

**BY ORDER OF THE COMMANDER
AIR FORCE DISTRICT OF WASHINGTON**

**AIR FORCE DISTRICT OF WASHINGTON
INSTRUCTION 10-2**



15 NOVEMBER 2012

Operations

**AIR FORCE DISTRICT OF WASHINGTON
(AFDW)/320 AEW AIR FORCE FORCES
OPERATIONS CENTER**

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This instruction implements AF Mission Directive 13, Air Force District of Washington (AFDW), AFDW Mission Directive 131, Headquarters Air Force District of Washington (HQ AFDW), and supports AFDW CONPLAN 3600, Emergency Preparedness in the National Capital Region. It defines the Air Force Forces (AFFOR) Operations Center organization, responsibilities, structure, relationships, requirements and operations. It applies to all personnel and units assigned or attached to AFDW and the 320th Air Expeditionary Wing (320 AEW). Submit recommended changes using AF Form 847, Recommendation for Change of Publication; to HQ AFDW/A3O, 1500 West Perimeter Road Suite 5370, Joint Base Andrews MD 20762. . Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule located at <http://www.my.af.mil/afirms/afirms/afirms/rims.cfm>.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include updating roles and responsibilities for AFDW Directorates and Operations Center representatives (OC-Reps).

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1. Mission.

1.1. 320 AEW AFFOR Operations Center (Ops Ctr), combined with the 320 AEW Command Element, serves as the Air Force Component Headquarters to Joint Task Force-National Capital Region (JTF-NCR). The Ops Ctr functions similar to an Air Operations Center (AOC) and maintains situational awareness and oversight of ground Air Force forces (AFFOR) and assets for missions and events within the NCR and generates predictive battlespace awareness. The Ops Ctr coordinates with AF/A300 (AFOG), AFNORTH (1AF), JFHQ-NCR / JTF-NCR Joint Operations Center (JOC), other NCR-based Service and Joint planning groups, or inter-agency Operations Centers, as required. The 320 AEW AFFOR Ops Ctr also functions as an A Staff by exercising ADCON of Air Force forces assigned or attached to JTF-NCR.

1.1.1. The requirement for an Air Force Service Component Headquarters (HQ) as part of a JTF is established in Joint Publication 1, Doctrine for the Armed Forces of the United States. The National Capital Region AFFOR Ops Ctr requirement is established in US Northern Command (USNORTHCOM) CONPLAN 3600, Emergency Preparedness in the National Capital Region and the HQ 1 AIR AND SPACE EXPEDITIONARY TASK FORCE (1AETF) STANDING OPORD FOR 320 AEW-NCR OPERATIONS.

1.2. The Ops Ctr will typically be activated IAW CONPLAN 3600 whenever the JTF-NCR is activated by USNORTHCOM. Air Force forces identified as Initial Operating Forces (IOF) for supporting the JTF-NCR, to include the AFFOR Ops Ctr forces, will be presented to the CDR JTF-NCR as the 320 AEW. This presentation of forces as an Air Expeditionary Force is IAW Air Force Doctrine Document 1, Air Force Basic Doctrine and Air Force Doctrine Document 2, Operations and Organizations.

1.2.1. The current Unit Type Code (UTC) for the Air Force IOF in support of CONPLAN 3600 designates AFDW as the initial source for all these forces (see UTC

CTJNC). These forces will be assigned to the 320 AEW for presentation to the supported operational commander, the CDR JTF-NCR. Once forces are assigned to the 320 AEW and presented to the JTF-NCR, the Commander JTF-NCR will typically have Operational Control (OPCON) of these forces.

1.3. The AFFOR Ops Ctr may also be activated by the AFDW/CC or designated representative to support events/operations other than as specified by CONPLAN 3600. When the Ops Ctr is activated this way by the AFDW/CC, the forces performing Ops Ctr duties remain part of AFDW and are not assigned to the 320 AEW. OPCON is retained by the AFDW/CC.

2. Organizations.

2.1. **Air Force District of Washington (AFDW).** AFDW is a Direct Reporting Unit (DRU) to the Chief of Staff, USAF, and serves as the Air Force Service component of Joint Forces Headquarters National Capital Region (JFHQ-NCR) and the supporting command to Joint Task Force Capital Region Medical (JTF-CapMed). AFDW prepares for, and when directed, conducts Homeland Operations in the NCR. AFDW is the designated single Air Force voice for planning and implementing Air Force and AF-led joint solutions concerning the NCR. AFDW comprises the HQ staff, 11 WG, 79 MDW and 844 CG.

2.2. **Joint Forces Headquarters National Capital Region (JFHQ-NCR).** JFHQ-NCR supports USNORTHCOM as an operational level, regionally focused headquarters. The purpose of the JFHQ is to plan and prepare for operations in the NCR on behalf of CDR USNORTHCOM. When directed, JFHQ-NCR transitions to JTF-NCR and assumes control of forces assigned to conduct Homeland Operations in the NCR Joint Operating Area (JOA). The Commander JTF-NCR will be the supported operational commander in the NCR JOA.

2.3. **320th Air Expeditionary Wing (320 AEW).** The 320 AEW is the Air Force component of JTF-NCR. IAW the HQ 1 Air and Space Expeditionary Task Force (1AETF) standing OPOD for the 320 AEW, USAF forces that are assigned or attached OPCON to JTF-NCR will be ADCON to the 320 AEW.

2.3.1. CONPLAN 3600 identifies baseline Initial Operating Forces (IOF). IAW USAF doctrine, these forces will be part of the 320 AEW.

2.3.2. The AFDW/CC is the designated 320 AEW/CC and COMAFFOR-FWD IAW Air Force Mission Directive (MD) 13.

2.3.3. The AFDW Mobilization Assistant (MA) is the Vice Commander of the 320 AEW IAW AFDW MD 131.

2.3.4. If additional units are required to support operations in the NCR, pre-designated Air Expeditionary Groups have been reserved by 1AF/AIRM to be assigned under the 320 AEW.

2.4. **Joint Task Force National Capital Region Medical (JTF CapMed).** JTF CapMed is a standing Joint Task Force tasked to provide medical support within the NCR. AFDW is the supporting command to JTF CapMed. 79 MDW forces support JTF CapMed operations and are Tactical Control (TACON) to JTF CapMed.

3. AFDW Responsibilities.

3.1. AFDW Commander (CC).

- 3.1.1. Direct or approve AFFOR Ops Ctr activation/deactivation.
- 3.1.2. Provide the Ops Ctr Director (OC-DIR) with direction, intent or decisions for the Operations Center to execute or implement.
- 3.1.3. Dual-hat as Commander, 320 AEW, upon activation, and exercise ADCON for all Air Force forces assigned or attached to the 320 AEW.
- 3.1.4. Serve as COMAFFOR-FWD for Air Force forces (AFFOR) assigned or attached to JTF-NCR.
- 3.1.5. Direct, support, sustain, and redeploy assigned or attached AF forces for approved Homeland Operations through orders or directives prepared by the command staff, AFDW/A3 or the 320 AEW AFFOR Ops Ctr.

3.2. Vice Commander (CV).

- 3.2.1. Assist the AFDW Commander in the performance and execution of duties and responsibilities.

3.3. **Mobilization Assistant (MA).**

- 3.3.1. On order, serve as the Vice Commander of 320 AEW.
- 3.3.2. Assist the 320 AEW/CC in the performance and execution of duties and responsibilities.

3.4. Director of Staff (DS).

- 3.4.1. Be prepared to (BPT) provide one (1) officer to serve as the 320 AEW Section Commander IAW UTC CTJNC. This officer will be on call to serve on the 320 AEW Command Staff. Desired minimum grade is O-5.
- 3.4.2. BPT provide personnel for Ops Ctr duties (e.g. OC-DIR, OC-OPSO) as required to meet mission requirements.

3.5. **Staff Judge Advocate (JA).**

- 3.5.1. BPT to provide two (2) officers to serve as Judge Advocate (JA) OC-Reps IAW UTC CTJNC. These officers will be on call to staff the Ops Ctr in the event it is activated. Desired AFSC for this position is 051J3 with a desired minimum grade of O-4.
- 3.5.2. Develop a training plan for initial qualification and maintaining qualification to perform JA duties in the Ops Ctr. Ensure personnel designated as the on-call Ops Ctr representatives are fully trained and qualified. Coordinate training objectives and requirements with AFDW/A3O.
- 3.5.3. Develop and maintain detailed JA OC-Rep procedures, checklists, continuity books and reference materials. These materials will be readily available in hard copy or electronic format to JA OC-Rep personnel when performing their duties in the Ops Ctr or at a dispersed location.
- 3.5.4. Ensure all designated JA Ops Ctr personnel are part of the Emergency Response Group (ERG) roster and have any equipment required by the ERG program.

3.5.5. Manage and monitor the AFDW/JA Ops Ctr OMB daily during steady-state operations.

3.6. Safety (SE).

3.6.1. BPT provide two (2) officers to serve as Safety (SE) OC-Reps IAW UTC CTJNC. These officers will be on call to staff the Ops Ctr in the event it is activated. Desired grade for the position is O-3; no specific AFSC is required.

3.6.2. Develop a training plan for initial qualification and maintaining qualification to perform SE duties in the Ops Ctr. Ensure personnel designated as the on-call Ops Ctr representatives are fully trained and qualified. Coordinate training objectives and requirements with AFDW/A3O.

3.6.3. Develop and maintain detailed SE OC-Rep procedures, checklists, continuity books and reference materials. These materials will be readily available in hard copy or electronic format to SE OC-Rep personnel when performing their duties in the Ops Ctr or at a dispersed location.

3.6.4. Ensure all designated SE Ops Ctr personnel are part of the ERG roster and have any equipment required by the ERG program.

3.6.5. BPT provide additional personnel for Ops Ctr duties (e.g. OC-DIR, OC-OPSO) as required to meet mission requirements.

3.6.6. Manage and monitor the AFDW/SE Ops Ctr OMB daily during steady-state operations.

3.7. Command Surgeon (SG).

3.7.1. BPT provide two (2) personnel to serve as SG OC-Reps IAW UTC CTJNC. These personnel will be prepared to staff the Ops Ctr in the event it is activated. Desired AFSCs for these positions are 41A3 with minimum grade of O-3 or 4A071 with a minimum grade of E-6.

3.7.2. Develop a training plan for initial qualification and maintaining qualification to perform SG duties in the Ops Ctr. Ensure personnel designated as the Ops Ctr SG representatives are fully trained and qualified. Coordinate training objectives and requirements with AFDW/A3O.

3.7.3. Develop and maintain detailed SG OC-Rep procedures, checklists, continuity books and reference materials. These materials will be readily available in hard copy or electronic format to SG OC-Rep personnel when performing their duties in the Ops Ctr or at a dispersed location.

3.7.4. Ensure all designated SG Ops Ctr personnel are part of the ERG roster and have any equipment required by the ERG program.

3.7.5. Manage and monitor the AFDW/SG Ops Ctr OMB daily during steady-state operations.

3.8. Public Affairs (PA).

3.8.1. BPT provide two (2) officers to serve as PA OC-Reps IAW UTC CTJNC. These officers will be on call to staff the Ops Ctr in the event it is activated. Desired AFSC for this position is 035P3 and a minimum grade of O-3.

3.8.2. Develop a training plan for initial qualification and maintaining qualification to perform PA duties in the Ops Ctr. Ensure personnel designated as the on-call Ops Ctr representatives are fully trained and qualified. Coordinate training objectives and requirements with AFDW/A3O.

3.8.3. Develop and maintain detailed PA OC-Rep procedures, checklists, continuity books and reference materials. These materials will be readily available in hard copy or electronic format to PA OC-Rep personnel when performing their duties in the Ops Ctr or at a dispersed location.

3.8.4. Ensure all designated PA Ops Ctr personnel are part of the ERG roster and have all equipment required by the ERG program.

3.8.5. BPT provide additional personnel for Ops Ctr duties (e.g. OC-DIR, OC-OPSO) as required to meet mission requirements.

3.8.6. Manage and monitor the AFDW/PA Ops Ctr OMB daily during steady-state operations.

3.9. Manpower, Personnel and Services (A1).

3.9.1. BPT provide two (2) personnel to serve as A1 OC-Reps IAW UTC CTJNC. These personnel will be on call to staff the Ops Ctr in the event it is activated. Desired AFSCs and ranks for this tasking are one (1) officer with AFSC O38F3 and the minimum grade of O-4 and one (1) enlisted 3S0X1 with the minimum grade of E-5.

3.9.2. Develop a training plan for initial qualification and maintaining qualification to perform A1 duties in the Ops Ctr. Ensure personnel designated as the on-call Ops Ctr representatives are fully trained and qualified. Coordinate training objectives and requirements with AFDW/A3O.

3.9.3. Develop and maintain detailed A1 OC-Rep procedures, checklists, continuity books and reference materials. These materials will be readily available in hard copy or electronic format to A1 OC-Rep personnel when performing their duties in the Ops Ctr or at a dispersed location.

3.9.4. Ensure all designated A1 OC-Rep personnel are part of the ERG roster and have any equipment required by the ERG program.

3.9.5. BPT provide additional personnel for Ops Ctr duties (e.g. OC-DIR, OC-OPSO) as required to meet mission requirements.

3.9.6. Manage and monitor the AFDW/A1 Ops Ctr OMB daily during steady-state operations.

3.10. Intelligence (A2).

3.10.1. BPT provide two (2) qualified Intelligence Specialists to serve as A2 OC-Reps IAW UTC CTJNC. These specialists will be on call to support the Ops Ctr in the event it is activated.

3.10.2. Develop a training plan for initial qualification and maintaining qualification to perform A2 duties in the Ops Ctr. Ensure personnel designated as the on-call Ops Ctr representatives are fully trained and qualified. Coordinate training objectives and requirements with AFDW/A3O.

3.10.3. Develop and maintain detailed A2 OC-Rep procedures, checklists, continuity books and reference materials. These materials will be readily available in hard copy or electronic format to A2 OC-Rep personnel when performing their duties in the Ops Ctr or at a dispersed location.

3.10.4. Ensure all designated A2 OC-Rep personnel are part of the ERG roster and have all equipment required by the ERG program.

3.10.5. BPT provide additional personnel for Ops Ctr duties (e.g. OC-DIR, OC-OPSO) as required to meet mission requirements.

3.10.6. Manage and monitor the AFDW/A2 Ops Ctr OMB daily during steady state operations.

3.11. Air, Space and Information Operations, Plans, and Readiness (A3).

3.11.1. BPT provide two (2) officers to serve as A3O OC-Reps IAW UTC CTJNC. These officers will be on call to staff the Ops Ctr in the event it is activated. No specific AFSC or grade is required for this position.

3.11.2. BPT provide two (2) officers to serve as A3X OC-Reps IAW UTC CTJNC. These officers will be on call to staff the Ops Ctr in the event it is activated. No specific AFSC or grade is required for this position.

3.11.3. BPT provide two (2) officers to serve as A3Q OC-Reps IAW UTC CTJNC. These officers will be on call to staff the Ops Ctr in the event it is activated. Desired AFSC for this position is 43E with minimum grade of O-3 or 3E9X and minimum grade is E-6.

3.11.4. BPT provide two (2) personnel to serve as A9 OC-Reps IAW UTC CTJNC. These personnel will be on call to staff the Ops Ctr in the event it is activated. Desired ranks for these billets are one (1) officer with the minimum grade of O-3 and one (1) enlisted with the minimum grade of E-5. Any AFSC is acceptable for either position.

3.11.5. BPT provide two (2) personnel to serve as OC-Control personnel IAW UTC CTJNC. These personnel will be on call to staff the Ops Ctr in the event it is activated. Required AFSC for this billet is 1C351 and minimum grade is E-5.

3.11.6. BPT provide one (1) officer to serve as Task Force Incident Awareness and Assessment (TF IAA) Commander on behalf of JTF-NCR/CC and the JFACC. This officer will be on call to serve on the 320 AEW Command Staff.

3.11.7. Develop a training plan for initial qualification and maintaining qualification to perform the A3 duties in the Ops Ctr. Ensure personnel designated as the on-call Ops Ctr representatives are fully trained and qualified. Coordinate training objectives and requirements with AFDW/A3O.

3.11.8. Develop a training plan for initial qualification and maintaining qualification to perform the Director and OPSO duties in the Ops Ctr.

- 3.11.9. Develop a training plan for initial qualification and maintaining qualification to perform the AFFOR LNO duties in the JTF-NCR JOC. Coordinate training objectives and requirements with JFHQ/J3.
- 3.11.10. Develop a training plan for initial qualification and maintaining qualification to perform the Joint Air Component Coordination Element (JACCE-NCR) duties in the JTF-NCR JOC. Coordinate training objectives and requirements with AFNORTH.
- 3.11.11. Develop and maintain detailed A3 CC-Rep procedures, checklists, continuity books and reference materials. These materials will be readily available in hard copy or electronic format to A3 CC-Rep personnel when performing their duties in the Ops Ctr or at a dispersed location.
- 3.11.12. Ensure all designated A3 OC-Rep personnel are part of the ERG roster and have all equipment required by the ERG program.
- 3.11.13. Manage and monitor the Director, OPSO, A3, Ops Ctr Admin and Ops Ctr OMBs daily during steady-state operations.
- 3.11.14. Recommend Ops Ctr activation/deactivation and operating hours to the Commander. If the nature of the situation warrants, direct AFFOR Operations Center activation for initial shift until approved by the Commander.
- 3.11.15. Serve as OPR for Ops Ctr training.
- 3.11.16. Coordinate battle rhythm with DS.
- 3.11.17. Develop Ops Ctr staffing schedule for OC-DIR, OC-OPSO, TF-IAA, ACCE-NCR and JTF-NCR Liaison Officer (LNO).
- 3.11.18. Consolidate OC-Rep schedule inputs provided by individual Directorates and publish initial schedule for use during AFDW exercises and operations.
- 3.11.19. Develop and maintain a current Ops Ctr Entry Authorization List (EAL).
- 3.11.20. Manage Ops Ctr facilities and equipment and coordinate with AFDW/A6 on all communication equipment and system support.
- 3.12. Logistics, Installations, and Mission Support (A4/7).
 - 3.12.1. BPT provide two (2) E-7 or O-3 (minimum) personnel to serve as A4/7 OC-Reps IAW UTC CTJNC. These personnel will be on call to staff the Ops Ctr in the event it is activated.
 - 3.12.2. Develop a training plan for initial qualification and maintaining qualification to perform A4/7 duties in the Ops Ctr. Ensure personnel designated as the on-call Ops Ctr representatives are fully trained and qualified. Coordinate training objectives and requirements with AFDW/A3O.
 - 3.12.3. Develop and maintain detailed A4/7 OC-Rep procedures, checklists, continuity books and reference materials. These materials will be readily available in hard copy or electronic format to A4/7 OC-Rep personnel when performing their duties in the Ops Ctr or at a dispersed location.

3.12.4. Ensure all designated A4/7 OC-Rep personnel are part of the ERG roster and have all equipment required by the ERG program.

3.12.5. BPT provide additional personnel for Ops Ctr duties (e.g. OC-DIR, OC-OPSO) as required to meet mission requirements.

3.12.6. Manage and monitor the AFDW/A4/7 Ops Ctr OMB daily during steady-state operations.

3.12.7. Activate the CSC as directed by the AFDW/CC.

3.13. Communications (A6).

3.13.1. BPT provide two (2) officers to serve as A6 OC-Reps IAW UTC CTJNC. These officers will be on call to staff the Ops Ctr in the event it is activated. Required AFSC for this position is 17D with a minimum grade of O-2.

3.13.2. Develop a training plan for initial qualification and maintaining qualification to perform A6 duties in the Ops Ctr. Ensure personnel designated as the on-call Ops Ctr representatives are fully trained and qualified. Coordinate training objectives and requirements with AFDW/A3O.

3.13.3. Develop and maintain detailed A6 OC-Rep procedures, checklists, continuity books and reference materials. These materials will be readily available in hard copy or electronic format to A6 OC-Rep personnel when performing their duties in the Ops Ctr or at a dispersed location.

3.13.4. BPT to provide two (2) personnel to serve as Network Integration (IT) Specialists IAW UTC CTJNC. These personnel will be on call to staff the Ops Ctr in the event it is activated. Required AFSC for this position is 3D1X2 with a minimum grade of E-6.

3.13.5. Develop a training plan for initial qualification and maintaining qualification to perform IT duties in the Ops Ctr. Ensure personnel designated as the on-call Ops Ctr representatives are fully trained and qualified. Coordinate training objectives and requirements with AFDW/A3O.

3.13.6. Develop and maintain detailed IT procedures, checklists, continuity books and reference materials. These materials will be readily available in hard copy or electronic format to IT personnel when performing their duties in the Ops Ctr or at a dispersed location.

3.13.7. Ensure all designated A6 and IT OC-Rep personnel are part of the ERG roster and have all equipment required by the ERG program.

3.13.8. BPT provide additional personnel for Ops Ctr duties (e.g. OC-DIR, OC-OPSO) as required to meet mission requirements.

3.13.9. Manage and monitor the AFDW/A6 Ops Ctr OMB daily during steady state operations.

3.13.10. ICW AFDW/A3O, develop and maintain an Information Management (IM) plan. Identify all IT and collaborative tools available for use by personnel in the Ops Ctr. Describe log-on procedures and operating guidelines for these IT systems. Ensure the IM

plan identifies specific requirements for Ops Ctr personnel indicating which tools are required for their position.

3.13.11. ICW AFDW/A3O, ensure communications equipment and system are operational, and request support from 844 CG as necessary.

3.13.12. ICW AFDW/A3O, conduct quarterly Communication Exercises (COMMEX) at both, primary and alternate locations to verify all equipment functionality and ability to support the Ops Center mission. This requirement may be waived when actual operations or exercises validate the readiness of the communications systems in the Ops Ctr.

3.14. Programs and Financial Management (A8).

3.14.1. BPT provide two (2) personnel to serve as A8 OC-Reps IAW UTC CTJNC. These personnel will be on call to staff the Ops Ctr in the event it is activated. Required AFSC for this position is 6F071 with the minimum grade of E-5 for one billet and E-7 for the other billet.

3.14.2. Develop a training plan for initial qualification and maintaining qualification to perform A8 duties in the Ops Ctr. Ensure personnel designated as the on-call Ops Ctr representatives are fully trained and qualified. Coordinate training objectives and requirements with AFDW/A3O.

3.14.3. Develop and maintain detailed A8 OC-Rep procedures, checklists, continuity books and reference materials. These materials will be readily available in hard copy or electronic format to A8 OC-Rep personnel when performing their duties in the Ops Ctr or at a dispersed location.

3.14.4. Ensure all designated A8 OC-Rep personnel are part of the ERG roster and have all equipment required by the ERG program.

3.14.5. BPT provide additional personnel for Ops Ctr duties (e.g. OC-DIR, OC-OPSO) as required to meet mission requirements.

3.14.6. Manage and monitor the AFDW/A8 Ops Ctr OMB daily during steady-state operations.

3.15. 11 WG.

3.15.1. Evaluate activating the Crisis Action Team (CAT) when the Ops Ctr is activated.

3.15.1.1. Provide situational awareness on unit activities during elevated situations.

3.15.2. BPT provide three (3) personnel to serve as PERSCO staff IAW UTC CTJNC. These personnel will be on call to perform PERSCO functions for 320 AEW personnel and Air Force Forces (AFFOR) assigned or attached to JTF-NCR. The required AFSCs and ranks are one (1) officer with AFSC 038FX and two (2) enlisted personnel with AFSC 3S0X1 and minimum rank of E-5.

3.15.3. BPT provide two (2) personnel to serve as OC-Control personnel IAW UTC CTJNC. These personnel will be on call to staff the Ops Ctr in the event it is activated. Required AFSC for this billet is 1C351 and minimum grade is E-5.

3.15.4. Inform the AFDW Ops Ctr and AFDW/A3 (via voice and email communication) of any changes in command and control (C2) structure, capability, or conditions (i.e., CAT/MCC activation/deactivation).

3.15.5. BPT provide an LNO to the Ops Center as directed by the CC-DIR.

3.15.6. Respond, acknowledge or take action as directed in CCDs or message traffic.

3.16. **Joint Base Andrews Command Post (CP).**

3.16.1. During day to day operations, the AFDW/CC maintains command and control through normal staff processes and established command post functions. AFDW command center functions as defined in AFI 10-207, Command Posts, have been delegated to the Andrews CP.

3.16.2. During normal, steady-state operations, command and control runs through standard command post channels. Coordination and staffing is accomplished through the tasking system, Staff Summary Sheets or verbal direction. Information and tasking flow is normally through the command staff.

3.16.3. When directed, execute the designated recall of Ops Center personnel.

3.17. **79 MDW.**

3.17.1. Provide situational awareness on unit activities during elevated situations.

3.17.2. Respond, acknowledge or take action as directed in CCDs or message traffic.

3.18. **844 CG.**

3.18.1. Provide situational awareness on unit activities during elevated situations.

3.18.2. Respond, acknowledge or take action as directed in CCDs or message traffic.

4. **Operations Center Responsibilities and Duties.**

4.1. **Ops Ctr Representatives (ALL).**

4.1.1. Represent their AFDW Director in the Ops Ctr and respond to OC-DIR and OC-OPSO on matters related to their functional area.

4.1.2. Continuously monitor Ops Ctr communications media to gather taskers, process taskers and respond to requests for information.

4.1.3. Maintain a log of issues and events occurring during shifts. Inform OPSO of significant events for inclusion in the daily SITREP.

4.1.4. Prepare respective functional slide for briefings.

4.1.5. Ensure log on access to, and print capability from, assigned Non-Secure Internet Protocol Router (NIPR) and Secure Internet Protocol Router (SIPR) computer domain, internet, and applicable common folders.

4.1.6. Ensure functional continuity binders are up to date (Attachment 3).

4.1.7. Ensure they are designated as ERG members for their directorate IAW AFDW COOP plan (if applicable).

4.1.8. BPT execute Ops Ctr duties from deployed/dispersed location.

- 4.1.9. Maintain equipment as directed by the ERG program (e.g. laptop with VPN).
- 4.1.10. Comply with OC-Rep training requirements.
- 4.1.11. Secure classified materials prior to exiting the Ops Ctr and adhere to security procedures.

4.2. Ops Ctr Director (OC-DIR).

- 4.2.1. Be directly responsible to the COMAFFOR-FWD as the focal point for situational awareness, OPCON and ADCON of Air Force forces assigned and attached to the JTF-NCR.
- 4.2.2. Direct Ops Ctr actions to establish priorities supporting the commander and assigned/attached units, in response to higher headquarters tasking or requests for information.
- 4.2.3. Ensure timely production and transmission of required deliverables (daily briefings, situation report (SITREP), orders, etc).
- 4.2.4. Review and approve daily SITREP, JPERSTAT and other applicable reports.
- 4.2.5. Request reach back support from AFDW staff and subordinate units through OC-Reps for appropriate solutions.
- 4.2.6. Engage in continuous communications with the JACCE-NCR and the AFNORTH (1AF) Air Operations Center (AOC) to coordinate, deconflict and hand off air domain issues for USNORAD/USNORTHCOM Joint Force Air Component Commander (JFACC) execution.
- 4.2.7. Coordinate with JACCE Teams, TF-IAA, LNOs and field commanders to provide necessary COMAFFOR-FWD support.
- 4.2.8. Coordinate with the Air National Guard CAT to determine status of fielded active duty or Title 32 forces.
- 4.2.9. Attend applicable NORTHCOM, AFNORTH, JTF/JFHQ-NCR briefings and present appropriate status of forces and support issues.
- 4.2.10. Review and approve for transmission all Requests for Forces (RFF) on behalf of the COMAFFOR-FWD.
- 4.2.11. Review and forward Requests for Information/Requests for Action (RFI/RFA) to appropriate OC-Rep providing guidance and suspense.
- 4.2.12. Review and release required CCDs.
- 4.2.13. Present update briefings to the AFDW/CC and staff.

4.3. Ops Ctr Operations Officer (OC-OPSO).

- 4.3.1. Serve as the senior Ops Ctr officer-in-charge in the OC-DIR's absence.
- 4.3.2. Supervise Ops Ctr activities; provide OC-DIR guidance to OC-Reps and AFDW staff. Ensure assigned Ops Ctr tasks are properly staffed.
- 4.3.3. Establish and monitor the Ops Ctr suspense system to ensure timely tracking and delivery of required products and information.

4.3.4. Coordinate information flow between the Ops Ctr, JFHQ/JTF-NCR JOC, AFDW staff, assigned/attached units, liaison officers and higher headquarters.

4.3.5. Maintain the Ops Center read file.

4.3.6. Prepare the daily 320 AEW SITREP.

4.3.7. Prepare slides for update, shift change and other briefings, as required.

4.3.8. Develop OCDs (as required).

4.4. Ops Ctr Control/Admin Representative (OC-Control).

4.4.1. Initiate and complete necessary checklists (Quick Reaction, Shift, etc.).

4.4.2. Maintain a list of key personnel and track their location/availability.

4.4.3. Execute OPREP-3 responsibilities as defined in AFDW supplement to AFI 10-206.

4.4.3.1. 320 AEW PINNACLE and BEELINE events/incidents will be reported to the Andrews Regional Command Post. Courtesy reports will be made to 1 AETF and AFNORTH Command Posts.

4.4.3.2. 320 AEW HOMELINE events/incidents will be reported to the 1 AETF and AFNORTH Command Posts.

4.4.4. Track and display Alert Level, Force Protection (FPCON) and Information Operations Condition (INFOCON) status.

4.4.5. Serve as OPR for all Ops Center Directives (OCDs) activities.

4.4.5.1. Maintain permanent record of all Exercise and Operational OCDs.

4.4.5.2. Track the status of current OCDs; identify release time, receipt acknowledgement, execution and completion.

4.4.5.3. Write OCDs using DIR and OPSO inputs; transmit finalized and approved CCDs.

4.4.6. Maintain an events log; document shift activities and significant events/incidents.

4.4.7. Coordinate with internal and external agencies.

4.4.8. Assist OC-DIR and OC-OPSO in executing the Ops Ctr mission.

4.4.9. Receive and consolidate daily SITREP inputs, draft SITREP for approval, and transmit completed SITREPS, PERSTATs and other reports as directed OPSO.

4.4.10. Consolidate inputs for commander update briefing, shift change briefing and other briefings, as required.

4.4.11. Manage and update Ops Ctr Community of Practice (CoP) website as directed.

4.4.12. Perform periodic backups of Ops Ctr data.

4.4.13. Serve as the Unit Control Center (UCC) representative for 320 AEW personnel.

4.5. Ops Ctr Network Integration (IT) specialist.

- 4.5.1. Manage information technology implementation to include: installations, upgrades, applications and solutions.
- 4.5.2. Serve as OPR for resolving network connectivity issues.
- 4.6. **A-1 OC-Rep.**
 - 4.6.1. Establish and maintain contact with JFHQ/JTF-NCR JOC counterpart.
 - 4.6.2. Maintain accountability of all 320 AEW forces.
 - 4.6.3. Prepare and transmit OPSO approved JPERSTAT reports as directed.
 - 4.6.4. Receive and process forces supporting operations and exercises in the NCR.
 - 4.6.5. Arrange lodging for USAF personnel supporting operations and exercises in the NCR (as required).
 - 4.6.6. BPT submit a battle update slide for the Commander's Update Brief.
- 4.7. **A-2 OC-Rep.**
 - 4.7.1. Establish and maintain contact with JFHQ/JTF-NCR JOC counterpart.
 - 4.7.2. Provide initial Intel update for Ops Ctr personnel.
 - 4.7.3. BPT submit a battle update slide for the Commander's Update Brief.
 - 4.7.4. BPT brief commanders on situations in the NCR
- 4.8. **A-3 OC-Rep.**
 - 4.8.1. Establish and maintain contact with JFHQ/JTF-NCR JOC counterpart.
 - 4.8.2. Serve as OPR for Friendly Force Tracker (FFT) operations.
 - 4.8.3. Serve as OPR for monitoring applicable Common Operating Picture (COP) and collaborative tools.
 - 4.8.4. BPT submit a battle update slide for the Commander's Update Brief.
- 4.9. **A-4/7 OC-Rep.**
 - 4.9.1. Establish and maintain contact with JFHQ/JTF-NCR JOC counterparts.
 - 4.9.2. Coordinate with the Contingency Support Cell (CSC) to arrange transportation, security and installation support for USAF personnel supporting operations and exercises in the NCR (as required).
 - 4.9.3. BPT coordinate with the CSC to assist with airlift requests for forces traveling to and from the NCR.
 - 4.9.4. BPT coordinate with the CSC to track airlift supporting operations and exercises in the NCR.
 - 4.9.5. BPT submit a battle update slide for the Commander's Update Brief.
- 4.10. **A-3X OC-Rep.**
 - 4.10.1. Identify and review all plans applicable to the activation of the Ops Ctr.

4.10.2. Create/maintain an executive summary presentation for applicable plans. BPT brief AFDW/CC and other senior leaders.

4.10.3. Execute the Armed Forces Funeral Checklist Data Base (AFFCDB) during State Funeral operations and exercises:

4.10.3.1. Coordinate with JFHQ-NCR to ensure all applicable steps are identified and executed.

4.10.3.2. Under the authority of the DIR/OPSO, task OC-Reps and wing Funeral Operation Centers (FOCs) to accomplish applicable specific tasks.

4.10.3.3. Track the status of all items listed in the AFFCDB.

4.10.3.4. Periodically update DIR/OPSO on status of AFFCDB tasks. Promptly inform DIR/OPSO of any issues or problems.

4.10.4. BPT submit a battle update slide for the Commander's Update Brief.

4.11. A3S OC-Rep.

4.11.1. Establish and maintain contact with JFHQ/JTF-NCR JOC counterpart.

4.11.2. BPT submit a battle update slide for the Commander's Update Brief.

4.12. A-6 OC-Rep.

4.12.1. Establish and maintain contact with JFHQ/JTF-NCR JOC counterpart.

4.12.2. Monitor the readiness of the Alternate Ops Ctr location. Coordinate with 844 CG all requirements to prepare alternate Ops Ctr site for dispersed operations.

4.12.3. Prepare for OPSO review all COMSTAT and similar C4I reports. Transmit approved reports as tasked.

4.12.4. BPT submit a battle update slide for the Commander's Update Brief.

4.13. A-8 OC-Rep.

4.13.1. Establish and maintain contact with JFHQ/JTF-NCR JOC counterpart.

4.13.2. Serve as OPR for all cost capture efforts and compile costs throughout Ops Ctr operations. Determine appropriate ESP codes.

4.13.3. BPT submit a battle update slide for the Commander's Update Brief.

4.14. A-9 OC-Rep.

4.14.1. Establish and maintain contact with JFHQ/JTF-NCR JOC counterpart.

4.14.2. Track all lessons observed during operations and exercises IAW CJCSI 3150.25D (10 Oct 08), AFDW 90-16 (4 Jun 08) and AFI 90-1601 (22 Sep 10).

4.14.3. Research and present applicable previously learned lessons and observations to 320 AEW/CC and staff.

4.14.4. BPT submit a battle update slide for the Commander's Update Brief.

4.15. JA OC-Rep.

- 4.15.1. Establish and maintain contact with JFHQ/JTF-NCR JOC counterpart.
- 4.15.2. Provide legal counsel and advice to the AFDW/CC and OC-DIR.
- 4.15.3. BPT submit a battle update slide for the Commander's Update Brief.

4.16. PA OC-Rep.

- 4.16.1. Establish and maintain contact with JFHQ/JTF-NCR JOC counterpart.
- 4.16.2. Coordinate USAF PA efforts in the NCR with HAF/PA and inter-agency organizations.
- 4.16.3. BPT submit a battle update slide for the Commander's Update Brief.

4.17. SE OC-Rep.

- 4.17.1. Establish and maintain contact with JFHQ/JTF-NCR JOC counterpart.
- 4.17.2. Ensure all safety issues are identified and resolved.
- 4.17.3. BPT submit a battle update slide for the Commander's Update Brief.

4.18. SG OC-Rep.

- 4.18.1. Establish and maintain contact with JFHQ/JTF-NCR JOC and JTF-CapMed JOC.
- 4.18.2. Serve as OPR for tracking 79 MDW forces assigned TACON to JTF-CapMed.
- 4.18.3. BPT submit a battle update slide for the Commander's Update Brief.

5. AFFOR Ops Center Operations.

5.1. **Activation.** The AFDW commander, or a designated representative, approves Ops Ctr activation. The Ops Ctr should be activated when an emerging situation mandates a real or anticipated need for tailored situational awareness and/or a rapid AFDW response. In a rapid standup or recall situation, Ops Ctr members will report to the Ops Ctr or designated location within 2 hours of activation or at a specified time to receive situation briefs and establish external lines of communications.

5.1.1. OC-OPSO will initiate the activation Quick Reaction Checklist (QRC) and ensure timely execution by tasked personnel. Circumstances potentially requiring AFFOR Operations Center activation include, but are not limited to:

- 5.1.1.1. Indications of impending or actual acts of terrorism against the US or within the NCR.
- 5.1.1.2. Indications of an impending or actual events involving chemical, biological, radiological, nuclear, or high-yield explosive (CBRNE) or other potential mass casualty incidents within the NCR.
- 5.1.1.3. Death or serious injury occurs to a key military or political leader/cabinet member of the U.S. Government.
- 5.1.1.4. An accident or incident impacting and/or involving USAF NCR-based forces that could draw national media attention or have a potentially adverse effect on AFDW's mission or image.

- 5.1.1.5. A subordinate or higher headquarters activates their CAT (HAF, JFHQ-NCR).
- 5.1.1.6. A subordinate or higher headquarters initiates a COOP/COG event.
- 5.1.1.7. A significant cyber attack occurs and cripples AFDW info systems or requires system shutdown.
- 5.1.1.8. Operation Noble Eagle (ONE) assets launch from an AFDW installation to investigate a Target of Interest (TOI) in the NCR Special Flight Rules Area.
- 5.1.1.9. AFDW or subordinate units receive a Warning Order, Alert Order, Deployment Order or Execute Order for an impending mission.
- 5.1.1.10. A natural disaster is forecasted within 96 hours that will impact the NCR.
- 5.1.1.11. Changes to any of the following National Alert and Warning levels within the CONUS: COGCON, DEFCON, CIDCON, FPCON, INFOCON, ONE ASL or NCR IAD SOA.
- 5.1.1.12. Loss of critical systems, infrastructure, or communications affecting AFDW safety or mission accomplishment.
- 5.1.1.13. Changes in the ability of AFDW assigned or supported forces to execute and sustain Homeland Operations.
- 5.1.1.14. Immediate Response is provided or DSCA mission support is being requested
- 5.1.1.15. JTF-NCR OPLAN/CONPLAN implementation.
- 5.1.1.16. National Special Security Events (NSSE) or designated Special Event Assessment Risk (SEAR) events.
- 5.1.1.17. Higher headquarters directed time-sensitive, high-priority taskings.
- 5.1.1.18. Exercises and NCR training events.
- 5.1.1.19. Service support missions.

5.2. **Deactivation.** OC-DIR will initiate deactivation procedures when directed by the AFDW/CC. At a minimum the OC-OPSO and OC-Control should remain at the Ops Ctr until all deactivation requirements are accomplished.

5.2.1. When the Ops Ctr is not activated, the AFDW A-Staff and Special Staff operate from their normal work areas and the Andrews CP performs the 24-hour continuous watch function. AFDW/A3O monitors and maintains the Ops Ctr in a cold status.

5.3. **Staffing.** The Ops Ctr staffing is situation dependent. A full Ops Ctr activation consists of representatives from the A-Staff, JA, PA, SE and SG operating in the Ops Ctr. The Ops Ctr/320 AEW also includes the AFFOR LNOs at the JTF-NCR JOC at Ft McNair (note: the JACCE-NCR and medical forces supporting JTF-CapMed are not part of the Ops Ctr/320 AEW). The AFDW A3 Director (or designated representative) will determine required Ops Ctr staffing based on situation intensity and duration. Initial staffing is based on 2 personnel per position in order to support 24 hour continuous operations for up to 6 days. If continuous 24 hour operations are required beyond 6 days, staffing will be increased to 5 personnel per

Ops Ctr position, with sourcing expected from units external to AFDW. Unless specifically restricted, all positions in the Ops Ctr can be filled by equivalent civilian personnel. In addition to the representatives tasked in section 3, the following Ops Ctr personnel will also be required.

5.3.1. Ops Ctr Director (OC-DIR). The OC-DIR will be an O-6. The A3/5/9 Director and Deputy Director are the default officers to staff this position. Alternate OC-DIRs will be selected from within AFDW and certified by the A3 Director. It is highly desirable that new OC-DIRs have performed duties as an OC-OPSO.

5.3.2. Ops Ctr Operations Officer (OC-OPSO). Any field grade officer within AFDW may fill this position if certified by the A3 Director. It is highly desirable that new OC-OPSOs have performed duties as an OC-Rep.

5.3.3. JFHQ/JTF-NCR AFFOR LNO. Normally an officer, however a highly qualified senior NCO may also fill this position. An operational background is highly desirable and this position may be filled from any AFDW directorate. The LNO will be used to facilitate the flow of information to and from the JOC. AFDW/A3O will centrally manage the certification, qualification, training and scheduling of this LNO requirement.

5.4. Ops Ctr Tiers of Operations. The Tier levels of the Ops Ctr describe the expected hours of operation. The staffing levels for each Tier may be tailored by the OC-DIR to meet operational requirements. Initial staffing for Tiers 3 and 2 will be 2 shifts per day for each Ops Ctr position.

5.4.1. Tier 3 Operations (24/7 coverage).

5.4.1.1. The Ops Ctr will be staffed for 24/7 operations using two 12-hour shifts.

5.4.1.2. Supports exercises, service support missions or contingencies.

5.4.2. Tier 2 Operations (16/7 or 16/5 coverage).

5.4.2.1. Operations using overlapped daily 8-12 hour shifts.

5.4.2.2. Supports exercises, service support missions or contingencies.

5.4.2.3. OC-OPSO, OC-Control positions may be staffed 24/7 using 12 hour shifts.

5.4.2.4. Evening shift OC-Reps will be subject to immediate recall by the OC-DIR during off hours if the Tier level needs to be increased to Tier 3.

5.4.3. Tier 1 Operations (Normal Duty hours).

5.4.3.1. Operations using standard AFDW duty hours.

5.4.3.2. Maintains Ops Ctr in a warm status.

5.4.3.3. Minimum staffing necessary to maintain situational awareness. The OC-DIR will determine the staffing requirement but as a minimum one individual to monitor operational activity and immediately notify the OC-DIR and OC-OPSO of significant events.

5.5. Shift Changeovers.

5.5.1. Incoming OC-Reps will report to the Ops Ctr area to receive a changeover brief 15 minutes prior to the scheduled shift change. The outgoing OC-Rep will remain on duty until released by the OC-DIR/OPSO.

5.5.2. On duty OC-Reps will conduct a changeover briefing with the incoming OC-Rep and ensure they are fully aware of open suspense items and priorities.

5.5.3. Incoming OC-Reps will read and initial the Ops Ctr Read File.

5.5.4. OC-OPSO will present an update brief to the Ops Ctr after each shift change.

6. Continuity of Operations (COOP). If a local evacuation is required from the primary Ops Ctr location, personnel will relocate IAW the AFDW COOP Plan. In addition to relocating to an alternate site, Ops Ctr personnel may be directed to their normal individual workstations or to disperse to individual locations and perform their duties with a virtual connectivity via the various collaboration programs (e.g. DCO Chat, WebEOC, Sharepoint, mIRC). The following is a general guideline to be followed in the event of a COOP event.

6.1. Prior to relocation.

6.1.1. An advance team will be dispatched to the COOP location to validate its ability to receive/support Ops Ctr operations.

6.1.2. In consultation with the OC-DIR, the A4/7 OC-Rep coordinates the sourcing and prepositioning of the group's transportation requirements.

6.1.3. OC-Reps will prepare/maintain backup log of open suspense items to be worked from the alternate location.

6.1.4. OC-Reps will backup e-mail, databases and information for transport to the COOP location.

6.1.5. OC-Reps will secure classified information and/or prepare it for travel IAW DoD classified protective measures.

6.1.6. OC-Control will update and post recall rosters.

6.1.7. OPSO advises DoD elements of intent to relocate and contact information at the COOP location.

6.1.8. OC-Reps will hand carry continuity binders, message folders, and personal supplies to the COOP location.

6.2. After relocation.

6.2.1. OC-Reps will re-establish contact with applicable DoD elements and counterparts.

6.2.2. OC-DIR will re-establish Ops Ctr battle rhythm.

6.2.3. OC-OPSO will re-establish contact with inter-agency partners.

7. Ops Ctr Training Program. Each Directorate/Personal Staff office will ensure their OC-Reps are trained and qualified in staff processes and are Subject Matter Experts (SMEs) in their functional areas. AFDW/A3Y (in coordination with AFDW/A3O) is responsible for the overall training program on specific Ops Ctr processes and deliverables.

8. Contingency Support Cell. The Contingency Support Cell (CSC) supports Ops Ctr operations by accumulating, monitoring and analyzing logistical and infrastructure information and data. The CSC will track all Expeditionary Combat Support (ECS) actions/issues and function as the ECS control center during Homeland Operations, ceremonial missions and exercises. CSC personnel are not part of the CONPLAN 3600 IOF.

DARREN W. MCDEW
Major General, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AF Mission Directive 13, Air Force District of Washington (AFDW)
AFDW Mission Directive 131, HQ AFDW
AFDW Instruction 10-1, Alert Notification/Recall Procedures
AFDW Operating Instruction 31-101, AFDW Command Center Resource Protection
HQ 1 AETF, Standing OPORD for 320 AEW, 13 May 08
AFDD 2, Operations and Organizations
AFDD 3-27, Homeland Operations
AFI 10-207, Command Posts
AFI 10-2501, Air Force Emergency Management Program Planning and Operations
AFI 10-401, Air Force Operations Planning and Execution
AFI 10-802, Military Support to Civil Authorities
AFI 31-101, Integrated Defense
AFI 31-401, Information Security Program Management
AFI 31-601, Industrial Security Program Management
AFI 90-1601, Air Force Lessons Learned Program, 22 Sep 10
AFPD 10-8, Homeland Defense and Civil Support
AFPD 90-16, Air Force Studies, Analyses, Assessments, and Lessons Learned, 4 Jun 08
CJCSI 3150.25D, Joint Lessons Learned Program, 10 Oct 08
DoDI 5200.1-R, Information Security Program, 14 Jan 97
JFHQ-NCR State Funeral Plan
Joint Publication 1, Doctrine for the Armed Forces of the United States
Joint Publication 3-27, Homeland Defense
Joint Publication 3-28, Civil Support
Joint Publication 3-33, Joint Task Force Headquarters
USAF State Funeral Support Plan
USNORTHCOM CONPLAN 3600, Emergency Preparedness in the National Capital Region (NCR)
JFHQ-NCR OPLAN 3600, Emergency Preparedness in the National Capital Region (NCR)
AFDW CONPLAN 3600, Emergency Preparedness in the National Capital Region (NCR)

Prescribed Forms

No forms are prescribed by this publication

Adopted Forms

AF Form 847 *Recommendation for Change of Publication*, 22 Sep 2009

Abbreviations and Acronyms

ACC—Air Combat Command

ADCON—administrative control

AETF—Air Expeditionary Task Force

AEW—Air Expeditionary Wing

AFDW—Air Force District of Washington

AFFOR—Air Force forces

AFI—Air Force instruction

AFMAN—Air Force manual

AFNORTH—Air Forces North (First Air Force)

AFOG—Air Force Operations Group (AF/A300)

AFRIMS—Air Force Records Information Management System

AFWUS—Air Force Worldwide UTC Availability System

ART—AEF Reporting Tool

AOC—Air Operations Center

ASL—Air Sovereignty Level

BPT—be prepared to

C2—Command and Control

CAT—Crisis Action Team

C-CBRN—Counter-Chemical Biological Radiological and Nuclear

CC—Commander

COG—Continuity of Government

COMAFFOR—Commander Air Force forces

COMMEX—communications exercise

CONPLAN—contingency plan or concept plan

COOP—continuity of operations

CoP—Community of Practice

CSA—Client Support Administration

CSC—Contingency Support Cell
DCAPES—Deliberate and Crisis Action Planning and Execution Segment
DEPORD—Deployment Order
DoD—Department of Defense
DMS—Defense Messaging System
DRRS—Defense Readiness Reporting System
DRU—Direct Reporting Unit
DS—Director of Staff
DSEL—Dynamic Synchronization Event Log
EAL—entry access list
ERG—emergency relocation group
EXORD—execution order
FOUO—For Official Use Only
FPCON—force protection condition
FRAGO—fragmentary order
GCCS—Global Command and Control System
HQ—Headquarters
INFOCON—information operations condition
IOF—initial operating forces
JA—Judge Advocate
JACCE—Joint Air Component Coordination Element
JFACC—Joint Forces Air Component Commander
JFHQ—NCR—Joint Forces Headquarters-National Capital Region
JOC—joint operations center
JOPES—Joint Operation Planning and Execution System
JPAS—Joint Personnel Adjudication System
JSE—JOPES Support Element
JTF—CAPMED—Joint Task Force-National Capital Medical Region
JTF—NCR—Joint Task Force-National Capital Region
LNO—liaison officer
MCC—Medical Control Center
NCO—non-commissioned officer

NCR—National Capital Region
NIPR—non-secure internet protocol router
NORAD—North American Air Defense Command
NSSE—National Special Security Event
OCAB—Operations Center Access Badge
OC—Control— Operations Center Control
OC—DIR— Operations Center Director
OCD—Operations Center Directive
OC—OPSO— Operations Center Operations Officer
OC—Rep—Operations Center Representative
OMB—organizational mailbox
OPCON—Operational Control
OPG—operational planning group
OPLAN—operations plan
OPORD—operations order
PA—Public Affairs
RDS—Records Disposition System
RFA—request for assistance
RFF—request for forces
RFI—request for information
SE—Safety
SEAR—Special Event Assessment Risk
SECDEF—Secretary of Defense
SG—Command Surgeon
SIPR—secure internet protocol router
SITREP—situation report
SME—subject matter expert
SORTS—Status of Resources and Training System
TACON—Tactical Control
TBMCS—Theater Battle Management Core Systems
TOI—Target of Interest
TPFDD—time-phased force and deployment data

USAF—United States Air Force

USNORTHCOM—United States Northern Command

UTC—unit type code

VPN—virtual private network

VTC—video teleconference

WebEOC—Web-Based Emergency Operations Center

Attachment 2

COMMAND RELATIONSHIPS

Figure A2.1. AFDW C2 prior to JTF-NCR Activation.

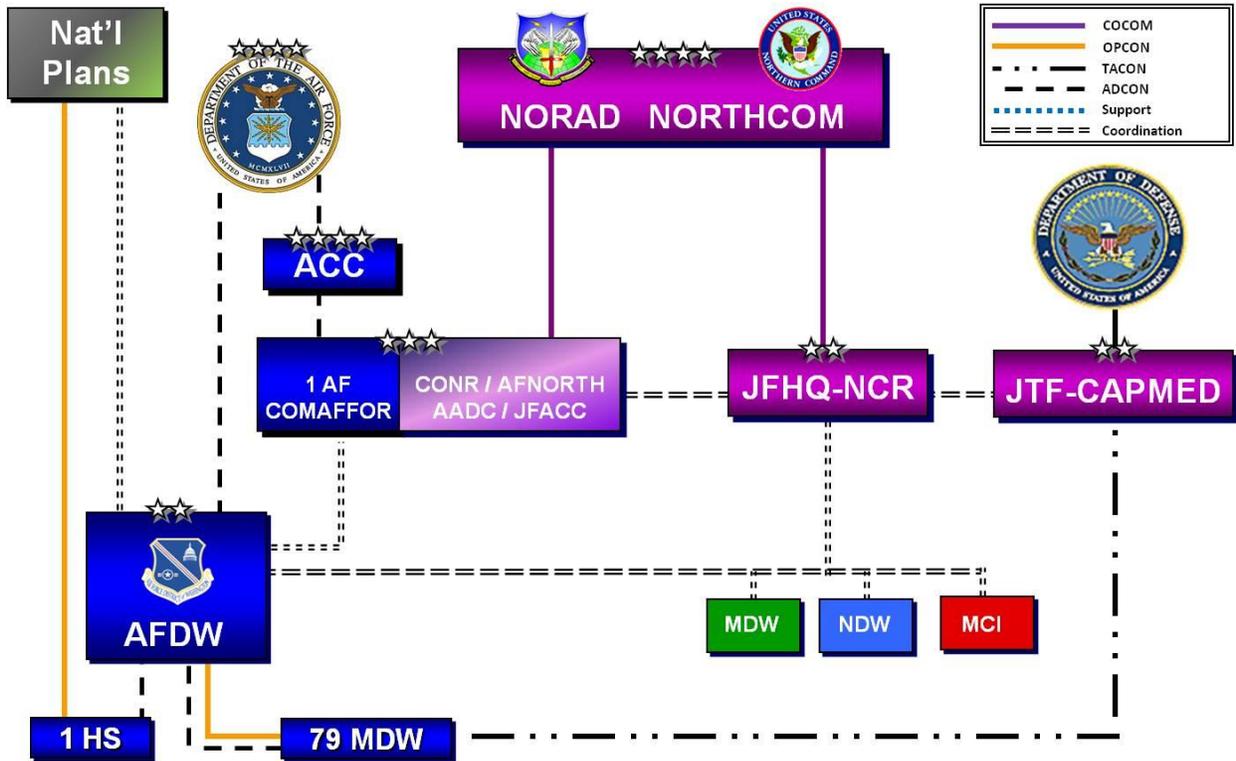
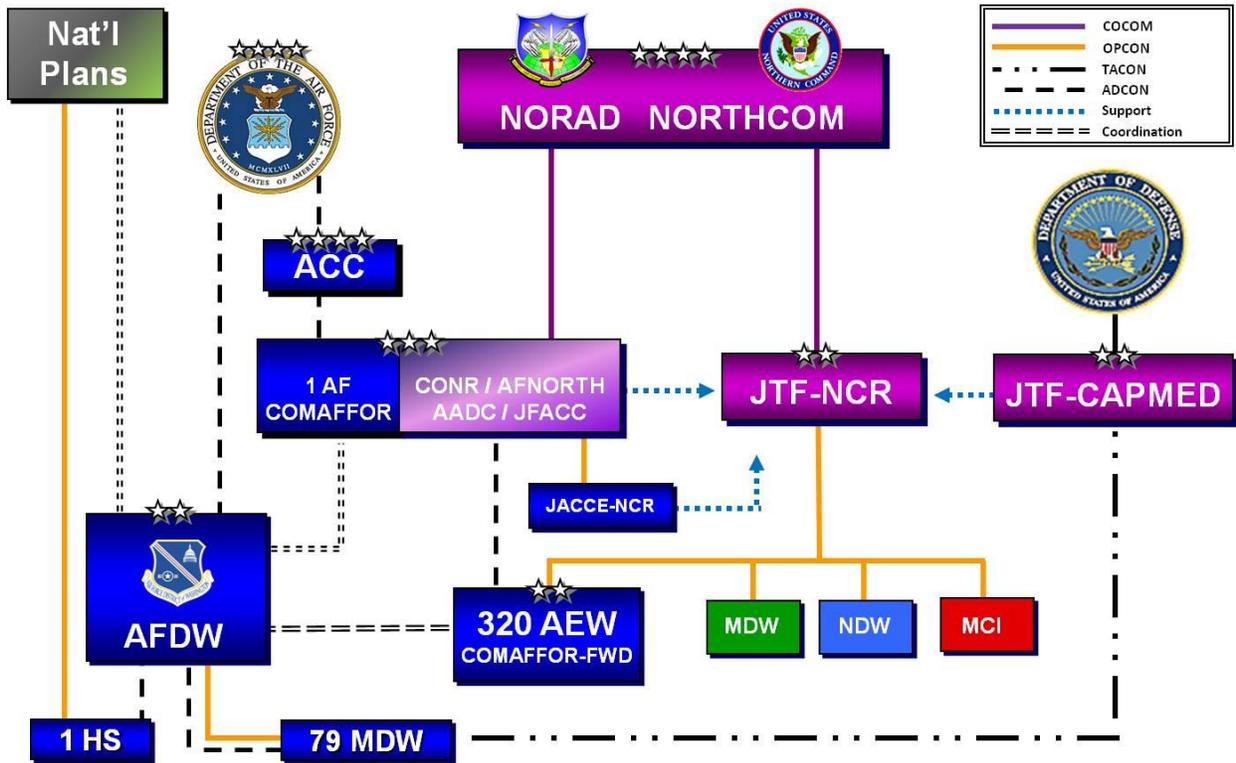


Figure A2.2. AFDW C2 after JTF-NCR Activation.



Attachment 3**OPERATIONS CENTER CONTINUITY BINDER (BATTLE BOOK) CONTENTS**

- A3.1.** Key personnel and contact list (telephone and e-mail).
- A3.2.** Recall roster.
- A3.3.** Operations Center checklists.
- A3.4.** Briefing slide format.
- A3.5.** Report/letter templates.
- A3.6.** AF and AFDW Instructions (as required).
- A3.7.** Plans/OPORDS (paper or storage media based).
- A3.8.** A-Staff/Personal Staff specific materials.

Attachment 4**AFFOR OPERATIONS CENTER SECURITY**

A4.1. The Operations Center is a Controlled Access Area IAW AFMAN 33-214 Vol 1. The highest classification level of the facility is SECRET. All personnel working in the Ops Ctr must possess at least a SECRET clearance.

A4.1.1. The Ops Ctr includes Suites 5320, 5330, 5360 and attached rooms and storage areas in building 1500, Joint Base Andrews, MD.

A4.2. The security procedures listed here are mandatory for all personnel within the Ops Ctr. Deviations and waivers must be approved by the AFDW/A3 Director. Entry and circulation control procedures are based upon, but not mandated by, AFI 31-101. Complete security requirements and procedures are located in AFDW OI 31-101.

A4.3. Responsibilities.

A4.3.1. AFDW/A3 will:

A4.3.1.1. Assume overall responsibility for security of the Ops Ctr and ensure compliance with this instruction. (When the 320 AEW is activated, the Ops Ctr Director assumes these responsibilities.)

A4.3.1.2. Approve and certify the Entry Access List (EAL) utilized for unescorted access to the Ops Ctr.

A4.3.1.3. Publish AFDW OI 31-101.

A4.3.2. Ops Ctr Security Manger will:

A4.3.2.1. Provide initial and recurring security training for Ops Ctr personnel.

A4.3.2.2. Process EAL inputs for HQ AFDW personnel with the Facility Managers of building 1500.

A4.3.2.3. Receive Joint Personnel Adjudication System (JPAS) visit requests for personnel requiring access to the Ops Ctr.

A4.3.3. AFDW Directors will:

A4.3.3.1. Provide EAL updates as required to ensure designated Ops Ctr representatives are authorized access to the Ops Ctr.

A4.4. Entry and Circulation Control Procedures.

A4.4.1. Entry Access List (EAL). The Ops Ctr EAL is comprised of the quarterly appointment letters from HQ AFDW Directorates identifying the directorate's Operations Center Representatives (OC-Reps). These letters must be approved by each respective Director and endorsed by the specific directorate's Security Manager verifying designated OC-Reps have required security clearances.

A4.4.1.1. EAL appointment letters will be limited to current and qualified OC-Reps and personnel in training as OC-Reps.

A4.4.1.2. Each directorate is limited to a maximum of five (5) personnel on the EAL. Exceptions to this limit must be approved by the AFDW/A3O.

A4.4.2. Unescorted entry is authorized for:

A4.4.2.1. Personnel on the Ops Ctr EAL.

A4.4.2.2. Personnel with a valid JPAS visit request received by the Ops Ctr Security Manager.

A4.4.2.3. Personnel without a JPAS visit request but approved by the AFDW/A3 Director IAW AFI 31-401 security access procedures (this method of access is not the norm and will only be utilized in rare situations).

A4.4.3. Escorted entry is authorized for individuals needing entry to the Ops Ctr when their security clearance cannot be verified. Escorted entry must be approved by the OC-Dir, OC-OPSO, AFDW/A3 Director, Deputy Director or Ops Ctr Security Manager. During periods of Ops Ctr activation (operations and exercise), escorted entry will be very limited. When escorted entry is approved, the following actions need to be accomplished:

A4.4.3.1. Validate the need for entry. Legitimate reasons include meetings, maintenance, etc. Entry will not be allowed based solely on the word or rank of the person(s) attempting access.

A4.4.3.2. Annotate AF Form 1109, Visitor's Register Log, when escorted individuals enter and depart the Ops Ctr.

A4.4.3.3. Brief escorted visitors on security procedures to be followed while in the Ops Ctr and include procedures to be followed if separated from the escort officer.

A4.4.3.4. Ensure escorted individuals do not bring any items into the secure area (e.g. backpacks, phones). These items will be left in the entry area

A4.4.3.5. Announce the visitors to personnel on-duty in the Ops Ctr and ensure areas are sanitized of classified material.

A4.4.3.6. Maintain continuous visual contact with the escorted person. Typical ratio for escorts to escorted individuals will be 1:1.

A4.4.4. Normal Entry and exit to the Ops Ctr is restricted to the door of Suite 5330. Entry through the door is controlled by the card swipe system incorporated in building 1500. Personnel on the Ops Ctr EAL will have swipe access through the door.

A4.4.4.1. Personnel on the EAL for Suite 5370 may use the door in the Ops Ctr break area to enter and exit the Ops Ctr.

A4.4.5. Ops Ctr badge system. To aid in security and classified material control, personnel in the Ops Ctr authorized unescorted access will be issued a GREEN or YELLOW Ops Ctr badge. Badges will be worn above the waistline so as to be visible to the casual observer. Any personnel not brandishing a GREEN or YELLOW badge will be escorted out of the Ops Ctr until their clearance can be verified.

A4.4.5.1. GREEN badges: Issued to personnel requiring regular access to the Ops Ctr. Typically provided to personnel on the Ops Ctr EAL. Green badges may be taken out of

the Ops Ctr and remain in the custody of person issued the badge. Green badges may or may not have photos.

A4.4.5.2. YELLOW badges: Issued to personnel authorized unescorted entry who are infrequent visitors. Yellow badges will remain in the Ops Ctr area and will be tracked on an AF Form 1109.

A4.5. Information Security.

A4.5.1. Open storage of classified materials is NOT authorized in the Ops Ctr. Classified papers and equipment will not be left unattended at any time.

A4.5.2. Open unclassified telephone lines during classified briefings are prohibited. When answering or making an unclassified call individuals will announce "Open Line" to the Ops Ctr. When making a classified call individuals will announce "Classified Line Up" and any unclassified phone connections will be terminated.

A4.5.3. Appropriate cover sheets will be used when not viewing classified documents.

A4.5.4. Anytime an individual member discloses classified information they must ensure that information is disclosed only to those that possess a "need to know."

A4.5.5. Cell phones, cameras and hand-held radios are not allowed in the Ops Ctr.

A4.5.5.1. Exception: Emergency and OC-DIR/OC-OPSO personnel may use hand-held radios in the Ops Ctr provided they remain clear (3 meters) of areas where classified information is being processed or discussed.

A4.6. Violations.

A4.6.1. Suspected violations of these instructions or any other Security concerns related to the Operations Center will be reported immediately to the Ops Ctr Security Managers, Ops Ctr Controller, Ops Ctr Operations Officer, or Ops Ctr Director.

Attachment 5

OPERATIONS CENTER TRAINING REQUIREMENTS

A5.1. Initial qualification. Each Directorate/Staff agency is responsible for the development of their training program and qualification of their OC-Reps as subject matter experts (SMEs). Training will focus on ensuring OC-Reps have the required skill sets to represent their Directorate as SMEs and be able to reach back to work issues/tasks as required. In addition, each representative will be trained on various collaborative tools during periodic COMMEEXs.

A5.1.1. AFDW/A3O will assist Directorates/Staff agencies that need help developing a training program. ADFW/A3Y will assist with the tracking of currencies and training documentation.

A5.2. Certification. OC-Rep qualification certification will be accomplished by the specific Directorates/Staff Agencies (Exception: OC-DIR/OPSOs are certified by AFDW/A3/5/9 and OC-Control is certified by AFDW/A3O). Documentation of all current and qualified OC-Reps will be provided by the directorates to AFDW/A3Y.

A5.3. Currency requirements. OC-Reps will accomplish recurrency training IAW the AFDW Ops Ctr training schedule developed and published by A3. This training is mandatory for all OC-Reps and will usually be incorporated with scheduled exercises and operations. If the exercise/operations schedule does not provide sufficient recurrency training opportunities, AFDW/A3O will schedule additional training as required.