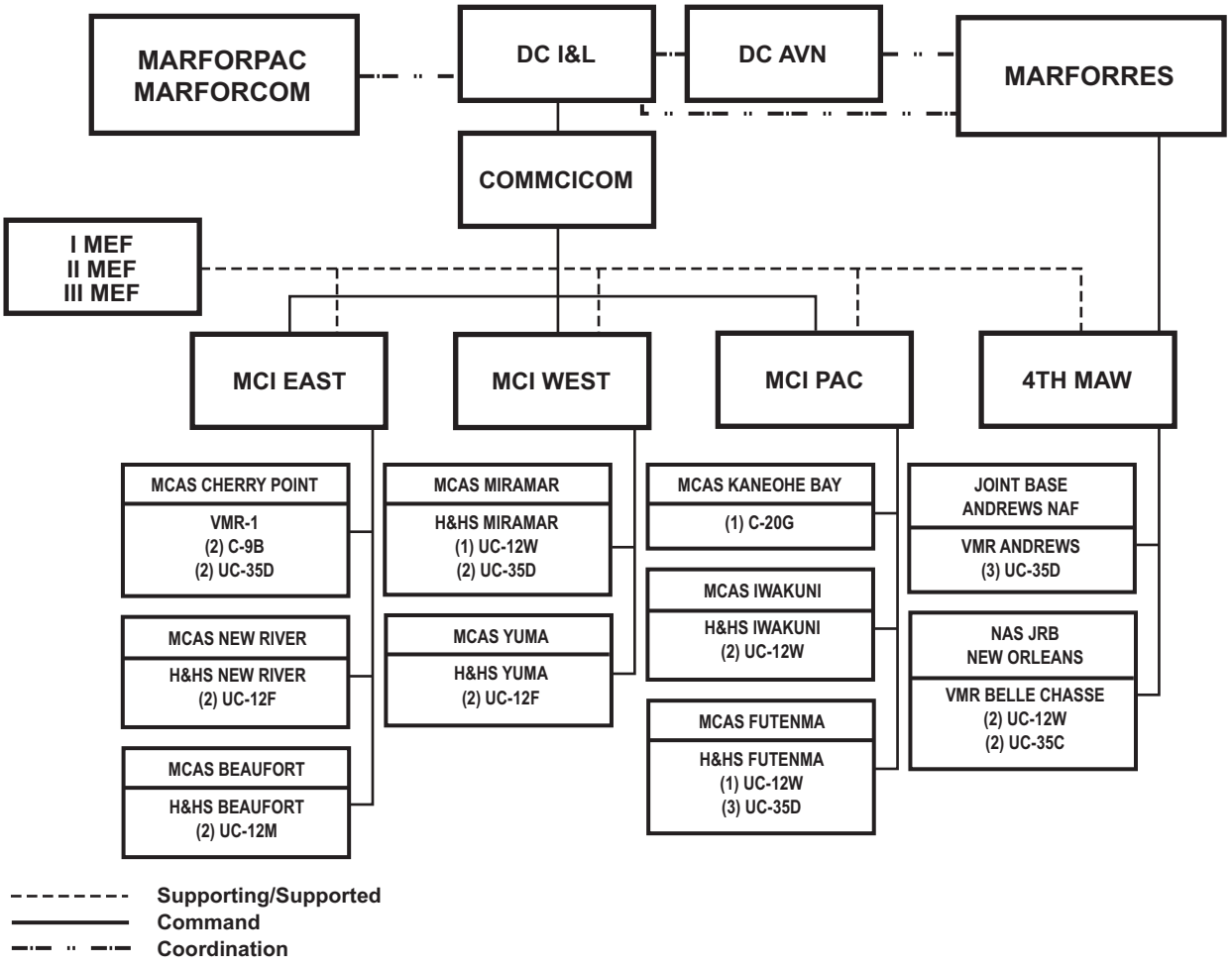
C-20G Gulfstream IV

The C-20G is a Gulf Stream IV aircraft manufactured by the Gulf Stream Aerospace Corporation. The C-20G is capable of all-weather, long-range, high speed, nonstop flights between nominally suited airports and is ASE equipped. The aircraft may be configured for cargo operations, passenger operations, or a combination of both.

The aircraft serves COMMARFORPAC, and Commander, MARFORCENT. It has intercontinental/intertheater range and payload capabilities.

Passenger/cargo load	26 passengers or 6,000 pounds of cargo (other combinations available)
Range	4,220 nautical miles
Speed	Cruises at 460 knots
Maximum takeoff weight	73,200 pounds
Ceiling	45,000 feet
Maintenance	Lear Siegler Inc.
Power plant	Two Rolls-Royce Tay MK611 turbofan engines
Thrust	13,850 pounds (each engine)
Length	88 feet 4 inches
Height	24 feet 6 inches
Wingspan	77 feet 10 inches

APPENDIX B
OPERATIONAL SUPPORT AIRLIFT ORGANIZATIONAL STRUCTURE



LEGEND

COMMCICOM	Commander, Marine Corps Installations Command
DC AVN	Deputy Commandant for Aviation
DC I&L	Deputy Commandant for Installations and Logistics
JRB	joint reserve base
MARFORCOM	United States Marine Corps Forces Command
MARFORPAC	United States Marine Corps Forces, Pacific
MARFORRES	United States Marine Corps Forces Reserve
MCB	Marine Corps base
MEF	Marine expeditionary force
NAF	naval air facility
NAS	naval air station
PAC	Pacific

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APPENDIX C
DD FORM 2768, MILITARY AIR PASSENGER/CARGO REQUEST

MILITARY AIR PASSENGER/CARGO REQUEST

NOTE: Keep this data on file for two years after submission date.

1. SELECT APPLICABLE TRAVEL STATEMENT:

	PRIORITY 1	**Direct support of operational forces** engaged in combat **or** contingency peace-keeping operations directed NCA, **or** for emergency lifesaving purposes.
	PRIORITY 2	**"Required use"** travel **or** compelling operational considerations making commercial transportation unacceptable (within 24 hours). Mission cannot be satisfied by any other mode of travel. Requester should provide a 2-hour window for departure and arrival times to allow consolidation of missions per DoD Directive 4500.43.
	PRIORITY 3	**Official business travel** which when consolidated by JOSAC with other travelers, is more cost effective than commercial air travel or official business travel on previously scheduled missions. Requester **must** provide at least a 2-hour window for departure and arrival times to allow consolidation of missions per DoD Directive 4500.43.

2. PURPOSE OF TRAVEL

a. PUJC CODE	b. COMPLETE MISSION DESCRIPTION
3. TOTAL NUMBER OF PAX	c. PRIORITY 2 COMPELLING CONSIDERATIONS AND REASON COMMERCIAL TRAVEL UNACCEPTABLE

4. SENIOR TRAVELER

a. NAME *(Last, First, Middle Initial)*	b. GRADE/DV CODE	c. DUTY TITLE	d. BRANCH OF SERVICE

5. ADDITIONAL PASSENGERS *(Note: Required only for DV 7 or higher)*

a. NAME *(Last, First, Middle Initial)*	b. GRADE/DV CODE	c. DUTY TITLE	d. BRANCH OF SERVICE

6. DESIRED FLIGHT ITINERARY

	a. DEPARTURE ICAO	b. DEPART DATE/TIME (Z)/MO/YR (+/- 2 hrs) *(Example: 25/1200 DEC 98 (1400))*	c. ARRIVAL ICAO	d. ARRIVE DATE/TIME (Z)/MO/YR (+/- 2 hrs) *(Example: 25/1200 DEC 98 (1400))*
(1) LEG 1				
(2) LEG 2				
(3) LEG 3				

7. COST OF COMMERCIAL TRAVEL *(Transportation, additional per diem, lost time, etc.)*

a. LEG 1	b. LEG 2	c. LEG 3	d. TIMES NO. OF PASSENGERS	e. EQUALS TOTAL COST
				0.00

8. CARGO TRANSPORTATION *(Cargo acceptors and handlers are required at destination airfield.)*

a. CARGO DESCRIPTION

b. LARGEST ITEM DIMENSIONS	c. HEAVIEST ITEM DIMENSIONS/WEIGHT	c. TOTAL WEIGHT	d. TOTAL CUBIC FEET

e. SPECIAL HANDLING REQUIREMENTS *(Explain)*

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9. POINT OF CONTACT *(Must be able to contact traveler(s) before departure and after arrival in case of delay(s) or cancellation(s))*				
	a. NAME *(Last, First, Middle Initial)*	b. GRADE	c. DUTY PHONE *(DSN/Commercial)*	d. AFTER HOURS *(DSN/Commercial)*
(1) DEPARTURE				
(2) ARRIVAL				

10. NON-DV PASSENGERS			
a. NAME *(Last, First, Middle Initial)*	b. GRADE	c. DUTY TITLE	d. BRANCH OF SERVICE

11. REMARKS/ADDITIONAL COMMENTS

12. REQUESTER			
a. NAME *(Last, First, Middle Initial)*	b. GRADE	c. DUTY TITLE	d. OFFICE SYMBOL
e. DUTY TELEPHONE *(DSN/Commercial)*	f. SIGNATURE		g. DATE
h. PLAIN LANGUAGE ADDRESS *(PLAD)*			

13. TRAVEL AUTHORIZING OFFICIAL *(As appointed by Service)*			
a. NAME *(Last, First, Middle Initial)*	b. GRADE	c. DUTY TITLE	d. OFFICE SYMBOL
e. DUTY TELEPHONE *(DSN/Commercial)*	f. SIGNATURE		g. DATE

14. SENIOR TRAVELING PASSENGER *(Signature may not be delegated)*			
a. NAME *(Last, First, Middle Initial)*	b. GRADE	c. DUTY TITLE	d. OFFICE SYMBOL
e. DUTY TELEPHONE *(DSN/Commercial)*	f. SIGNATURE		g. DATE

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APPENDIX D
POINTS OF CONTACT

Validators and Schedulers	Unit Contacts	Model Managers
HQMC ASCO, Pentagon, Washington DC Comm: 703-697-2411/2412 DSN: 227	VMR Andrews JRB Andrews NAF, MD (UC-35D) Comm: 240-857-4281 DSN: 857	C-9B CFLSW NAS JRB Fort Worth, TX Comm: 817-782-7800 DSN: 739
MCI EAST ATCO, MCAS Cherry Point Comm: 252-466-7147 DSN: 582	VMR-1, MCAS Cherry Point, NC (C-9B, UC-35D) Comm: 252-466-5745/4434 DSN: 582	UC-12F/M: CFLSW NAS JRB Fort Worth, TX Comm: 817-782-7800 DSN: 739 USMC Lead: H&HS New River
4th MAW ATCO Comm: 504-678-0535 DSN: 678	H&HS, MCAS New River (UC-12F) Comm: 910-449-6311 DSN: 752	UC-12W (USMCR): VMR Belle Chasse JRB New Orleans, LA Comm: 504-678-3470/3540 DSN: 678
MCI WEST ATCO Camp Pendleton Comm: (760) 763-6408/6409 DSN: 361	H&HS, MCAS Beaufort (UC-12) Comm: 843-228-6303 DSN: 335	C-20G CFLSW NAS JRB Fort Worth, TX Comm: 817-782-7800 DSN: 739
NALO (Schedules USMC C-20G) Comm: 504-678-5831 DSN: 678	VMR Belle Chasse JRB New Orleans, LA (UC-12W, UC-35C) Comm: 504-678-3470 DSN: 678	UC-35C/D: (USMCR) VMR Andrews JRB Andrews NAF, MD Comm: 240-857-4281 DSN: 857
MCI PAC ATCO DSN: 315-645-4035	H&HS, MCAS Yuma (UC-12F) Comm: 928-269-2207/2793 DSN: 269	
USTRANSCOM JOSAC USMC Liaison Comm: 1-800-256-7609 DSN 770-6173	Miramar Flight Division, MCAS, Miramar (UC-12W, UC-35D) Comm: 858-577-4193/6/ DSN 267	
	MCAS Kaneohe Bay (C-20G) DSN: 315-457-1626	
	H&HS, MCAS Futenma (UC-12W, UC-35D) DSN: 315-636-3006	
	H&HS, MCAS Iwakuni (UC-12W) DSN: 315-253-4034	

CFLSW—Commander, Fleet Logistics Support Wing
Comm—commercial
DSN—Defense Switch Network
JRB—joint reserve base
MCAS—Marine Corps air station
NAF—naval air facility
NAS—naval air station
PAC—Pacific
USMC—United States Marine Corps
USMCR—United States Marine Corps Reserve

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GLOSSARY

SECTION I. ACRONYMS AND ABBREVIATIONS

A&P . . . . . airframe and powerplant
ACE . . . . . aviation combat element
ASCO . . . . . Aviation Support Coordination Office (HQMC)
ASE . . . . . aircraft survivability equipment
ATCO . . . . . Air Transportation Coordination Office

C2 . . . . . command and control
CBRN . . . . . chemical, biological, radiological, and nuclear
CLS . . . . . contracted logistic support
COMMARFORPAC . . . . . Commander, United States Marine Corps Forces, Pacific
CONUS . . . . . continental United States

DOD . . . . . Department of Defense
DODD . . . . . Department of Defense directive
DODI . . . . . Department of Defense instruction

EKMS . . . . . electronic key management system

FAA . . . . . Federal Aviation Administration

G-3 . . . . . operations staff officer

H&HS . . . . . headquarters and headquarters squadron
HQMC . . . . . Headquarters, Marine Corps

IFF . . . . . identification, friend or foe

JALIS . . . . . joint air logistic information system
JFACC . . . . . joint force air component commander
JFC . . . . . joint force commander
JOSAC . . . . . Joint Operational Support Airlift Center (USTRANSCOM)
JP . . . . . joint publication
JTF . . . . . joint task force

MAGTF . . . . . Marine air-ground task force
MARFORCENT . . . . . United States Marine Corps Forces, Central Command
MAW . . . . . Marine aircraft wing
MCAF . . . . . Marine Corps air facility
MCBJ . . . . . Marine Corps Bases Japan
MCI . . . . . Marine Corps installation
MCO . . . . . Marine Corps order
MCWP . . . . . Marine Corps warfighting publication

NALO . . . . . Navy Air Logistics Office
NATOPS . . . . . Naval Air Training and Operating Procedures Standardization
NAVMC . . . . . Navy/Marine Corps departmental publication

OCONUS . . . . . outside the continental United States
OEF . . . . . Operation Enduring Freedom
OIC . . . . . officer in charge
OIF . . . . . Operation Iraqi Freedom
OPNAVINST . . . . . Chief of Naval Operations instruction
OSA . . . . . operational support airlift

PUJC . . . . . priority, urgency, justification, and category

S-1 . . . . . personnel officer
S-2 . . . . . intelligence officer
S-3 . . . . . operations officer
S-4 . . . . . logistics officer
S-6 . . . . . communications system officer

T&R . . . . . training and readiness
turboprop . . . . . turbo propeller

US . . . . . United States
USTRANSCOM . . . . . United States Transportation Command

VMR . . . . . Marine fixed-wing transport squadron

WESTPAC . . . . . Western Pacific

SECTION II: DEFINITIONS

aircraft survivability equipment—Equipment designed to make aircraft less vulnerable in threat environments. This equipment provides the operator threat information and countermeasures that may be critical to survival via automatic or manual system operations. Also called **ASE**. (Proposed for inclusion in the next edition of MCRP 5-12C.)

air logistic support—Support by air landing or airdrop, including air supply, movement of personnel, evacuation of casualties and enemy prisoners of war, and recovery of equipment and vehicles. (Proposed for inclusion in the next edition of MCRP 5-12C.)

Air Mobility Command—The Air Force component command of the US Transportation Command. Also called **AMC**. (JP 1-02)

assault support—The use of aircraft to provide tactical mobility and logistic support for the Marine air-ground task force, the movement of high priority cargo and personnel within the immediate area of operations, in-flight refueling, and the evacuation of personnel and cargo. Assault support is one of the six functions of Marine Corps aviation. (MCRP 5-12C)

aviation combat element—The core element of a Marine air-ground task force (MAGTF) that is task-organized to conduct aviation operations.The aviation combat element (ACE) provides all or a portion of the six functions of Marine Corps aviation necessary to accomplish the MAGTF's mission. These functions are anti-air warfare, offensive air support, assault support, electronic warfare, air reconnaissance, and control of aircraft and missiles. The ACE is usually composed of an aviation unit headquarters and various other aviation units or their detachments. It can vary in size from a small aviation detachment of specifically required aircraft to one or more Marine aircraft wings. In a joint or multinational environment, the ACE may contain other Service or multinational forces assigned or attached to the MAGTF. The ACE itself is not a formal command. Also called **ACE**. See also **command element; ground combat element; logistics combat element; Marine air-ground task force; Marine expeditionary force**. (MCRP 5-12C)

casualty evacuation—The unregulated movement of casualties that can include movement both to and between medical treatment facilities. (JP 1-02) The movement of the sick, wounded, or injured. It begins at the point of injury or the onset of disease. It includes movement both to and between medical treatment facilities. All units have an evacuation capability. Any vehicle may be used to evacuate casualties. If a medical vehicle is not used it should be replaced with one at the first opportunity. Similarly, aeromedical evacuation should replace surface evacuation at the first opportunity. Also called **CASEVAC**. (MCRP 5-12C)

classified information—Official information that has been determined to require, in the interest of national security, protection against unauthorized disclosure and which has been so designated. (JP 1-02)

command and control—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. (JP 1-02) The means by which a commander recognizes what needs to be done and sees to it that appropriate actions are taken. Command and control is one of the six warfighting functions. Also called **C2**. (MCRP 5-12C)

command and control system—The facilities, equipment, communication, procedures, and personnel essential to a commander for planning, directing, and controlling operations of assigned and attached forces pursuant to the missions assigned. (JP 1-02)

command element—The core element of a Marine air-ground task force (MAGTF) that is the headquarters. The command element is composed of the commander, general or executive and special staff sections, headquarters section, and requisite communications support, intelligence, and reconnaissance forces, necessary to accomplish the MAGTF's mission. The command element provides command and control, intelligence, and other support essential for effective planning and execution of operations by the other elements of the MAGTF. The command element varies in size and composition; and, in a joint or multinational environment, it may contain other Service or multinational forces assigned or attached to the MAGTF. Also called **CE**. See also **aviation combat element; ground combat element; logistics combat element; Marine air-ground task force; Marine expeditionary force**. (MCRP 5-12C)

continental United States—United States territory, including the adjacent territorial waters, located within North America between Canada and Mexico. Also called **CONUS**. (JP 1-02)

embarkation—The process of putting personnel and/or vehicles and their associated stores and equipment onto ships and/or aircraft. See also **loading**. (JP 1-02)

force protection—Preventive measures taken to mitigate hostile actions against Department of Defense personnel (to include family members), resources, facilities, and critical information. Also called **FP**. (JP 1-02) Actions or efforts used to safeguard own centers of gravity while protecting, concealing, reducing, or eliminating friendly critical vulnerabilities. Force protection is one of the six warfighting functions. (MCRP 5-12C)

ground combat element—The core element of a Marine air-ground task force (MAGTF) that is task-organized to conduct ground operations. It is usually constructed around an infantry organization and can vary in size from a small ground unit of any type to one or more Marine divisions that can be independently maneuvered under the direction of the MAGTF commander. It includes appropriate ground combat and combat support forces, and in a joint or multinational environment, it may also contain other Service or multinational forces assigned or attached to the MAGTF. The ground combat element itself is not a formal command. Also called **GCE**. See also **aviation combat element; command element; logistics combat element; Marine air ground task force; Marine expeditionary force**. (MCRP 5-12C)

identification, friend or foe—A device that emits a signal positively identifying it as a friendly. Also called **IFF**. (JP 1-02)

intertheater—Between theaters or between the continental United States and theaters. (JP 1-02)

intertheater airlift—The common-user airlift linking theaters to the continental United States and to other theaters as well as the airlift within the continental United States. The majority of these air mobility assets is assigned to the Commander, United States Transportation Command. Because of the intertheater ranges usually involved, intertheater airlift is normally conducted by heavy, longer range, intercontinental airlift assets but may be augmented with shorter range aircraft when required. Formerly referred to as "strategic airlift." (JP 1-02)

intratheater—Within a theater. (JP 1-02)

intratheater airlift—Airlift conducted within a theater. Assets assigned to a geographic combatant commander or attached to a subordinate joint force commander normally conduct intratheater airlift operations. Intratheater airlift provides air movement and delivery of personnel and equipment directly into objective areas through air landing, airdrop, extraction, or other delivery techniques as well as the air logistic support of all theater forces, including those engaged in combat operations, to meet specific theater objectives and requirements. During large-scale operations, US

Transportation Command assets may be tasked to augment intratheater airlift operations, and may be temporarily attached to a joint force commander. Formerly referred to as theater airlift. (JP 1-02)

isolated personnel report—A Department of Defense Form (DD 1833) containing information designed to facilitate the identification and authentication of an isolated person by a recovery force. Also called **ISOPREP**. (JP 1-02)

joint air logistic information system—The automated scheduling system utilized by all Services to provide validated airlift requests to the joint operational support airlift center for action. Also called **JALIS**. (MCRP 5-12C)

joint force—A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments operating under a single joint force commander. (JP 1-02)

joint force air component commander—The commander within a unified command, subordinate unified command, or joint task force responsible to the establishing commander for recommending the proper employment of assigned, attached, and/or made available for tasking air forces; planning and coordinating air operations; or accomplishing such operational missions as may be assigned. Also called **JFACC**. (JP 1-02)

joint force commander—A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. Also called **JFC**. (JP 1-02)

Joint Operational Support Airlift Center—The United States Transportation Command joint scheduling activity assigned responsibility to schedule all valid continental United States operational support airlift requests and coordinate requirements with the requester and reporting custodian of operational support airlift aircraft on all scheduled missions. Also called **JOSAC**. (This modification is proposed for inclusion in the next edition of MCRP 5-12C.)

line of communications—A route either land, water, and/or air, that connects an operating military force with a base of operations and along which supplies and military forces move. Also called **LOC**. (JP 1-02)

loading—The process of placing personnel, materiel, supplies, and other freight on board ships, aircraft, trains, road vehicles, or other means of conveyance. See also **embarkation**. (Proposed for inclusion in the next edition of MCRP 5-12C.)

logistics combat element—The core element of a Marine air-ground task force (MAGTF) that is task-organized to provide the combat service support necessary to accomplish the MAGTF's mission. The logistics combat element varies in size from a small detachment to one or more Marine logistics groups. It provides supply, maintenance, transportation, general engineering, health services, and a variety of other services to the MAGTF. In a joint or multinational environment, it may also contain other Service or multinational forces assigned or attached to the MAGTF. The logistics combat element itself is not a formal command. Also called **LCE**. See also **aviation combat element; command element; ground combat element; Marine air-ground task force; Marine expeditionary force**. (MCRP 5-12C)

logistic support—Support that encompasses the logistic services, materiel, and transportation required to support the continental United States-based and worldwide deployed forces. (JP 1-02)

Marine air-ground task force—The Marine Corps' principal organization for all missions across a range of military operations, composed of forces task-organized under a single commander

capable of responding rapidly to a contingency anywhere in the world. The types of forces in the Marine air-ground task force (MAGTF) are functionally grouped into four core elements: a command element, an aviation combat element, a ground combat element, and a logistics combat element. The four core elements are categories of forces, not formal commands. The basic structure of the MAGTF never varies, though the number, size, and type of Marine Corps units comprising each of its four elements will always be mission dependent. The flexibility of the organizational structure allows for one or more subordinate MAGTFs to be assigned. In a joint or multinational environment, other Service or multinational forces may be assigned or attached. Also called **MAGTF**. See also **aviation combat element; command element; ground combat element; logistics combat element; Marine expeditionary force**.

Marine Corps operating forces—The Marine Corps forces (formally identified as Fleet Marine Forces in Title 10), the Marine Corps Reserve, Marine Corps security forces at Navy shore activities, Marine Corps special activity forces, and Marine Corps combat forces not otherwise assigned. (MCRP 5-12C)

Marine expeditionary force—The largest Marine air-ground task force (MAGTF) and the Marine Corps' principal warfighting organization, particularly for larger crises or contingencies. It is task-organized around a permanent command element and normally contains one or more Marine divisions, Marine aircraft wings, and Marine logistics groups. The Marine expeditionary force is capable of missions across a range of military operations, including amphibious assault and sustained operations ashore in any environment. It can operate from a sea base, a land base, or both. In a joint or multinational environment, it may also contain other Service or multinational forces assigned or attached to the MAGTF. Also called **MEF**. See also **aviation combat element; command element; ground combat element; logistics combat element; Marine air-ground task force**.

operational control—The authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Also called **OPCON**. (JP 1-02)

operational support airlift—Operational support airlift missions are movements of high-priority passengers and cargo with time, place, or mission-sensitive requirements. Operational support airlift aircraft are those fixed-wing aircraft acquired and/or retained exclusively for operational support airlift missions, as well as any other Department of Defense-owned or controlled aircraft, fixed- or rotary-wing, used for operational support airlift purposes. (JP 1-02) A special classification of airlift operations that moves high-priority passengers and cargo with time, place, or time-sensitive/mission-capable requirements. Operational support airlift operations are normally conducted in direct support of the supported organization's requirements. Also called **OAS**. (Proposed for inclusion in the next edition of MCRP 5-12C.)

Service component command—A command consisting of the Service component commander and all those Service forces, such as individuals, units, detachments, organizations, and installations under that command, including the support forces that have been assigned to a combatant command or further assigned to a subordinate unified command or joint task force. (JP 1-02)

sortie—In air operations, an operational flight by one aircraft. (JP 1-02)

true airspeed—Equivalent airspeed corrected for error due to air density (altitude and temperature). (MCRP 5-12C)

United States Transportation Command—The unified command with the mission to provide strategic air, land, and sea transportation and common-user port management for the Department of Defense across the range of military operations. Also called **USTRANSCOM**. (JP 1-02)

REFERENCES AND RELATED PUBLICATIONS

Department of Defense Directives (DODDs)

4500.54E DOD Foreign Clearance Program (FCP)
4500.56 DOD Policy on the Use of Government Aircraft and Air Travel

Department of Defense Instructions (DODI)

4500.43 Operational Support Airlift (OSA)

Department of Defense Regulation (DODR)

4515.13-R Air Transportation Eligibility

Joint Publication (JPs)

1 Doctrine for the Armed Forces of the United States
1-02 Department of Defense Dictionary of Military and Associated Terms
3-17 Air Mobility Operations

Chief of Naval Operations Instructions (OPNAVINSTs)

3710.7 NATOPS General Flight and Operating Instructions
3750.6R Naval Aviation Safety Program
3500.39C Operational Risk Management (ORM)
4631.2D Management of Department of the Navy (DON) Airlift Assets
5530.13 Department of the Navy Physical Security Instruction for Conventional Arms, Ammunition, and Explosives (AA&E)
8020.14 Department of the Navy Explosives Safety Program

Marine Corps Warfighting Publications (MCWPs)

3-24 Assault Support
3-40.8 Marine Corps Componency

Marine Corps Reference Publications (MCRPs)

5-12A Operational Terms and Graphics
5-12C Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms

Marine Corps Orders (MCOs)

2281.1 Electronic Key Management Systems (EKMS) Policy
3500.27A Operational Risk Management (ORM)

4631.10A Operational Support Airlift Management
P8020.10B Marine Corps Ammunition Management and Explosives Safety Policy Manual
P8020.11 DON Explosives Safety Policy
8023.3B Personnel Qualification and Certification Program for Class V Ammunition and Explosives

Navy/Marine Corps Departmental Publications (NAVMCs)

NAVMC 3500.31A, *C-9B Training and Readiness (T&R) Manual*
NAVMC 3500.92, *UC-35C/D T&R Manual*
NAVMC 3500.93, *UC-20G Training and Readiness (T&R) Manual*
NAVMC 3500.102, *UC-12W T&R Manual*

NATO Standardization Agreements (STANAGs)

3345 Data/Forms for Planning Air Movements
3465 Safety, Emergency and Signaling Procedures for Military Air Movement
3543 Air Transport Cargo/Passenger Handling System – Request for Information
3739 Combined Air Terminal Operations
3771 Ground Security Measures Against Aircraft Sabotage/Hijacking
3998 TTP for NATO Air Transport Operations (Allied Tactical Publication 3.3.4.3)
7057 Exchange of Data on the Multi-Modal Documentation of Cargo
7207 Allied Doctrine for Air Transport (Allied Tactical Publication-3.3.4 Volume 1)
Allied Doctrine for Air-to-Air Refueling (Allied Tactical Publication-3.3.4 Volume 2)
7213 Air Transport Air Movement Operations (Allied Tactical Publication 3.3.4.1)

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