

2016 Joint Operational Access (JOA) Implementation Plan Update (Base Plan)



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(U) 2016 JOINT OPERATIONAL ACCESS (JOA)
IMPLEMENTATION PLAN (JIP) UPDATE
BASE PLAN

1. (U) Applicability. This document is applicable to the Joint Staff Directorates, Combatant Commands (CCMDs), Services, Combat Support Agencies (CSAs), and Defense Agencies.
2. (U) Action. Request Joint Staff directorates, CCMDs, Services, CSAs, and Defense Agencies continue to support the actions as outlined in JIP. Planning, coordination, and execution of these joint force development efforts are critical to creating a joint force that is able to project power despite A2/AD challenges.
3. (U) Classification: 2016 JIP Update Base Plan ~~(S//REL TO USA, FVEY)~~

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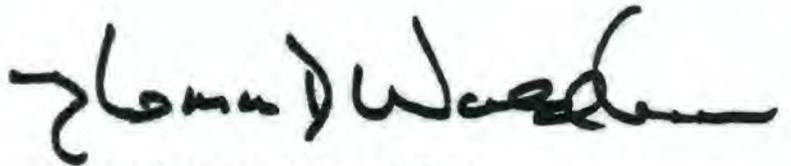
(U) FOREWORD

(U) This document provides the 2016 Joint Operational Access (JOA) Implementation Plan (JIP) Update to all Department of Defense (DoD) components. It fulfills guidance for implementation of the JOA Concept (JOAC) as directed in the 2012 Defense Strategic Guidance (DSG).

(U) The JOA goals provided in the Terms of Reference have been achieved. Therefore, this is the final version of the JIP update.

(U) The Joint Operational Access Concept remains active and will continue to inform joint force development decisions. Continued stakeholder commitment to JOA implementation actions are necessary to ensure that the future joint force will be able to project power despite A2/AD challenges.

(U) All Joint Staff Directorates, CCMDs, Services, CSAs, and Defense Agencies should continue to support the actions as outlined in this 2016 JIP. Planning, coordination, and execution of these joint force development efforts are critical to continue improving the Joint Force's ability to overcome A2/AD challenges.



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Director for Joint Force Development

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ENCLOSURES

A) (U) 2016 JIP Update Base Plan ~~(S//REL TO USA, FVEY)~~

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(U) EXECUTIVE SUMMARY

(U) The 2016 Update to the Joint Operational Access (JOA) Implementation Plan (JIP) is the final update for a multi-year effort that began in 2013. This process assisted in Joint Force and capability development required to gain and maintain operational access despite anti-access and area denial (A2/AD) opposition.

(U) The JOA implementation effort is based on these approved concepts: Joint Operational Access Concept (JOAC), Joint Concept for Entry Operations (JCEO), and Military Contribution to Cooperative Security (MCCS). In accordance with the JOA Implementation Terms of Reference (TORs), Joint Staff J-7 leads a JOA Integration Working Group (JIWG) comprised of representatives from Services, Combatant Commands (CCMDs), Joint Staff Directorates, and other participating Defense Agencies. The JIWG provides data on Joint Force and capability development efforts and conducts assessments of JOA implementation across the Department of Defense (DoD).

(U) Building upon previous JIPs, this update continues to enhance department-wide understanding and collaboration of JOA implementation efforts. The JOA implementation assessment shows a significant amount of actions taken to realize the priority JOA level 1 concept required capabilities (CRCs) by DoD, the Services, CCMDs, and agencies. Although the Joint Force does not yet possess all the capabilities required to operate in an A2/AD environment, it is clear the DoD is taking action to address deficiencies. In addition, it provides detailed recommendations addressing degraded environment procedures; integration of space and cyberspace capabilities; intelligence collection in contested environments; information sharing; multinational intelligence, surveillance, and reconnaissance (ISR); and defeat of adversary precision-guided munitions.

(U) The JOAC implementation end state of a Joint Force able to project power despite A2/AD challenges is not yet fully met. The JOA family of concepts remain active and will continue to inform future Joint Force development and capability decisions. Since the JOA Joint Force development integration goals provided in the TORs have been achieved, this document constitutes the final iteration of the JIP. Future reporting on JOA implementation will be conducted IAW CJCSI 3010.02E as part of the concept review process. With continued stakeholder commitment to JOA implementation actions, the future Joint Force will be able to project power despite A2/AD challenges.

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(U) BASE PLAN

1. (U) Background.

a. (U) The Joint Force can aggregate combat capabilities globally, in all domains, to achieve national objectives. However strategic, operational, and tactical environments are rapidly changing. Our adversaries and potential adversaries have capabilities to contest our operational access. Adversaries have capacity to employ anti-access and area denial (A2/AD) means,¹ across all domains. Recognizing the need to project power despite A2/AD challenges, the 2012 Defense Strategic Guidance (DSG) directed the implementation of the Joint Operational Access Concept (JOAC). The focus on countering A2/AD challenges to achieve operational access continues in the National Security Strategy (NSS), Defense Planning Guidance (DPG), Quadrennial Defense Review (QDR), and Guidance for Employment of the Force (GEF).²

b. (U) The CJCS signed the JOAC in January 2012 in response to the emerging challenges, strategic guidance, and DSG direction. The JOAC is the overarching concept for addressing access challenges as part of a broader national approach. It describes how the Joint Force will gain and maintain operational access in the face of adversary A2/AD strategies and identifies 30 level 1 concept required capabilities (CRCs) required to implement the concept. It also identifies a requirement to develop supporting concepts and inform capability development.

c. (U) In June 2013, the Joint Chiefs of Staff (JCS) Operations Deputies (OpsDepts) tasked the Joint Staff J-7 to organize appropriate stakeholders and develop a plan for Joint Operational Access (JOA) implementation using existing Service and joint processes.³ In August 2013, the OpsDepts approved a planning approach and operational design, and aligned JOAC level 1 required capabilities to operational objectives. Those objectives form the Lines of Effort (LOE) for JOA implementation. The OpsDepts endorsed the formation of a JOA Integration Working Group (JIWG) to support development of the plan using the operational design and Terms of

¹ (U) See *Definitions* for usage of terms within this document.

² (U) Complete footnote Citations are in *References*

³ (U) Department of Defense, *Establishment of Joint Operational Access Integration Working Group*, DJSM 0340-13, Washington, D.C.: Joint Staff, 2013.

Reference (TORs) to guide implementation efforts.

d. (U) The JIWG analyzed and prioritized the 30 JOAC level 1 required capabilities in development of the initial JOA Implementation Plan (JIP). The JIWG recognized that Joint Force development efforts would require a multi-year approach to achieve required capabilities. This resulted in focusing on the top 10 level 1 CRCs in the 2014 JIP and assembling a matrix of current and planned force development activities that support capability development. The matrix was the core of the 2014 JIP, forming the basis for Joint Force development actions and assessment. The CJCS signed the initial JIP on 29 August 2014.

e. (U) The 2015 JIP Update, the second JIP iteration, included improvements to the analytic process: addition of CRCs from Joint Concept for Entry Operations (JCEO) and Military Contribution to Cooperative Security (MCCS) Concepts; further decomposition of the top 10 level 1 CRCs; identification of underserved level 2 CRCs that require additional Joint Force development efforts, and inclusion of two additional JOAC capabilities. A main element of the 2015 JIP Update was an assessment of the level of implementation of level 1 CRCs within the LOE specified in the 2014 JIP: Gain and Maintain Regional Cooperative Advantage; Aggregate the Force; Disrupt, Destroy, and Defeat A2/AD; and Conduct Sustained Operations. The CJCS signed the second JIP iteration on 16 September 2015.

2. (U) Purpose

a. (U) The purpose of this 2016 JIP Update is to enable the Department of Defense (DoD) to integrate, oversee, communicate, and assess Joint Force development efforts to overcome current and emerging A2/AD challenges. The Joint Staff, Services, Combatant Commands, and other Defense Agencies collectively updated this JIP to achieve the following goals:

(1) (U) Enhance DoD understanding of necessary, proposed and ongoing JOA implementation activities.

(2) (U) Identify opportunities for joint collaboration to address underserved level 2 CRCs.

(3) (U) Provide prioritized and approved recommendations for

implementation by the designated office of primary responsibility (OPR) across doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) processes.

(4) (U) Provide an assessment of DoD progress toward the development of level 1 CRCs.

b. (U) Building on the work done in the 2015 JIP, this update also includes:

(1) (U) An updated execution matrix from which to assess DoD-wide implementation efforts.

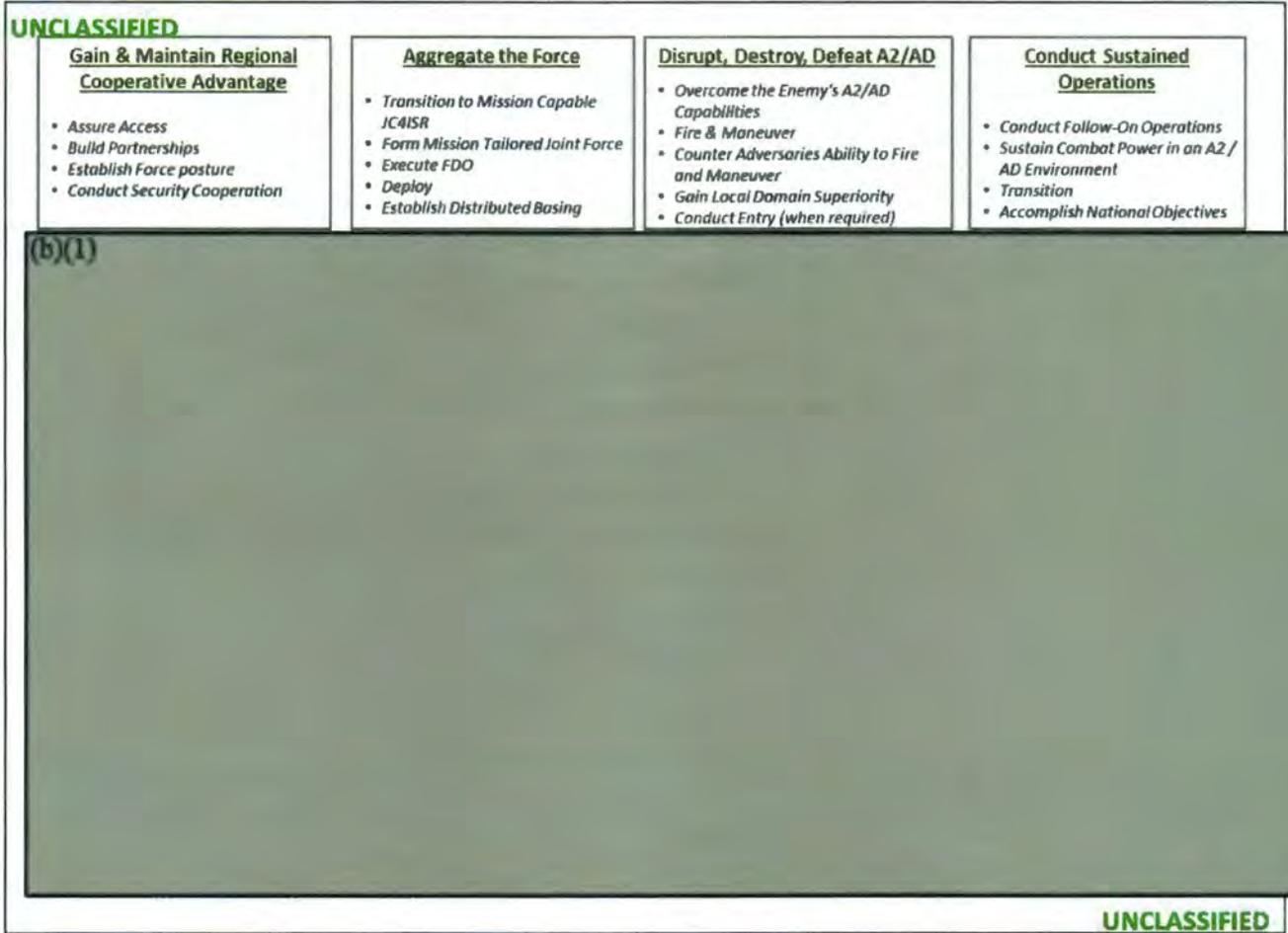
(2) (U) Decomposition of the remaining 18 level 1 CRCs.

(3) (U) A current assessment of the level of implementation of the top 12 prioritized level 1 CRCs by the year 2020.

(4) (U) A confirmation of the ten previously identified underserved Level 2 CRCs that require additional Joint Force development efforts. Three additional underserved Level 2 CRCs were identified this year bringing the total assessed to thirteen.

(5) (U) Six prioritized issues and associated recommendations for implementation by the designated OPR across DOTMLPF-P processes.

c. (U) Operational Approach: The operational approach provides a framework for JOA implementation that facilitates the integration and assessment of CRCs. CRCs are those capabilities defined in a concept that are necessary to achieve the concept's central idea. The construct utilizes four operational objectives with their associated tasks, and aligns the 30 JOAC level 1 required capabilities under the appropriate objective, creating four LOEs in support of the end state (depicted in figure 1). These capabilities, in turn, provide focus for force development efforts. The progress of Joint Force development actions within each level 1 CRC becomes the primary mechanism to assess and communicate the overall progress toward JOA implementation.



(U) FIGURE 1. Level 1 CRCs and JOA Lines of Effort

d. (U) Prioritization. The 2014 JIP provided the Joint Force with the JIWG prioritization of 10 level 1 capabilities described in the JOAC based on military risk and operational need as endorsed by the Joint Capabilities Board (JCB) in the Joint Requirements Oversight Council Memorandum (JROCM) 068-14. The expanded implementation effort in the 2015 JIP Update reflected the top 12 priority JOAC level 1 capabilities. The 2016 JIP Update retains the 2015 prioritization, as shown in figure 2.

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(U) JOA Level 1 CRC Priority Ranking		
Priority	Title	Description
(b)(1)		

(U) FIGURE 2. JOA Level 1 CRC Priority Ranking

reflected the impact of those actions more precisely. The execution matrix (see annex A) articulates the linkages that connect actions to level 2 CRCs. After scoring the level 2 CRCs, the Concept Implementation Branch (CIB) confirmed last year's scoring of the 10 lowest level 2 CRCs. They also identified three additional level 2 CRCs that may merit further development efforts. The intent of identifying 13 underserved level 2 CRCs is to provide a sharper focus for Joint Force development in areas where additional attention appears to be warranted.

3. (U) Assessment.

a. (U) Assessment Methodology: JOA implementation status by the year 2020 was assessed based on three elements: 1) collection of data on the actions identified in the 2015 JIP Update and additional implementation actions added to the execution matrix by Services, Combatant Commands, Joint Staff and other DoD agencies; 2) JIWG evaluation and scoring of the level of implementation, based on known force development activities for each level 2 CRC; and 3) Application of the detailed JIWG scoring to determine underserved level 2 CRCs and assess levels of implementation.

(1) (U) The collection of data relied on Combatant Command, Service, and other OPR and Office of Coordinating Responsibility (OCR) responses to report the status of actions in the 2015 JIP execution matrix and provide implementation actions not previously identified. Data on status of actions reflected changes to the action description, planned output, OPR and OCR designation, the estimated completion date, and status of the action as planned, in progress, complete, or cancelled. Data from the staff actions and other sources were compiled in an updated 2016 JOA execution matrix at Annex A.

(2) (U) A fused scenario was created from four Support for Strategic Analysis scenarios specified in the 2015 Defense Planning Guidance to help the JIWG assess implementation for the 2020 time frame. JIWG scoring centered on reviewing level 2 CRC capability development actions in the execution matrix as applied to the fused scenario. JIWG members considered the number and type of planned and ongoing capability development actions, existing capabilities in the current force, and if the combination of existing capabilities and development actions enabled the Joint Force to achieve operational objectives identified in the fused scenario

by 2020. In addition, the JIWG reviewed level 2 CRC scores from last year's assessment. Each JIWG member had the option of selecting last year's JIWG score or, if they disagreed with that score, providing a numeric score based on figure 3. They also provided a short written rationale for each score.

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Scoring Considerations	Capability Development Area Coverage	CRC Implementation by 2020	Achieve Operational Objectives
Low = 1	Insufficient/incomplete in required areas	Extreme Delays (highly unlikely)	Unlikely
Moderate = 2	Somewhat insufficient/incomplete in required areas	Extended Delays (questionable, ECDs not available)	Questionable
Significant = 3	Somewhat sufficient/complete in required areas	Limited Delays (likely)	Likely
High = 4	Sufficient/complete in required areas	As Planned (on track)	Very Likely

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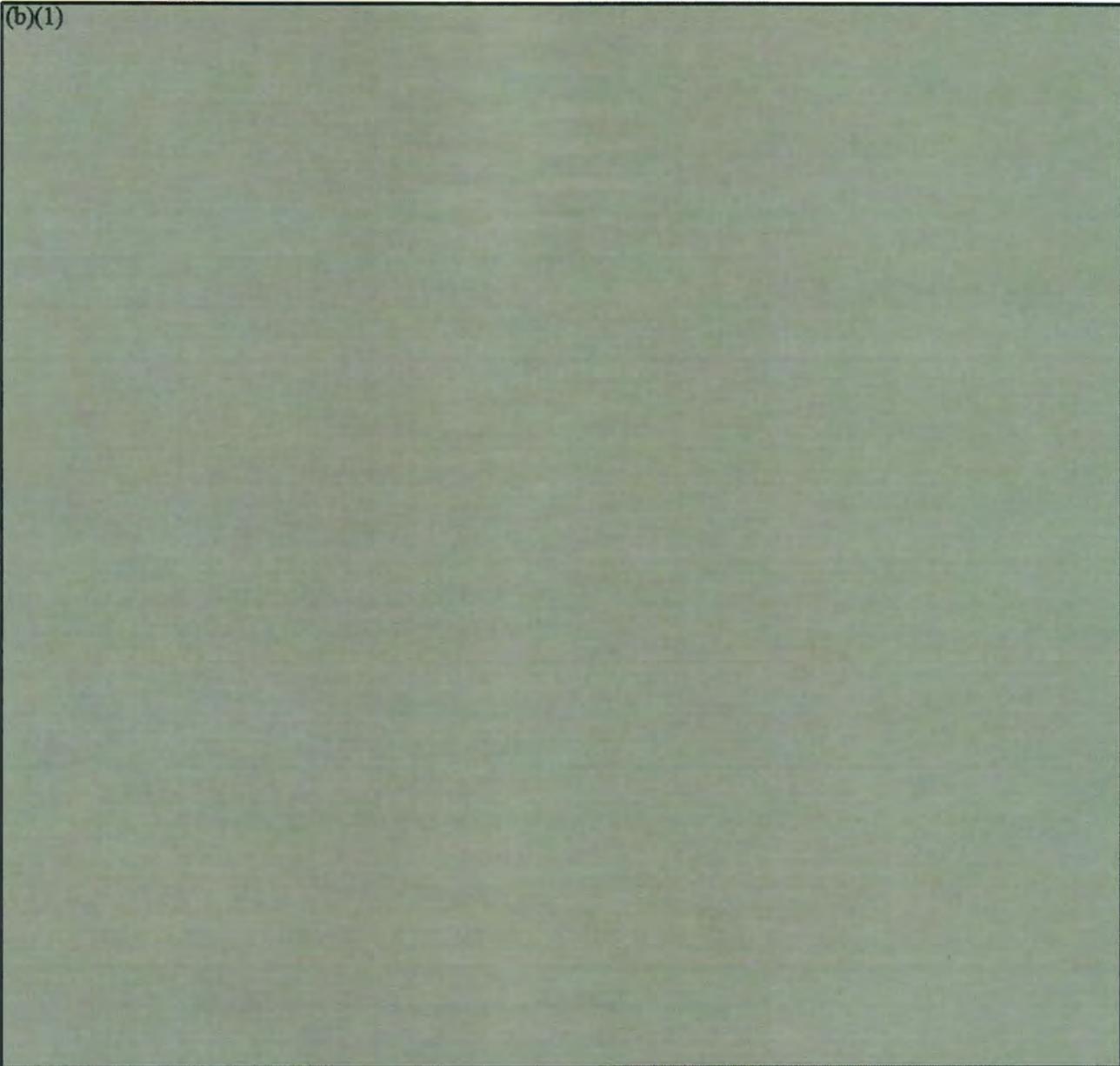
(U) FIGURE 3. Level 2 CRC Scoring Scale

(3) (U) Numeric scoring for each level 2 CRC was initially applied to assist the JIWG to determine underserved level 2 CRCs. Assessment of the level of implementation of level 1 CRCs reflects JIWG scoring of level 2 CRCs.

b. (U) Assessment Results: Per the JOA TORs, the JOA Lines of Effort are used as the primary organizing construct to assess the status of JOA implementation by the year 2020 (figure 4).⁴ The LOE assessment below reflects JIWG predicted implementation levels of all aligned level 1 CRCs (e.g., Moderate to Significant). Level 1 CRC assessments reflect the average of subordinate level 2 CRC scores previously discussed. Results from this year's JIWG scoring show that nearly 80% of all level 2 CRC votes agreed with last year's score. Consequently, scoring of both level 1 and level 2 CRCs is very similar to last year. The results of the 2015 and 2016 assessments are identical and reflected in figure 4.

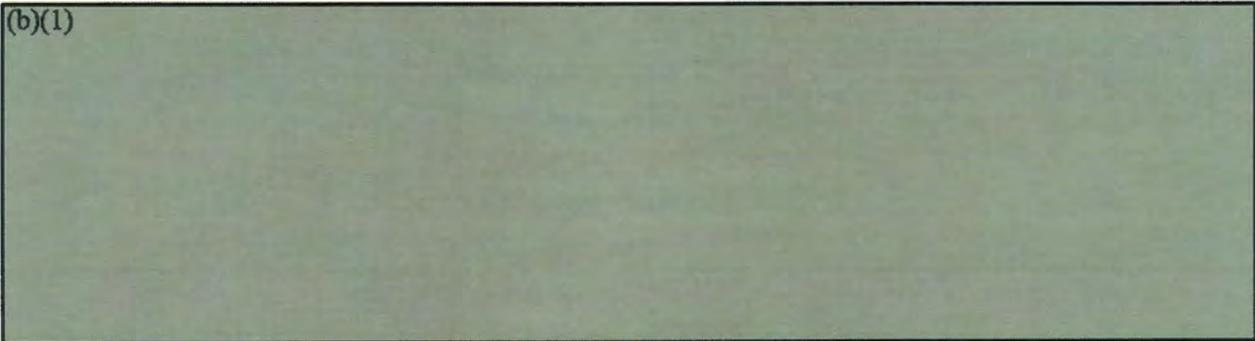
⁴ (U) Department of Defense, Joint Chiefs of Staff, Joint Operational Access Implementation (JIP), Terms of Reference (TOR), 22 December 2014,9.

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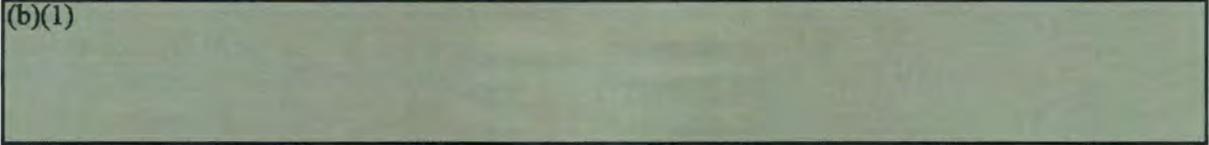


(U) FIGURE 4. 2015/2016 Assessment of LOEs and Level 1 CRCs

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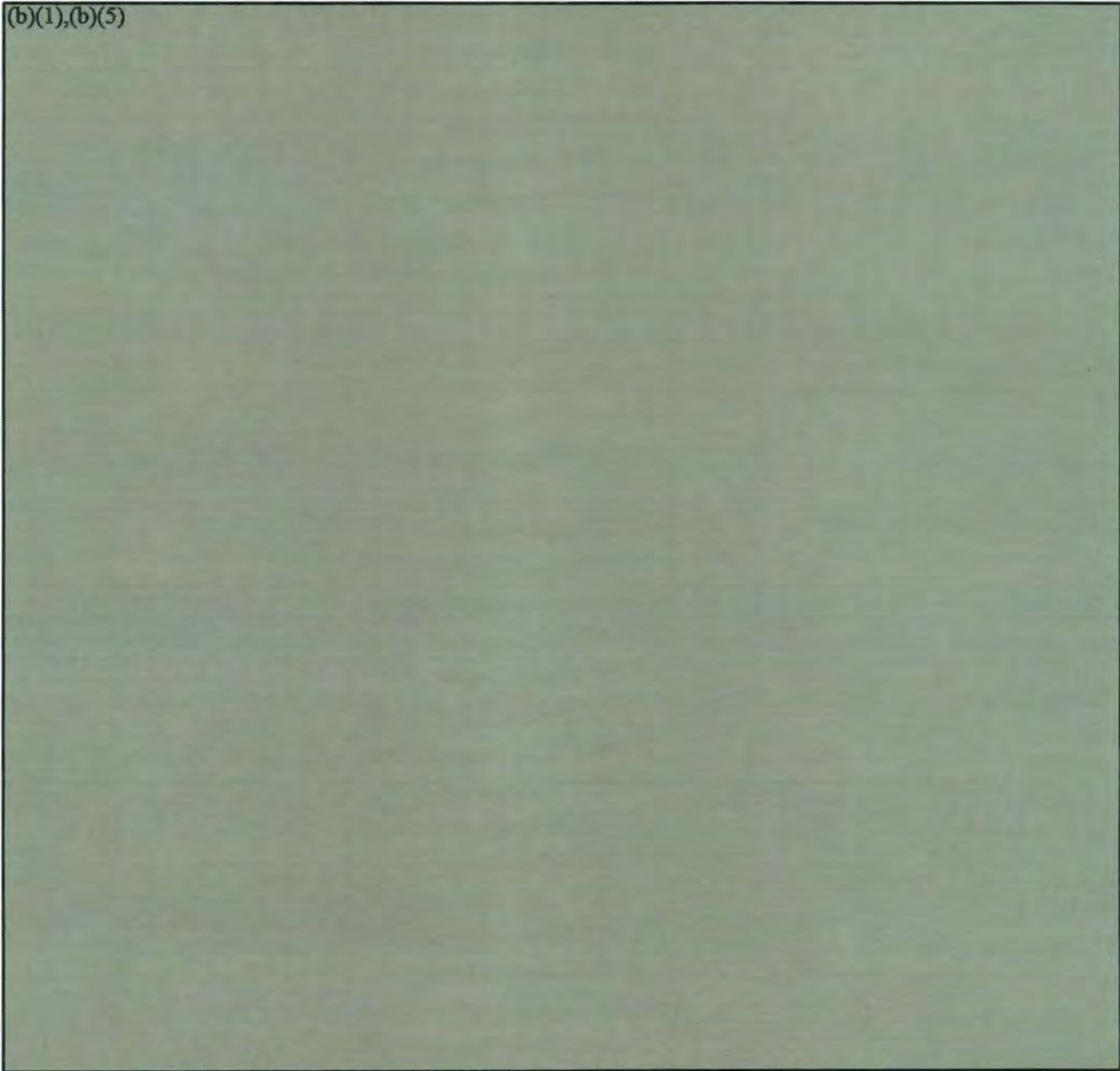


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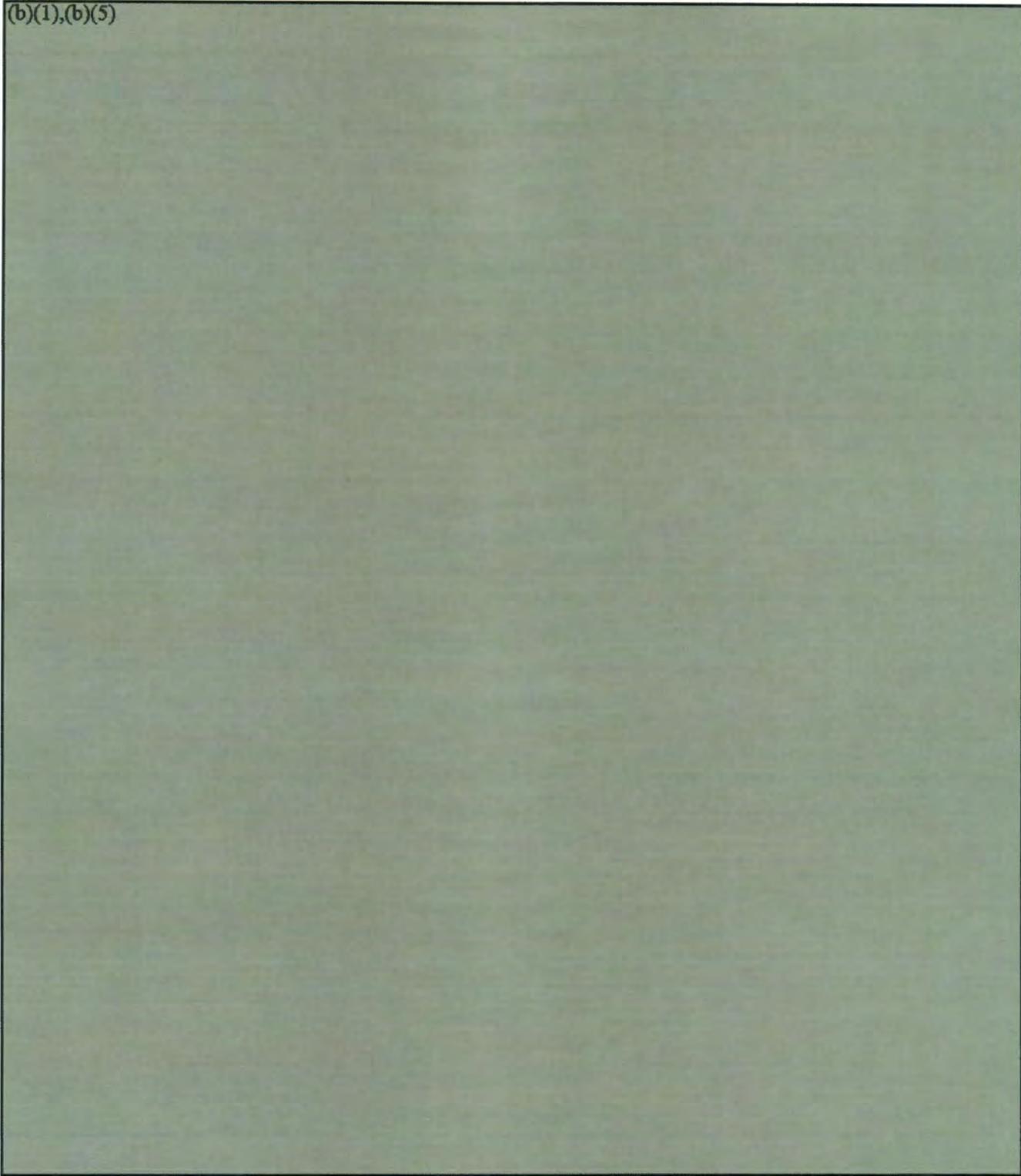
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d. (U) The assessed level 1 CRCs all ranged between moderate to significant level of implementation. Logically, most of the level 2 CRCs scored between moderate to significant level of implementation. The discussion below highlights level 2 CRCs the JIWG indicated, by scoring and comments, are a concern within an LOE.

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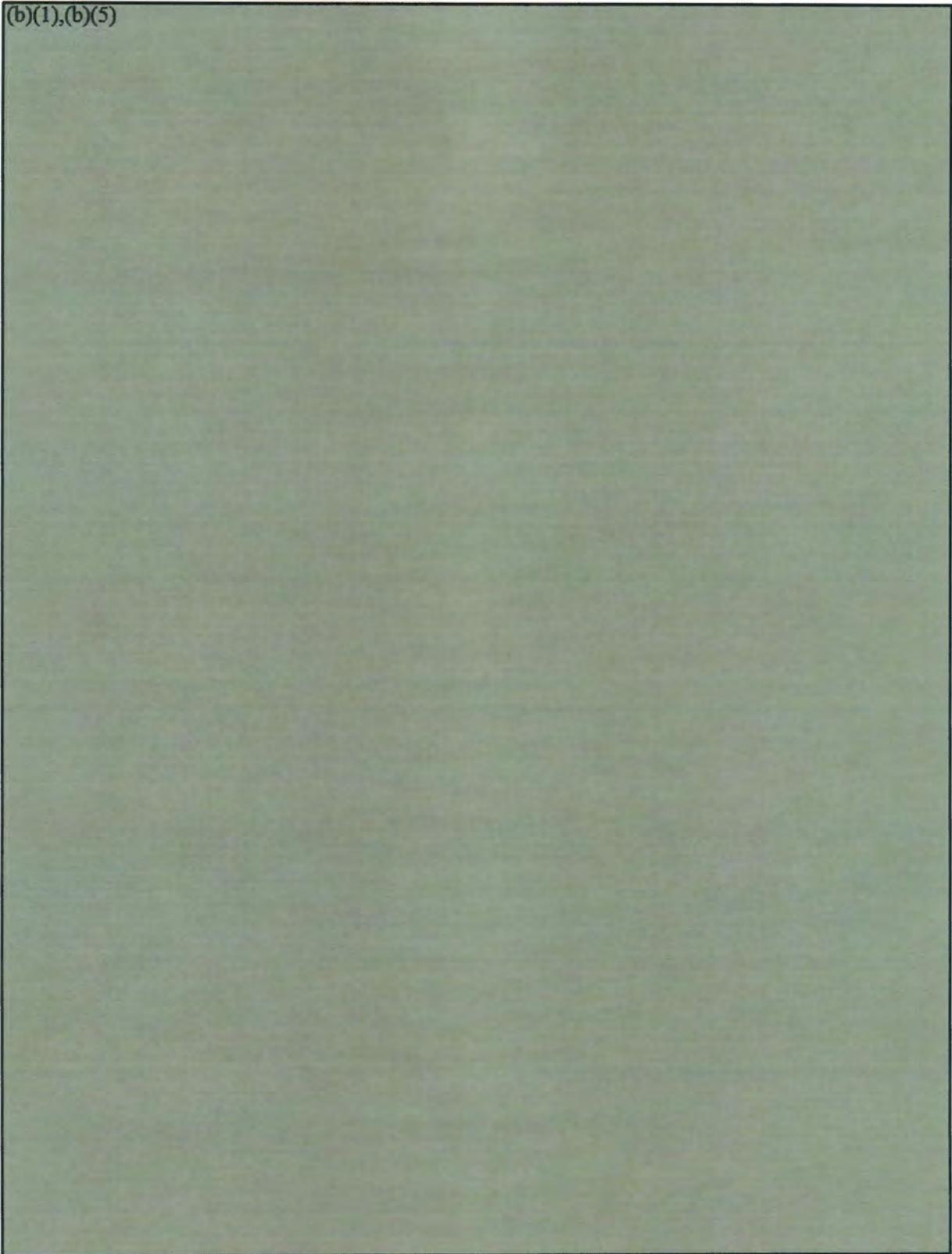
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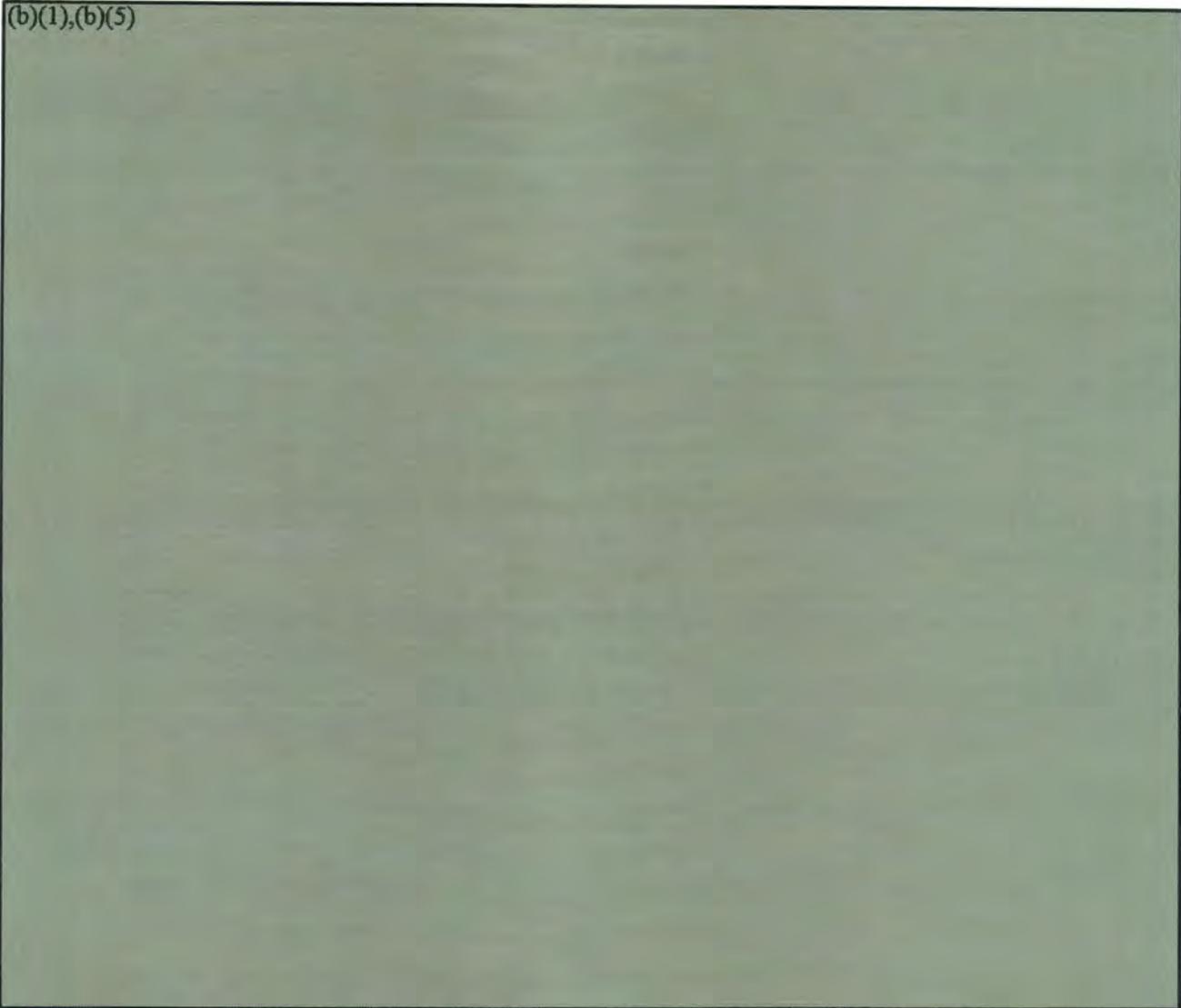


⁵ (U) Department of Defense, USSTRATCOM, Joint Navigation Warfare Center, Positioning, Navigation, and Timing annual Assessment, 31 March 2015.

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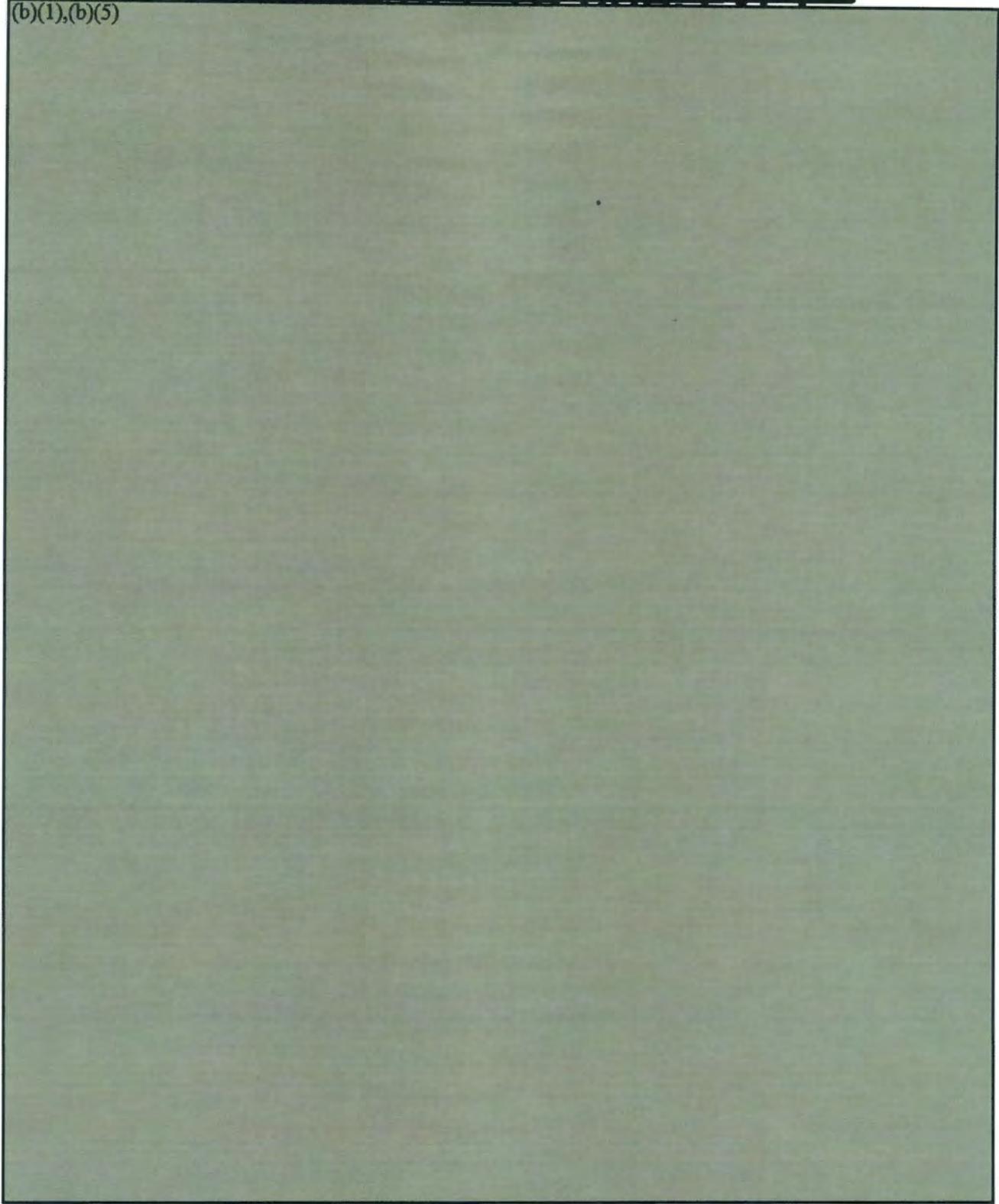
e. (U) The assessment focuses on status of achieving CRCs as prioritized in the 2014 JIP. In this 2016 JIP Update, attention is given to those prioritized CRCs in which less progress has been made. After scoring level 2 CRCs, the JIWG identified the lowest 10 scoring level 2 CRCs as underserved CRCs. The intent of identifying underserved level 2 CRCs is to provide a sharper focus for Joint Force development in particular areas to which additional attention is required. Figure 5, Underserved Level 2 CRCs, displays these ten level 2 CRCs. This year three new underserved level 2 CRCs are highlighted in blue.

CRC	Description (S//REL TO USA, FVEY)
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(U) Figure 5. Underserved Level 2 CRCs

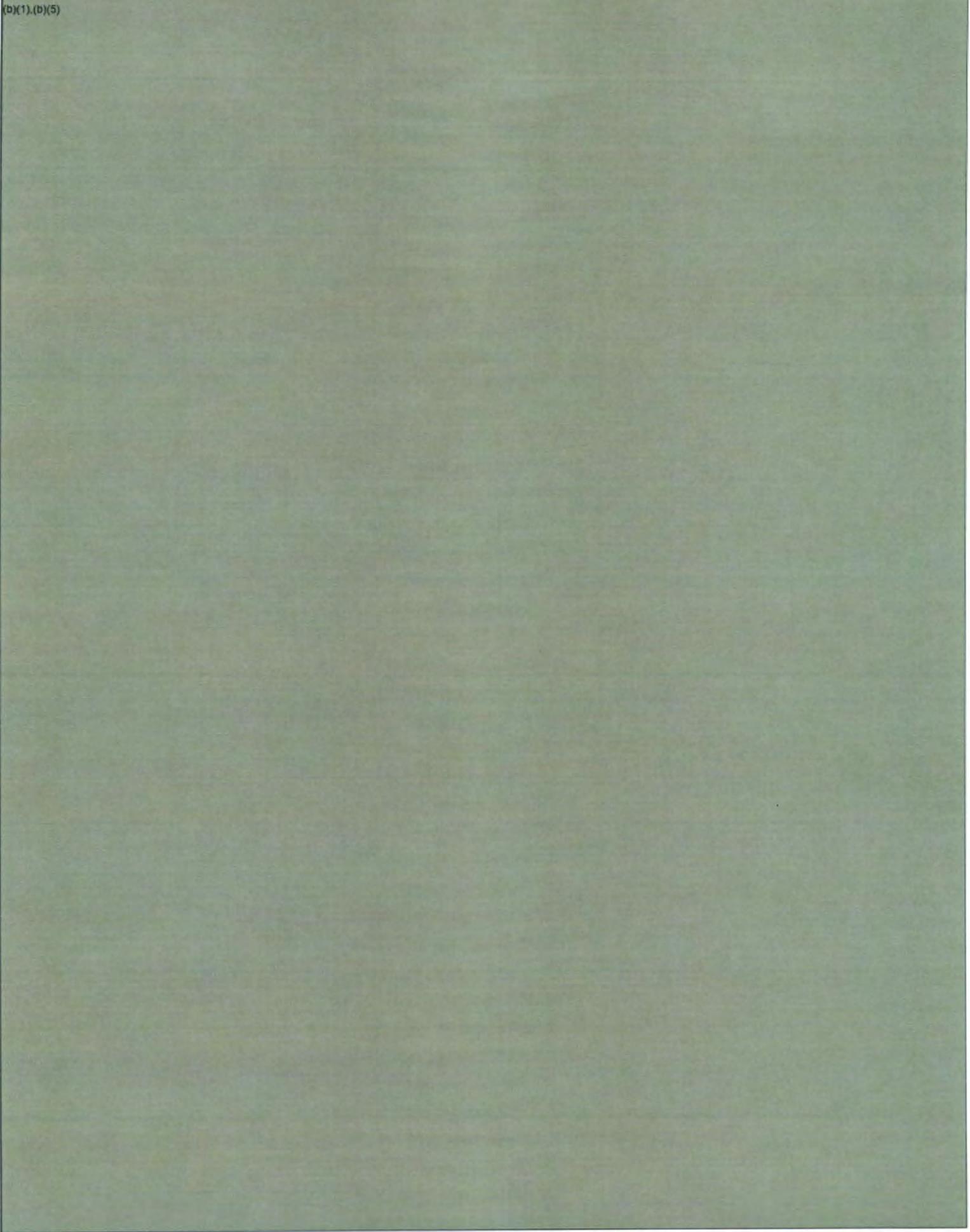
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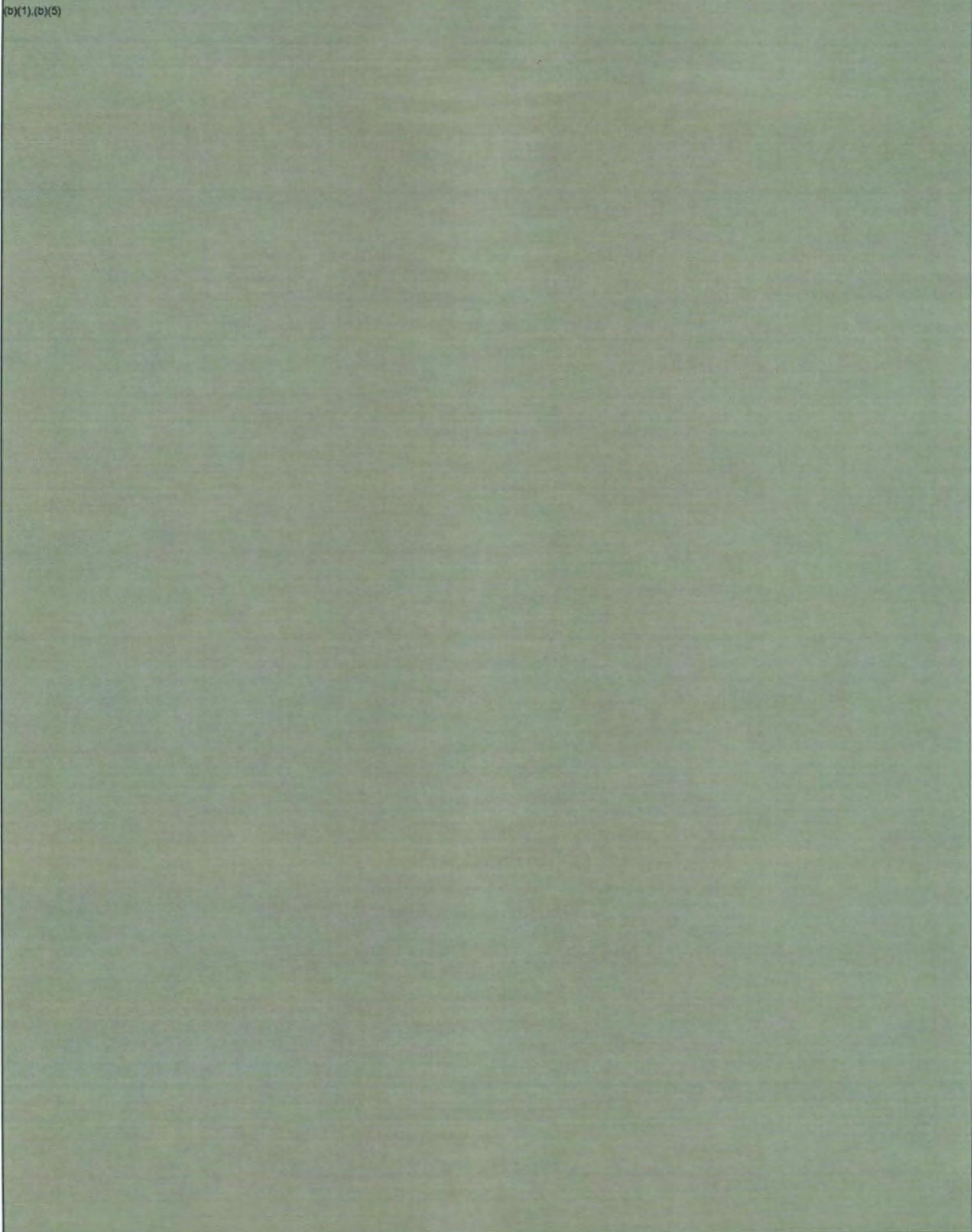


⁶ (U) DoD Cyber Strategy, objective 7-1

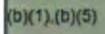
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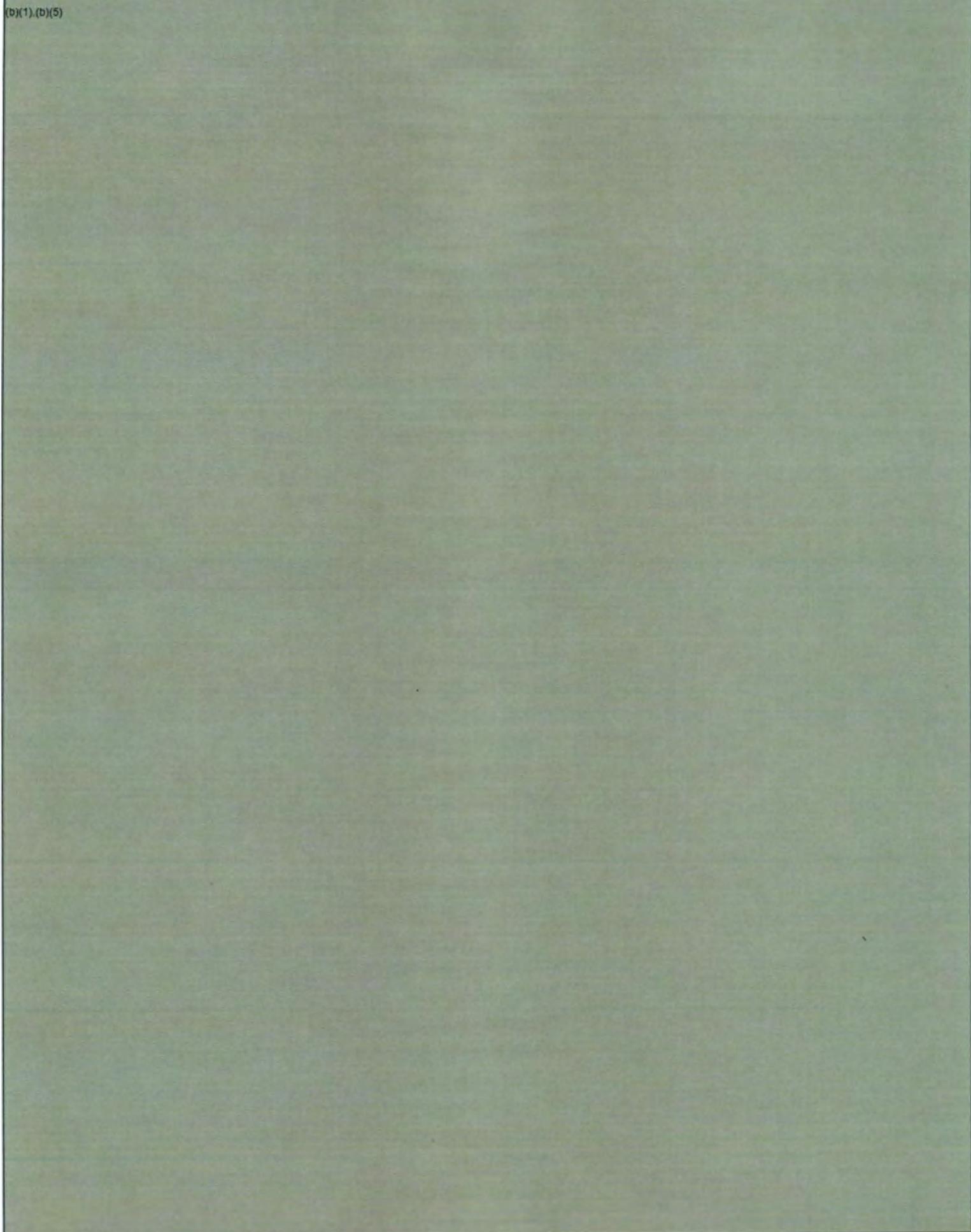
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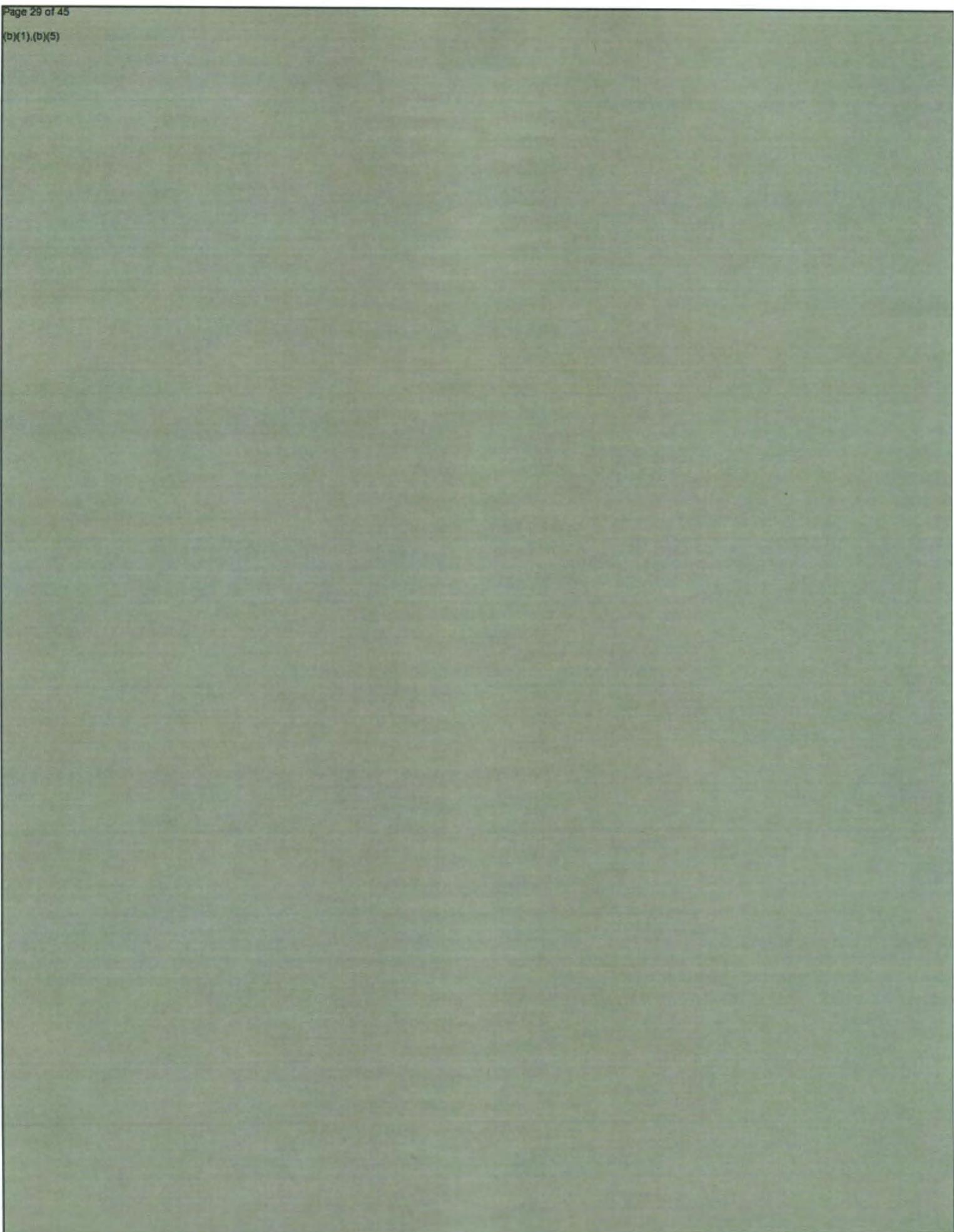
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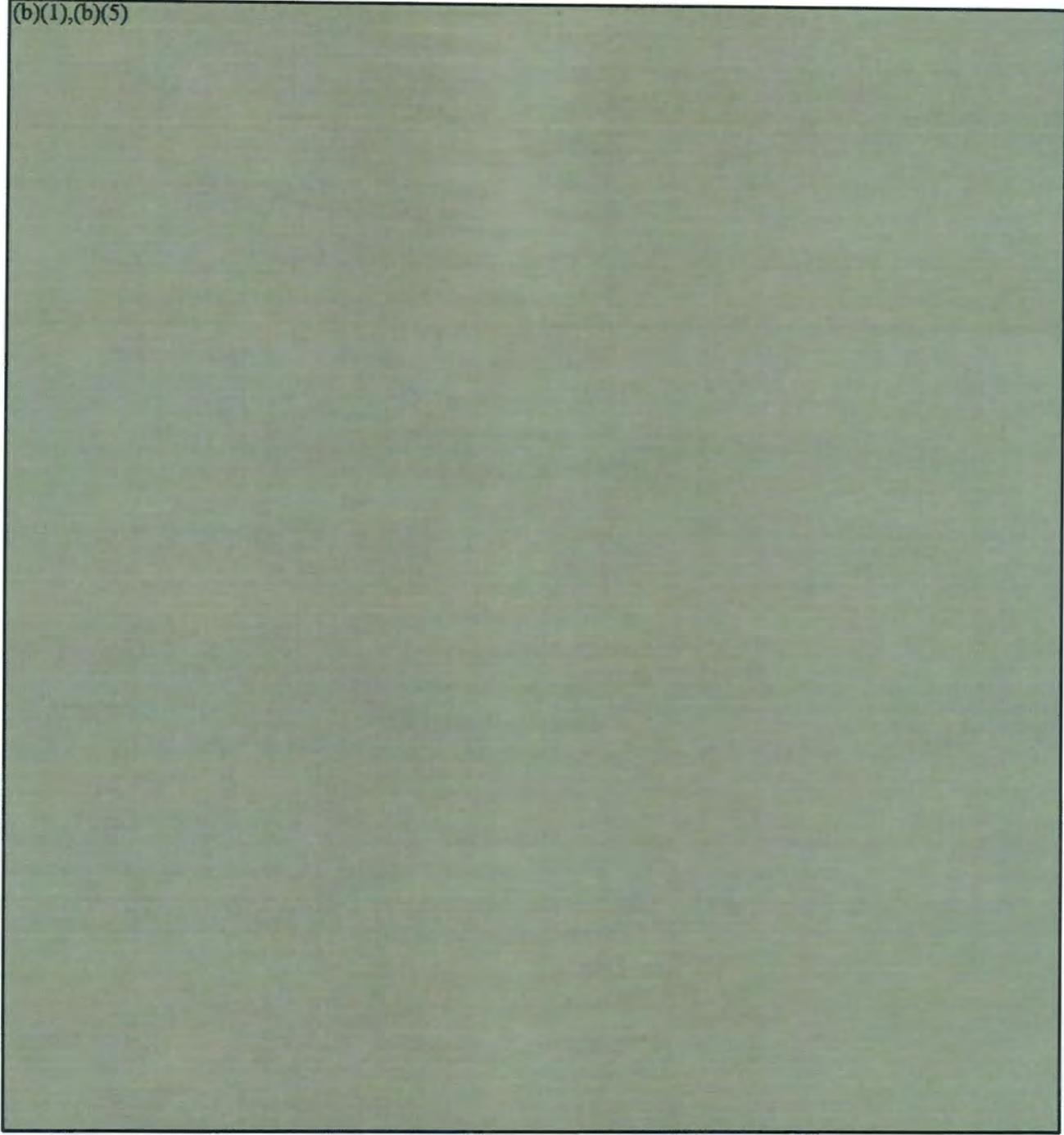
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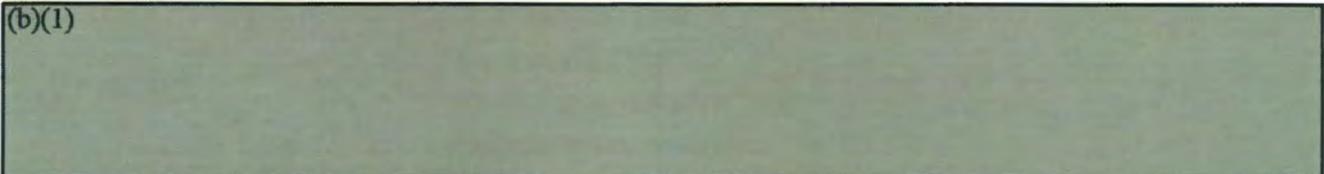


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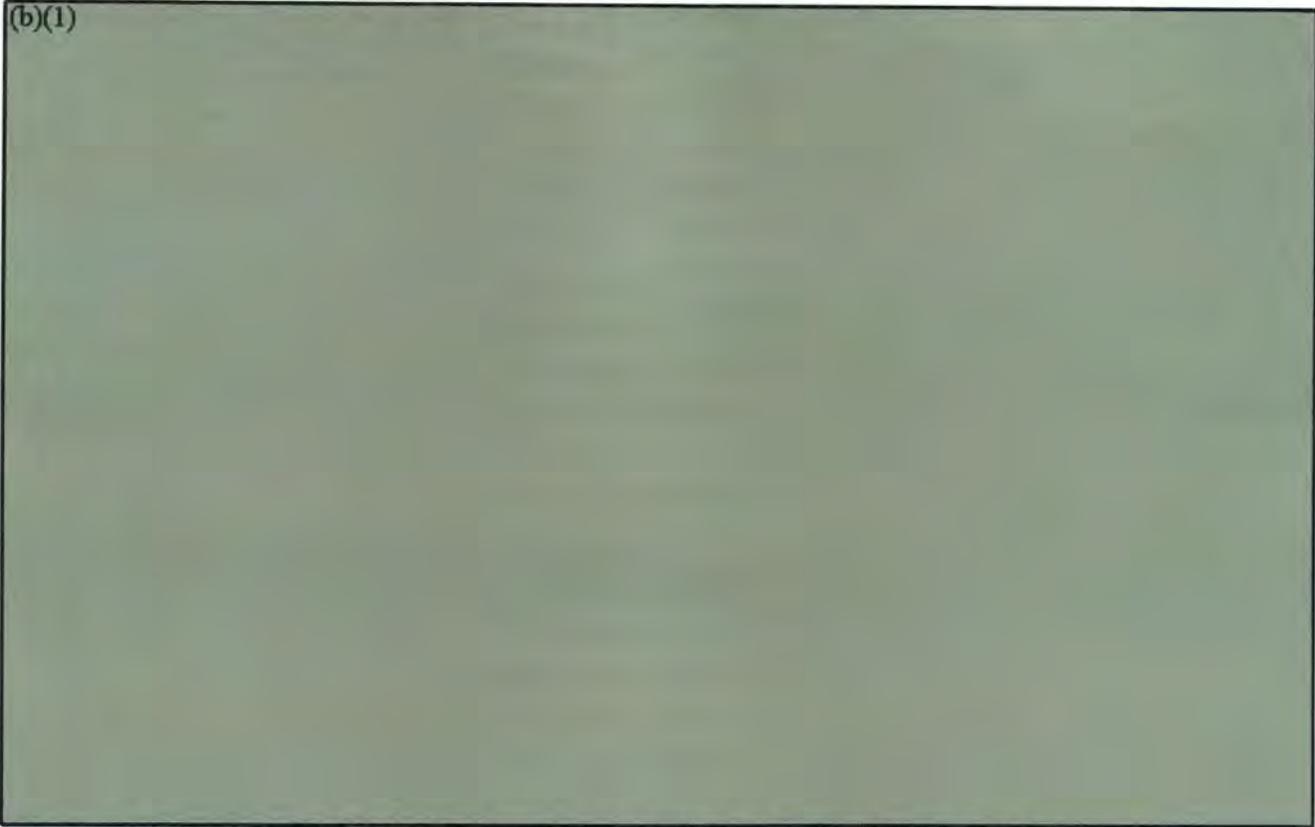


5. (U) FY16 Integrated Priority Lists to JOA Underserved Level 2 CRC Mapping

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(U) FIGURE 6: Number of IPLs linked to Underserved Level 2 CRCs

6. (U) JOA Joint Force Development Integration Goals and Way Ahead.

a. (U) The Joint Operational Access Implementation TOR⁹ established four goals for integration of JOA Joint Force development efforts. The following paragraphs provide a summary of activities that have occurred to realize JOA integration goals:

(1) (U) Goal 1. Enhance DoD understanding of necessary, proposed and ongoing JOA implementation activities. Activities may include existing programs of record, concept development, war games, experiments, tests and evaluations, demonstrations, evaluations, training and exercises, science and technology initiatives, theater security cooperation efforts, and other capability development work.

⁷ (U) The ability to provide expeditionary missile defense to counter the increased precision, lethality, and range of enemy A2/AD systems

⁸ (U) The ability to conduct timely and accurate cross-domain all-source intelligence fusion in an opposed access situation

⁹ (U) Joint Staff, Joint Operational Access Implementation Terms of Reference, Washington, DC, 22 December 2014, 2.

(a) (U) Development of the 2014 JIP and 2015 JIP Update identified ongoing, proposed, and additional, necessary implementation activities through multiple data calls with all Services and Combatant Commands, Joint Staff, and other select DoD offices. These organizations were informed of activities via multiple means including staff coordination, publishing of the JIP as a CJCS Notice, targeted briefs, and in-person review of activities. Coordination of JIP activities was conducted at the O-6, GO/FO, Ops Deps, Joint Chiefs, and CJCS levels. The activities listed in the JIP include more than 900 actions across DOTMLPF-P and additional capability development methods. Activity information included concept required capability, specific action, tangible output, estimated completion date, OPR, and OCR.

(b) (U) The 2016 JIP Update refines activity data, which is coordinated and communicated via similar means.

(2) (U) Goal 2. Determine opportunities for joint collaboration to address underserved concept required capabilities.

(a) (U) Identification of the more than 900 actions across the DOTMLPF-P and additional capability development methods enabled the JIWG to score and assess CRC levels of implementation to identify underserved level 2 CRCs. Opportunities for joint collaboration were determined during review and concurrence on OPR and OCR roles at O-6, GO/FO, Ops Deps, Joint Chiefs, and CJCS levels.

(b) (U) The 2016 JIP Update refines activity data and enabled the JIWG to conduct an updated assessment of underserved level 2 CRCs. Coordination across DoD occurs via similar means as the 2014 and 2015 JIP Updates.

(3) (U) Goal 3. Develop a set of prioritized and approved recommendations for implementation by the designated OPR across DOTMLPF-P processes. Efforts to implement the JOAC and subordinate concepts serve to increase focus, integrate efforts, and leverage established joint capability development processes to address critical challenges, not supplant established joint capability development processes.

(a) (U) Underserved level 2 CRCs were identified during

development of the 2015 JIP Update and potential additional actions were identified to address them. Analysis IAW the Joint Capabilities Integration and Development System (JCIDS) CBA process was conducted during the summer of 2015 to document capability gaps, risks, and recommendations to address shortfalls.

(b) (U) For the 2016 JIP Update, the JIWG assessment of progress on level 2 CRCs was used to identify and prioritize issues and their associated recommendations. Recommendations were pre-coordinated with key equity holders through the JIP staffing process.

(4) (U) Goal 4. Provide senior military decision makers assessments on progress toward the development of level 1 CRC.

(a) (U) Assessment of progress on achieving level 1 CRCs was conducted by the JIWG as part of the 2015 JIP Update and is documented in the Assessment section. Services and Combatant Commands, Joint Staff, and other select DoD offices coordinated on the 2015 JIP Update to include assessment. Assessments were briefed to FCBs, FCB O-6 and GO/FO integration meetings, VDJS, Joint Staff Directors and other groups, such as the DJS-led Joint Combat Capabilities Assessment Group.

(b) (U) This 2016 JIP Update follows a similar process.

b. (U) Way Ahead. Review of actions taken to achieve JOA Joint Force development integration goals indicates the four goals specified in the TORs have been met. In addition, JOA implementation assessments consistently show a significant amount of actions taken to realize the priority JOA level 1 CRCs across DOTMLPF-P by DoD, Services, CCMDs, and agencies. Although the Joint Force does not yet possess all the capabilities required to operate in an A2/AD environment, it is clear the DoD is taking action to address deficiencies. The JOA Joint Force development integration goals have been satisfied, and this document constitutes the final update to the JIP. JOAC will remain active and continue to inform future Joint Force development and capability decisions. Future reporting on JOA implementation will be conducted IAW CJCSI 3010.02E as part of the concept review process.

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(U) DEFINITIONS¹⁰

(U) Antiaccess. Those actions and capabilities, usually long-range, designed to prevent an opposing force from entering an operational area. [JOAC]

(U) Area-denial. Those capabilities, usually of shorter range, designed not to keep the enemy out but to limit his freedom of action within the operational area. [JOAC]

(U) Assured access. The unhindered national use of the global commons and select sovereign territory, waters, airspace and cyberspace, achieved by projecting all the elements of national power. [JOAC]

(U) Capability Mission Lattice (CML). Provides an integrating construct for identification of capability requirements, and maintaining traceability to strategic guidance, missions of the Joint Force, Service and joint concepts, Concepts of Operations, and other departmental activities involved in developing and sustaining capability solutions. [JCIDS Manual, 12 February 2015]

(U) Concept Required Capability (CRC). Same as required capability. A set of proposed capabilities required to operate as described in the concept. These capabilities should derive logically from the concept's central and supporting ideas, and should be tested in concept evaluation. The subsequent analysis of these proposed capabilities within JCIDS provides the basis for developing capability solutions that will close the operational gap that the concept addresses. [CJCSI 3010.02D]

(U) Cross-domain synergy. The complementary vice merely additive employment of capabilities in different domains such that each enhances the effectiveness and compensates for the vulnerabilities of the others. [JOAC]

(U) Defense Acquisition Management Information Retrieval (DAMIR). A DoD initiative that provides enterprise visibility to Acquisition program information. DAMIR identifies various data sources that the Acquisition community uses to manage Major Defense Acquisition Programs (MDAP) and Major Automated Information System (MAIS) programs and provides a unified web-based interface through which to present that information. [DAMIR Public Website: <http://www.acq.osd.mil/damir>]

¹⁰ Unless otherwise stated, the terms and definitions are for the purpose of this document only.

(U) Joint Concept. Links strategic guidance to the development and employment of future Joint Force capabilities and serves as “engines for transformation” that may ultimately lead to doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) and policy changes. [JP 1-02. Source CJCSI 3010.02D]

(U) Level 1 CRC. Required capability that is listed in the concept. [2015 JIP Update]

(U) Level 2 CRC. Decomposed level 1 CRC to further articulate specific points of the level 1 CRC. [2015 JIP Update]

(U) Lines of Effort. Describe strategic and operational conditions by linking the desired end state, four operational objectives and their associated key tasks, and required capabilities derived from JOAC. Although the balance of emphasis among the LOE changes over time, they should not be seen as sequential. In application, the conditions and requirements of a given situation will dictate how operations unfold. [JIP TORs]

(U) Operational Access. The ability to project military force into an operational area with sufficient freedom of action to accomplish the mission. [JOAC]

(U) Operational objective. The clearly defined, decisive, and attainable goal toward which every operation is directed. The specific target of the action taken which is essential to the commander’s plan. The JOA operational objectives are Gain and Maintain Regional Cooperative Advantage; Aggregate the Force; Disrupt, Destroy, Defeat A2/AD; Conduct Sustained Operations. [JIP TORs]

(U) Underserved Level 2 CRC. Those CRCs that are not sufficiently supported by fielded capabilities or capability development actions to support successful operational access within the context of scenarios specified in Defense Planning Guidance. [JIP TORs]

(U) ACRONYMS

A2	Antiaccess
AD	Area-Denial
AOR	Area of Responsibility
ASB	Air-Sea Battle
ASCM	Anti-Ship Cruise Missile
APOD	Aerial Port of Debarkation
C2	Command and Control
C4ISR	Command, Control, Computers, Communications, Intelligence, Surveillance, and Reconnaissance
CBA	Capabilities-based Assessment
CCJO	Capstone Concept for Joint Operations
CCMD	Combatant Command
CDS	Cross-domain Synergy
CE	Communications Environment
CGA	Capability Gap Assessment
CJA	Comprehensive Joint Assessment
CJCS	Chairman of the Joint Chiefs of Staff
COP	Common Operational Picture
CPR	Chairman's Program Recommendation
CPT	Cyber-Protection Team
CRC	Concept Required Capability
CV-2	Capability View - 2
CV-6	Capability View - 6
DAMIR	Defense Acquisition Management Information Retrieval
DCO-IDM	Defensive Cyberspace Operations-Internal Defense Measures
DCO-RA	Defensive Cyberspace Operations-Response Actions
DJS	Director, Joint Staff
DoD	Department of Defense
DoDI	Department of Defense Instruction
DODIN	Department of Defense Information Network
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy

DPG	Defense Planning Guidance
DRFM	Digital Radio Frequency Memory
DSG	Defense Strategic Guidance
EW	Electronic Warfare
FCB	Functional Capabilities Board
FCC	Functional Combatant Command
FoF	Follow-on-Forces
GCC	Geographic Combatant Commander
IADS	Integrated Air Defense System
IAMD	Integrated Air and Missile Defense
ICBM	Intercontinental Ballistic Missile
IOC	Initial Operational Capability
ISR	Intelligence Surveillance and Reconnaissance
JAM-GC	Joint Concept for Access and Maneuver in the Global Commons
JCB	Joint Capabilities Board
JCEO	Joint Concept for Entry Operations
JCIDS	Joint Capabilities Integration and Development System
JCS	Joint Chiefs of Staff
JCTD	Joint Capability Technology Demonstration
JFDWG	Joint Force Development Working Group
JICA	Joint ISR in Contested Areas
JIP	JOA Implementation Plan
JIWG	JOA Integration Working Group
JOA	Joint Operational Access
JOAC	Joint Operational Access Concept
JOC	Joint Operating Concept
JROC	Joint Requirements Oversight Council
JSpOC	Joint Space Operations Center
JSAP	Joint Staff Action Processing
JSPS	Joint Strategic Planning System
JSSIG	Joint Staff Strategic Integration Group
JT&E	Joint Test and Evaluation
LOC	Line of Communication
LOE	Lines of Effort
MCCS	Military Contribution to Cooperative Security

MNF	Multinational Force
MRBM	Medium Range Ballistic Missile
NMS	National Military Strategy
NSS	National Security Strategy
OCO	Offensive Cyberspace Operations
OCR	Office of Coordinating Responsibility
OPR	Office of Primary Responsibility
OpsDepts	Service Operations Deputies
PBR	Programming and Budget Review
PED	Processing, Exploitation, and Dissemination
PGM	Precision-Guided Munition
POA&M	Plan of Action and Milestones
PPBE	Planning, Programing, Budgeting, and Execution
PN	Partner Nation
PNT	Positioning, Navigation, Timing
QDR	Quadrennial Defense Review
RDP	Recommendation Development Process
RDT&E	Research, Development, Test, and Evaluation
REF	Reinforcing Force
RF	Radio Frequency
SME	Subject Matter Expert
SPOD	Seaport of Debarkation
SRBM	Short-Range Ballistic Missile
SSA	Space Situational Awareness
TBM	Theater Ballistic Missile
TORs	Terms of Reference
WMD	Weapons of Mass Destruction