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**Operations**

**16 SOW WING OPERATIONS CENTER (WOC)  
DUTIES AND RESPONSIBILITIES**

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(Colonel Paul R. Harmon)

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This instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness*, and establishes the authority, structure, and procedures of the 16th Special Operations Wing (SOW) 16 SOW Wing Operations Center (WOC). It supports procedures established by the Joint Chiefs of Staff Crisis Action System and applies to all 16 SOW agencies and tenant units. This instruction further addresses the selection and training of the Battle Staff (A-1 through A-6 functionals) and the Battle Staff Computer System Administrator (CSA). Privacy Act Advisory: Paragraph 3.2. requires a phone number of HQ AFSOC staff duty officers so they may be contacted to perform an essential AF mission. Authority: 10 U.S.C. 8013; 44 U.S.C. 3101; E.O. 9397. The requester will show, and upon request give the affected individual a Privacy Act Statement (PAS) for each form, format, or form letter used to collect personal data before asking for the information. System of record number 011 AF A applies.

**SUMMARY OF CHANGES**

**This Document is substantially revised and requires complete review. This revision incorporates new information reflecting updates and changes to tenant and host units operating out of Hurlburt Field,**

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## Chapter 1

### GENERAL

**1.1. Introduction.** The Wing Operations Center (WOC) is the 16th Special Operations Wing (SOW) consolidated Command and Control (C2) center for all local, CONUS, and OCONUS operations. As the C2 node for the wing, it is configurable, scaleable, and provides the template for a deployed headquarters. It contains all the command, control, information, and combat support elements necessary to effectively direct the following tasks: generate missions, support deployed forces, monitor installation activities, respond to emergencies, and react to contingency requirements. The Battlestaff serves as an integrated staff activity to coordinate activities or provide support and information to internal agencies (16 SOW/Hurlburt Field units), external agencies (such as HQ AFSOC and local community agencies), and deployed LNOs, C2 nodes, Mission Commanders, or ADVON teams.

**1.2. Assumptions.** The following assumptions influence the organization, duties and responsibilities of the WOC.

1.2.1. The 16 SOW will have aircraft deployed for Operation ENDURING FREEDOM and Operation IRAQI FREEDOM for the foreseeable future.

1.2.2. Support for CENTCOM theater operations is considered normal wing activity, not a contingency action.

**1.3. Mission.** The purpose of the WOC is to provide the 16 SOW/CC with a conduit for command decision-making and a staff to carry out those decisions. During a contingency/emergency response, the WOC will be the centralized activity center. After the initial response, the WOC at Hurlburt reverts to an active support element. Forward deployed commanders will normally execute missions from forward ISB/FSBs, with authority and responsibility. OPCON will not be exercised from Hurlburt, but consultation, feedback and clear, reliable information sharing will be essential. The WOC will focus on internal and external communication during deployment or execution, regardless of physical location of the WOC.

**1.4. Function.** The 16 SOW WOC supports Battlestaff activity in both the primary and alternate locations as directed by the WOC Director. When formed, the Battlestaff represents the 16 SOW/CC. The WOC Director will publish directives for all 16 SOW assigned and attached forces (including tenant units) through "Battlestaff Directives" (BSDs).

**1.5. Manning.** The 16 SOW WOC is comprised of a Director, A-1 through A-6 positions forming a Battlestaff, Command Post (CP), Radio Room (RR) and Maintenance Operations Center (MOC). Individual squadrons are integrated through Unit Control Centers (UCC), and the DCC (Deployment Control Center) is integrated through the A-4L. The WOC Director will determine the appropriate manning in the WOC based on level of activity and mission requirements. Additionally, the WOC Director will develop an alert schedule for the Battlestaff and maintain an ADVON roster created by 16 SOW XP which will be updated as required. All staffs will anticipate 24-hour operations. All Battlestaff representatives will possess a minimum of a SECRET clearance and be briefed into appropriate compartments.

1.5.1. The following defines the manning requirements for daily operations for a normal battle rhythm.

1.5.1.1. Day. From 0700-1700 on weekdays (unless otherwise directed), the WOC Director, A-1, A-2, A-4L, A-4M, A5 and radio room will man the WOC. The A-6 will be present for all briefings and as mission necessity dictates.

1.5.1.2. Evening. Weekdays from 1700 until the end of local flying, the radio room will be manned.

1.5.1.3. 24 Hours/7 days (unless otherwise directed). A-3/SOF, CP, and MOC will be on duty.

1.5.1.4. Weekends and Holiday. The WOC Director will task organize to meet the situation and establish on-call duties.

**1.6. Responsibilities.** The WOC Director is responsible for all activities inside the WOC to include: establishing Battlestaff procedures, training A-staff personnel, developing Battlestaff duty rosters, developing contingency “templates,” operating the WOC facility, running Battlestaff meetings, and obtaining support material. The OG through the OSS/CC will develop training programs for deployed mission commanders. Normally, the LRS/CC will assume A-4L duties in the Battlestaff, the CS/CC will assume A-6 duties, the OSS/CC will assume A-3 duties, and the MSS/CC will assume A-1 duties. All other A-Staff and Special Staff principles remain as designated during normal in-garrison duty.

1.6.1. Subordinate units will provide personnel as required by the commanders of their respective groups (deployed staff, LNO, planner, PDSS (pre-deployment site survey)/ADVON, rear-echelon support, etc.). Group/CCs will provide a qualified replacement before releasing assigned personnel unless otherwise approved by the 16 SOW/CC or designated alternate. Individuals assigned to Battlestaff duty will not be given other responsibilities without clearance from the WOC Director.

**1.7. Operating Hours and Locations.** The WOC maintains 24-hour operations in the Command Post building (90208). When necessary to evacuate that site due to events such as fire, bomb threat or natural disaster, an alternative command post will be established in the building 90802 (Deployment Control Center). The WOC Director will ensure that the relocation checklist is completed if relocation is required.

**1.8. Disaster Period.** During a disaster situation, or during mobilization and deployment of the majority of the Wing’s assets, the 16 SOW/CC may direct the entire Battlestaff to move forward. In this case, the 16 SOW/CV will assemble a smaller stay-behind Battlestaff to provide continuity and support the deployed force.

## Chapter 2

### CONCEPT, POLICY AND SECURITY

**2.1. Concept.** The WOC provides the means to effectively and efficiently employ the wing during a variety of wartime, contingency, and disaster related situations (installation threat, disaster response, mobilization & deployment, support for off-station mission, major accident/incident, etc). The WOC also passes JCS-declared Alert Conditions (LERTCON), 16 SOW-determined Hurricane Condition (HURCON) and headquarters or locally directed Force Protection Condition (FPCON) postures for all Hurlburt Field units (including tenants).

**2.2. Policy.** The Battlestaff assumes sole responsibility for managing all 16 SOW activity and resources. This wide authority is necessary since Battlestaff decisions will cross functional areas and impact on-going and pre-coordinated missions as operates during a crisis. Diversion of assets projected to support other requirements, or dynamic re-tasking of missions in progress will be approved by the Battlestaff leadership, coordinated by the A-Staff, and directed by the WOC. Battlestaff authority may be assigned to a “supported Group Commander” or other Mission Commander for certain situations where the 16 SOW/CC determines that the level of effort does not warrant standing up a full Battlestaff:

2.2.1. The WOC Director is responsible to the 16 SOW Commander for operation of the Wing Operations Center. The WOC Director provides oversight of the WOC to ensure proper response to all requirements. He/she carries the authority of the 16 SOW/CC to make decisions necessary to carry out the commander’s intent during operations. The WOC Director is responsible to the Wing Commander and coordinates activities with the Group Commanders and Wing Staff Agencies (WSA). The Battlestaff will be commanded by the 16 SOW/CC. When the 16 SOW/CC is not available, the 16 SOW/CV will assume command. If the 16 SOW/CV is unavailable, he/she will designate an alternate (minimum O-5, or O-5 Select, certified by 16 SOW/CC through JSOACC level). Normally, the 16 SOW/CC will deploy forward with a headquarters element or with the light contingency package for HUREVAC. In these cases the 16 SOW/CV assumes command of a rear-echelon “reachback” battlestaff or “rideout team.”

2.2.2. All Wing Battlestaff members (see figure 3.3), unit commanders, “Rampco,” and UCC points of contact will have a beeper/cell phone so that they can be immediately recalled through the WOC/SRC. The 16 SOW goal for Wing Battlestaff contact is 30 minutes or less and 1-hour or less for Base Battlestaff contact. The 16 SOW goal for reporting for duty is NLT 1-hour after initial contact. This is a total of 1-hour and 30-minutes to show from a cold start. The 16 SOW goal for a full unit recall is two hours to run the recall (from first call in to the WOC from the 16 SOW/CC) and get alibis to the respective group. 16 SOW goal is one additional hour for all personnel to report to duty section. This is a total of three hours to recall the 16 SOW from a cold start.

2.2.3. All 16 SOW Group Commanders, in addition to being members of the Executive Battlestaff, will maintain a pool of trained qualified personnel available for Hurlburt A-Staff augmentation, deployed staff duty, pallet build, and other mobility functions in accordance with the installation deployment plan. Group and squadron commanders will ensure personnel are trained and proficient in their Battlestaff or UCC duties before being assigned to that duty.

2.2.4. **Attachment 1** through **Attachment 19** of this HFI outline specific duties for Battlestaff personnel.

2.2.5. Each A-Staff functional leader will maintain a hard and soft copy continuity book (softcopy will be updated on LAN in the information center share folders). The continuity books will contain all information required to function effectively in that A-Staff position and require bi-annual review and update by the functional leader. The book should also include specific instructions to access relevant data and programs. Additionally, A-Staff continuity books must have specific sections for Hurlburt Field Base Deployment Plan 10-403 and Hurlburt Field Emergency Management 10-2, including appropriate checklists. These agency-specific checklists should parallel and expand upon those found in the two plans. Guidebooks and A-Staff “start-up kits” are kept in the WOC.

2.2.6. The Battlestaff A-3 will manage the briefing schedule associated with Battlestaff activities and keep boards updated. Additional personnel, as determined by the WOC Director, may be required each shift to perform this duty.

### 2.3. Security.

2.3.1. A banner will be displayed at the front of the Battlestaff briefing area indicating the highest level of discussion that may be conducted (UNCLASS, SECRET, or SECRET-SPECAT). During ops out of secondary locations (e.g., relocation of the Battlestaff to an alternate unsecured facility) guards must be posted outside the facility or room where the Battlestaff is assembled if it is not a secure area. All electronic equipment except for “receive only” pagers will be left in storage units outside of the Battlestaff area. Pagers will be placed in “silent” mode. Phones will be set to “autosecure”. Use of non-secure lines will be limited to minimum necessary and conducted ONLY on instruments equipped with a “push to talk” handset. Conversations over non-secured lines will be announced by the words “open line”.

2.3.2. The WOC Director or designated representative will control access to the Battlestaff. Primary members of each organization listed in paragraph 3-1 will have Area 2 open on their Restricted Area Badges. All Battlestaff members will be issued a 16<sup>th</sup> SOW “DOS badge” indicating SECRET/SCI clearance level and compartmented program in brief. These badges will be worn at all times in the Battlestaff area. If simulating a deployment and operating from the Permanent Exercise Facility (PEF), all personnel must wear the “DOS badge” issued by the 16<sup>th</sup> SOW. WOC door guards will check badges or ID cards prior to Battlestaff meetings and notify the Director of highest level of discussion that may take place for the assembly and the names of those who are determining that level if below “SECRET/SPECAT.”

2.3.3. Security considerations for deployment activity are intended to reduce the visibility of 16 SOW movement and the specifics of that movement. Units will establish a baseline OPSEC signature through regular use of secure phones, frequent recall exercises, and occasional broad pager activation if that technique is used to recall a significant portion of the unit. All details of the DSOE (deployed schedule of events), pax manifests, or aircraft generation timeline will be protected (not classified but not placed over any an unencrypted electronic media or mentioned via clear text on an open line). Pager “email” is not a secure method of communication and is easily monitored by eavesdroppers. SOP for deploying forces is to consider all details of location, length of TDY, supported forces, nature of mission, and size of force package classified information. Unit commanders will stress to their troops to ensure that families do not discuss Wing deployments over cellular telephones, commercial phone lines or in public during our contingency operations. Deploying forces will assume that all non-secure communications (phone, email, and letters) are unauthorized while deployed unless specifically briefed otherwise by the deployed mission commander. All contact with local media will be

conducted via 16 SOW/PA. All media releases will be approved by the 16 SOW/CC or designated individual and be consistent with PA guidance published by supported agencies and HQ AFSOC.

2.3.4. Per AFI 10-201, classify instructions and checklists that refer to combat readiness data to include their remarks and limiting factors (LIMFACS) for a single unit, a minimum CONFIDENTIAL. Products that contain the aggregation or combining of data from two or more units is classified SECRET.

2.3.5. The Battlestaff functions as a staff office and is responsible for control of classified materials. All WOC personnel are responsible for safeguarding classified material. All classified documents, except TOP SECRET (TS), are received and dispatched through the WOC Director. A Top Secret Control Officer (TSCO) or alternate must receive, enter in the TS register, control, and dispatch all TS documents. For message release authority, see paragraph 3.12.1. All Battlestaff members are individually and collectively responsible for security of classified material used in the Battlestaff. Be particularly careful to keep compartmented information in its proper compartment, and use the right LAN terminal (unclassified, SIPR, or DNET-6) for the right purpose.

2.3.6. OPSEC and COMSEC. The A-Staff "Information Operations" division is the focal point for OPSEC and operational concepts for C2. Additionally, COMSEC control is the responsibility of 16 CS, 16 SFS maintains control of physical security and classification guidance, and 16SOW/XP is the focal point for tactical deception. Battlestaff members must restrict their voice communications on non-secure circuits to non-critical information. What is considered to be critical information is listed in the 16 SOW Critical Information List (CIL) and is reviewed annually. A CIL is to be placed next to all telecommunication devices (e-mail, fax machine, phones, etc.). If information is considered critical, it must be discussed via secure means, even though it may not be classified. Do not attempt to "talk around" classified information. Use red phones and secure phones to the maximum extent possible. Observe the highest degree of OPSEC and COMSEC awareness and discipline during classified activities, briefings, and discussions.

2.3.6.1. **DO NOT** use non-secure telephones when classified briefings are being conducted or when classified discussions are taking place. If unavoidable, terminate the classified discussion or briefing until the phone conversation is completed. Do not discuss classified information while phones are in the process of going secure.

2.3.6.2. Turn off all intrabase two-way radios (land mobile radio or "brick"), pagers, cellular phones, and other such communications devices before entering the WOC. Leave all devices except "receive only" pagers in the entrapment area of the WOC.

2.3.6.3. Always check the physical security of the Wing Operations Center and determine the appropriate clearance level prior to conducting classified briefings.

## Chapter 3

### CONTINGENCY OPERATING PROCEDURES

**3.1. Contingency Response - Initial Battlestaff Activity.** Normally, crisis action planning is preceded by a period of “heightened awareness”. The key to success in a 16 SOW contingency deployment is to anticipate tasks and get out in front of the timeline. Upon indications that a “spin up” is coming, the 16 SOW/CC may direct one or more of the following (not all inclusive): MXG aircraft status and preparations for Dash One preflight; OG may be asked to form crews (max per unit), place some or all crews in crew rest with a LFA time, “lock and cock” with preflight crews if time permits, place two “slick” crews in crew rest, direct the 19 SOS to begin database prep, list/alert 6 SOS regional experts, and identify additional planners. The WOC Director may begin calling in additional staff and prepare briefings to include decision points and tracking documents of execution of leadership decisions. Additionally, all units may be contacted through their commanders with direction to stand up UCCs. Any of these preemptive activities may be directed by phone or via a BSD after an Executive Battlestaff meeting. Upon a more substantial order (Planning, Alert, Warning, Deployment, or Execution) the 16 SOW/CC will either convene a Wing or a Base Battlestaff (See [Figure 3.1.](#)).

**3.2. Authority to Assemble or Activate the 16 SOW Battlestaff.** Stand-up of the Battlestaff may be directed at any time by the 16 SOW/CC, CV, or designated alternate.

**3.3. Executive, Wing, and Base Battlestaff Composition.** Only the required personnel listed below will attend each Battlestaff meetings. Personnel not on this list must receive permission to be present from the Wing/CC, Wing/CV, or Director. Executive Battlestaff, Wing Battlestaff, and Base Battlestaff members are:

**Table 3.1. Battlestaff Personnel (See [Attachment 22](#) for seating).**

#### **3.4. Executive Battlestaff:**

- 3.4.1. SOW/CC.
- 3.4.2. 16 SOW/CV.
- 3.4.3. 16 SOW/CCC.
- 3.4.4. A5.
- 3.4.5. A3.
- 3.4.6. A4.
- 3.4.7. A1/A7.
- 3.4.8. 16 MDG/CC.
- 3.4.9. BS Director.
- 3.4.10. 16 SOW CP/OIC.
- 3.4.11. 16 OSS/OSW.

**3.5. Wing Battlestaff:**

- 3.5.1. 6 SOW/CC.
- 3.5.2. 16 SOW/CV.
- 3.5.3. 16 SOW/CCC.
- 3.5.4. 16 SOW/XP.
- 3.5.5. 16 OG/CC.
- 3.5.6. 16 MXG/CC.
- 3.5.7. 16 MSG/CC.
- 3.5.8. 16 MDG/CC.
- 3.5.9. WOC Director.
- 3.5.10. 16 SOW CP/OIC.
- 3.5.11. 16 OSS/OSW.
- 3.5.12. 16 SOW/SE.
- 3.5.13. 16 SOW/HC.
- 3.5.14. 16 SOW/IG.
- 3.5.15. 16 SOW/JA.
- 3.5.16. 16 CPTS/CC.
- 3.5.17. 16 SOW/FP.
- 3.5.18. 16 SOW/IO.
- 3.5.19. 16 SOW/PA.
- 3.5.20. 16 SOW/HO.
- 3.5.21. 25 IOS/CC.
- 3.5.22. SOF.
- 3.5.23. ADVON CC.
- 3.5.24. 16 OSS/CC.
- 3.5.25. 16 CES/CC.
- 3.5.26. 16 CS/CC.
- 3.5.27. **16 SOW/IDO\*\*.**
- 3.5.28. **16 LRS/CC\*\*.**
- 3.5.29. 16 MSS/CC.
- 3.5.30. 16 SFS/CC.
- 3.5.31. 16 SVS/CC.

- 3.5.32. OSI\*.
- 3.5.33. Personnel (A-1).
- 3.5.34. Intelligence (A-2).
- 3.5.35. Operations (A-3).
- 3.5.36. Logistics Support (A-4L).
- 3.5.37. Maintenance Support (A-4M).
- 3.5.38. Plans and Programs (A-5).
- 3.5.39. Communications (A-6).
- 3.5.40. BS ADMIN.

**3.6. Base Battlestaff:** (Includes all personnel indicated for Wing Battlestaff plus the following).

- 3.6.1. AFCWC.
- 3.6.2. AFOTEC OL-HF.
- 3.6.3. AFSOS.
- 3.6.4. HQ AFSOC.
- 3.6.5. 341<sup>st</sup> OSI.
- 3.6.6. 10 CWS.
- 3.6.7. 14 WS.
- 3.6.8. 18 FLTS.
- 3.6.9. 23 STS.
- 3.6.10. 39 IOS.
- 3.6.11. 413 Flt Test.
- 3.6.12. 334 TRS/DET.
- 3.6.13. 373 TRS/DET.
- 3.6.14. 505 CCW/CC.
- 3.6.15. 720 STG.
- 3.6.16. 823 RHS.
- 3.6.17. 919 SOW/CC.

**NOTE 1:** Group/CCs will then brief Squadron/CCs at the completion of the initial Wing Battlestaff.

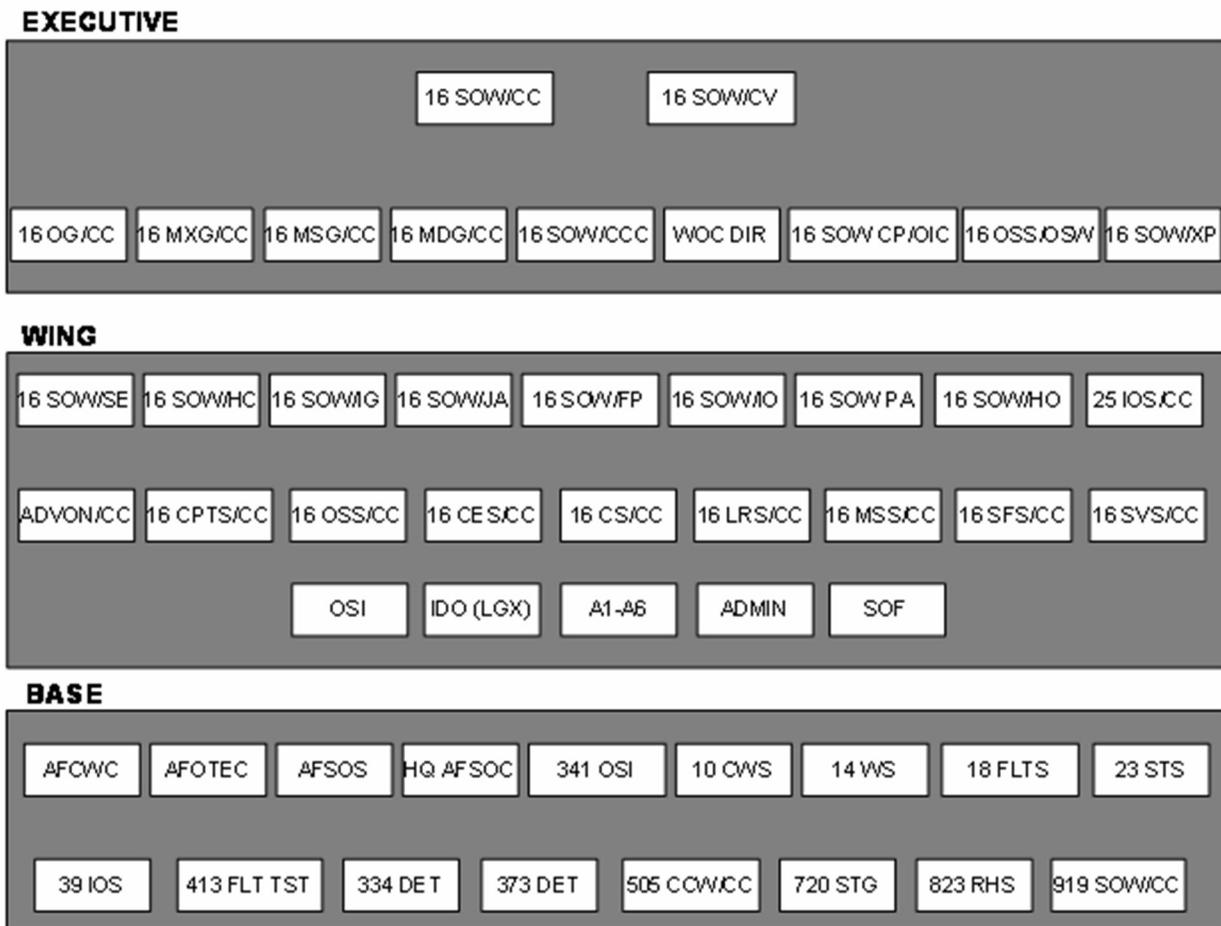
**NOTE 2:** All A-Staff positions and Weather (16 OSS/OSW) will be available to brief at all Battlestaff briefings. Other briefings by base agencies will be conducted as needed. All PowerPoint slides must be given to the A-3 **no later than 30 minutes** prior to the start of the Battlestaff briefing.

**NOTE 3:** The MSS/CC will normally act as the A-1, the OSS/CC will normally act as the A-3, the CS/CC will normally act as the A-6, the MOS/CC will normally act as the A-4M, the LRS/CC will normally act as the A-4L, and the 16 SOW/XP Chief will normally act as the A-5.

**NOTE 4: (\*Asterisk).** If requested by 16 SOW/CC.

**NOTE 5: (\*\* Asterisk).** The 16 LRS/CC and 16 SOW/IDO will attend all Battlestaffs requiring deployment of personnel or equipment, or as directed by the 16 SOW/CC/CV or WOC DIRECTOR.

**Figure 3.1. Battlestaff Recall Diagram.**



**NOTE 6:** A-Staff manning positions. When the A-Staff is required to go to 24-hour operations the following positions will be manned: WOC Director, A-1, A-2, A-3, A-4L, A-4M, A-5, and A-6.

**3.7. Battlestaff Activation Procedures.** Any time the decision is made to activate the Battlestaff, follow the procedures specified in this HFI and the WOC Quick Response Checklist (QRC). Guidelines for Bat-

tlestaff activation or assembly during a disaster response situation are in the Hurlburt Field Emergency Management 10-2.

3.7.1. In most cases, the WOC will make initial contact with the 16 SOW/CC or CV. If the decision is made to activate the Battlestaff, the WOC will run its QRC and execute the appropriate Battlestaff recall (Executive, Wing, or Base) IAW **Figure 3.1**. The first contact on any recall will be the WOC Director followed immediately by the Group Commanders. WOC personnel will immediately begin standing up the Battlestaff area. If a Wing Battlestaff member cannot be contacted, his/her deputy will be called. All Wing Battlestaff members will carry LMRs/beepers/cell phones at all times **when away from their primary duty stations**.

3.7.2. Recalled Battlestaff members will assemble in the Battlestaff area as soon as possible after notification, or at a time specified by 16 SOW/CC. Activation (first meeting) is normally accomplished within one hour of the time recall is initiated.

3.7.3. The WOC will advise the AFSOC Command Center that the 16 SOW Battlestaff has formed and is postured for 24-hour operations (if applicable).

3.7.4. The WOC Director will be the senior staff officer on the Battlestaff when present.

3.7.5. Executive, Wing, and Base Battlestaff members will attend meetings and then depart as required to execute other duties. When the Battlestaff is directed by the 16 SOW/CC to begin 24-hour operations, the WOC Director and A-Staff positions will remain manned.

3.7.6. When the Battlestaff assumes 24-hour operations, all Commander and staff positions will have personnel identified to work 12-hour shifts. Commanders may designate an officer or Senior NCO to fill their position at the Battlestaff or they may remain on "CC net" radio or cell with approval of the 16 SOW CC/CV. There will be a primary contact for all group/wing commanders physically on Hurlburt Field at all times. A-staff substitutions will be coordinated with/approved by the WOC Director. The WOC Director will schedule and conduct shift changeover briefings. Changeover will allow a 30-minute overlap to allow time for the changeover briefing and other continuity activities.

3.7.7. Battlestaff SOP:

3.7.7.1. The Battlestaff consists of a command element and supporting staff. The command element consists of the 16 SOW/CC, 16 SOW/CV, 16 OG/CC, 16 MXG/CC, 16 MSG/CC, and 16 MG/CC. The supporting staff consists of an A-Staff. The A-1 is the 16 MSS/CC, the A-2 is the Chief of OSS/DOI, the A-3 is the OSS/CC, the A-4M is the MOS/CC, the A-4L is the LRS/CC, the A-5 is Chief of XP, and the A-6 is the CS/CC:

3.7.7.1.1. Group commanders will have a copy of this HFI, wing deployment flow schematics, and supporting material of their choice available at their Battlestaff position. The WOC Director will ensure continuity books are available for each A-Staff element, and that appropriate OPLAN material and message traffic is distributed to Commanders.

3.7.8. Unit Control Centers (UCCs). The UCC is the primary C2 node for all units at Hurlburt Field (as well as 16SOW units at Eglin and Duke) during contingency response. Executive level guidance may be given to stand up the UCCs for 24-hour operations. Unclassified information (HUREVAC operations for example) will be communicated via unclassified e-mail and phone. For other situations, information will flow via SIPRNET, secure telephone, or by a runner. All decisions and important information addressed in Battlestaff meetings will be passed to the UCCs via "Battlestaff Directives" (BSDs). *When directed*, additional direction and information may be sent to the UCC

from the Deployment Control Center (DCC) or SRC. When installed on SIPRNET, collaborative software will permit unit personnel (as directed by their commander) to monitor Battlestaff meetings from their own UCC:

3.7.8.1. Units that do not have operational secure communications (both STE and SIPR) must provide a runner to ensure current information is relayed between the WOC and the unit UCC.

**3.8. Primary Operating Locations.** The Battlestaff will normally convene inside the 16 SOW WOC.

**3.9. Initial Briefing and Actions.**

3.9.1. Initial Battlestaff briefings will (preparation time permitting) include a review of enemy/friendly order of battle, anticipated operating locations, anticipated C2 concept, specified tasks, implied tasks, known LIMFACs, weather, and concurrent planning activity. Discussion will focus on the current situation, proposed timeline of events, and identifying requirements for the upcoming deployment and decisions necessary for paring and tailoring the force package and prioritizing/load planning the air flow. Initial data will include status of aircraft and crew, status of DCC, SRC, and UCCs, and discussion of anticipated "battle rhythm". At the end of the first Battlestaff meeting the WOC Director will prepare and submit a template BSD that covers commander's intent and key decisions/guidance.

3.9.2. Prior to arrival of the WOC Director, the Battlestaff A-3 and Senior Controller will activate the Battlestaff area and supervise recall activities as well as all required QRC action. The Battlestaff relies on a comprehensive set of template briefings in order to react quickly to a crisis or contingency response. The appropriate briefing for the situation will be determined by the WOC Director. An initial Battlestaff meeting will contain the following as a baseline:

3.9.2.1. Security review, time hack, and roll call (accomplish prior to meeting start time if possible).

3.9.2.2. Situation review, to include required missions, Quick Concept of Operations, applicable OPLANS, Combat Forces Tasked and time line (A-5). Keep all remarks focused on the specific problem, and implications on other ongoing mission activity.

3.9.2.3. Intelligence (A-2) and weather summaries. Keep all remarks focused on the specific problem. Keep discussion at a tactical level except for C2 issues.

3.9.2.4. Key Decisions/LIMFAC review.

3.9.2.5. Aircraft & Crew Status (A-4M/A-3).

3.9.2.6. Immediate Force Protection concerns.

3.9.2.7. Time, composition, and location for the follow-on briefings.

3.9.3. 16 SOW/CC will release Battlestaff members as soon as possible to accomplish required initial actions, communicate with their troops, and to prepare for the Frag break session. Immediately following the initial meeting, the WOC Director will confer with the 16 SOW/CC for a second review of the situation to ensure that all necessary decisions have been made. The WOC Director will then ensure all guidance is issued via BSD.

3.9.4. An aircraft deployment tracker will be used to plot the progression of wing resources throughout the deployment process. This tracker will be populated by the A-3, A-4L, and A-4M. The Battle-

staff Administrator will conduct quality control. Within one hour of activation, the A-3 will begin providing copies of these spreadsheets to the senior leadership prior to each Battlestaff meeting. The data will display during Battlestaff meetings at the 16 SOW/CC's discretion.

3.9.4.1. The deployment tracker will contain: chalk #, MDS, tail #, LFA, cargo assembly, cargo processing, cargo load, passenger assembly, passenger processing, passenger loading, crew alert, crew ready, ETD, ETA, ATD, ATA, and any other information deemed necessary by the WOC director.

**3.10. Follow-On Briefings and Actions.** The time interval between the initial and follow-on meetings depends on the situation and will be determined by the 16 SOW/CC. The WOC Director will have a default recommendation for meetings that support responses and will change this template as directed. Briefing slides for initial and follow-on meetings will be kept on file in the Battlestaff area. The OPR will deliver information for the briefings to the Battlestaff area through their A-Staff functional or via their UCC. Inputs should be submitted **30 minutes prior** to briefing time.

**3.11. Daily Summary and Changeover Briefings.** After the initial response when time permits, the WOC Director will provide more detailed summary briefings and Battlestaff changeover briefings. These briefings will include initial roll call and security screening followed by (this is not all inclusive):

- 3.11.1. General situation. Changes since last update and priority issues.
- 3.11.2. Weather. Quick recap with emphasis on changes since last update.
- 3.11.3. A-2. Intel update with emphasis on developments since last update.
- 3.11.4. A-3. Status of crews/missions in progress/planning efforts, reports from deployed LNOs, other components, and ISB/FSB staff elements, LIMFAC changes, issues, and concerns over timeline.
- 3.11.5. A-4L. Status of deployment processing, airflow, issues, concerns over timeline, and status of support downstream.
- 3.11.6. A-4M. Status of aircraft availability and generation; shortfalls/limfacs of aircraft, maintenance equipment or personnel.
- 3.11.7. FP. Summary of Force Protection concerns, plans, and issues. Once briefed, this item will only be briefed as conditions change.
- 3.11.8. A-6. Status of communications with emphasis on changes since last update.
- 3.11.9. SRC Representative. Status of Hurlburt Field infrastructure and base as directed by 16 SOW/CC.
- 3.11.10. WOC Director Summary. Review significant problem areas. Identify priority tasks for the next shift. Review questions and publish BSD recap of current status and new tasks/decisions. Confirm time for next meeting.

### **3.12. Information Dissemination.**

3.12.1. The WOC Director will send a the Battlestaff Directive (BSD) format via hardcopy or e-mail to the UCCs as the primary means of communicating with subordinate units. Classified information will be transmitted via the SIPRNET/runner. The WOC will maintain a current list of the status of unit UCCs (capability as well as posture). Classified information will only be discussed via STUIII/

STE, SIPRNET, or dispatched via courier with appropriate safeguards. Compartmented information will not be placed on the SIPRNET. All unit UCCs are required to notify Battlestaff when they are operational and each time they receive a BSD.

3.12.2. The Battlestaff will disseminate all required information and tasking to Hurlburt units, the 8 SOS, 9 SOS, 16 MXS, and 716 MXS, and 919<sup>th</sup> units if required via the UCCs. By exception, this flow of information may be offset to another C2 node, such as the DCC (for deployment related schedules of events (SOE), cargo movements, etc.) or MOC (for aircraft issues). The UCCs will be responsible for forwarding information received from the Battlestaff, DCC, or Survival Recovery Center to their unit leadership. The WOC will ensure that all appropriate information is relayed to both the Duke and Eglin command post or CAT as directed by 16 SOW/CC or WOC Director.

3.12.3. In situations where the Survival Recovery Center (SRC) is activated and an on-scene commander has been designated, the WOC may broadcast the Disaster Control Group net in the Battlestaff area for situational awareness and to coordinate needed support.

3.12.4. In the event of a LAN failure, telephone, or radio; a runner will be the alternate means of communication.

### 3.13. LERTCON Change Notification Procedures.

3.13.1. In almost all situations, SOCOM will transmit a change in command LERTCON status, through HQ AFSOC, to the 16 SOW via Emergency Action Message (EAM). The WOC will immediately notify the WOC Director, 16 SOW/CC or CV of the receipt of an actual or exercise EAM. Exception: WOC-only exercises will be kept solely within the WOC. If secure voice is available, specific information contained in the EAM may be passed directly to the 16 SOW commander. The fact that a change in a LERTCON has occurred is classified and cannot be passed via non-secure means. If secure voice is not available, use the following voice format: "This is (name), Hurlburt WOC. We have received an urgent message that requires your immediate attention." Additionally, the WOC controller will specifically advise the WOC Director that the Battlestaff recall is being initiated. The WOC Director will pass the LERTCON change to the Battlestaff members who will run their respective checklists, if applicable, and instruct agency work centers, via secure means, to complete their corresponding checklists. The WOC will not release the EAM in its original format. The controllers must convert the EAM to an emergency action summary (EAS) prior to release to the Battlestaff Administrator and other personnel.

3.13.2. When it becomes necessary to advise all other 16 SOW personnel of the LERTCON change, the following applies:

3.13.2.1. Use the 16 SOW Battlestaff Recall Diagram (**Figure 3.1.**) to disseminate changes in LERTCON status. The WOC will notify Battlestaff members and instruct them to notify agency work centers via secure voice or in person, and to run checklists. The 16 SOW/CCE is responsible for ensuring 16 SOW staff agencies not listed in **Figure 3.1.** are notified. CAUTION: ANY CHANGE IN LERTCON (EXERCISE OR ACTUAL) IS CLASSIFIED, AND MAY ONLY BE PASSED BY SECURE MEANS. Each squadron/staff agency will in turn notify personnel of the LERTCON change.

3.13.2.2. When the readiness action steps are completed, each UCC will report attainment or attainment progress via secure means to the Battlestaff. Use the following voice format: "Reference (DTG from notification message). All actions for (UCC) completed at (DTG)." Report

problems and delays (current or projected) in the same way. (The attainment progress report is classified and cannot be passed over a non-secure telephone). The WOC will prepare and forward attainment and attainment progress reports, when directed by the 16 SOW/CC or CV.

3.13.3. Battlestaff functional managers will develop and maintain checklists, which reflect and support 16 SOW readiness actions. Managers may include a set of instructions to assist staff agency personnel in the completion of internal actions.

3.13.3.1. The 16 SOW/WOC will review 16 SOW checklists annually to ensure checklists reflect all applicable headquarters readiness actions. Battlestaff functional managers will coordinate their list of applicable readiness actions and instructions with 16 SOW/WOC prior to publication. Review the lists and instructions semi-annually during the Battlestaff functional manager review of this HFI.

3.13.3.2. Maintain one copy of each A-Staff functional area checklist in their respective continuity book.

3.13.3.3. AFSOCI 10-202 Vol II (S) contains the basic guidance for preparation of checklists.

**3.14. Message Preparation and Routing.** Prepare all outgoing messages IAW AFP 102-2, United States Message Text Format (USMTF).

3.14.1. The 16 SOW/CC/CV or designate is the releasing authority for all outgoing messages generated by the Battlestaff. Any agency taking actions will brief the WOC Director on the actions taken, and provide the WOC Director at least one copy of all correspondence generated (incoming and outgoing).

**3.15. Message Files.** Incoming and outgoing messages must be carefully managed. For simplicity and to assure continuity, the WOC Director will ensure that all hard-copy messages are tracked in a file. Soft-copy traffic, both inbound and outbound, will be organized in a central file available to all Battlestaff members through LAN in the information center share folders within the Battlestaff area and through a SIPRNET web page available to deployed staff elements.

**3.16. Battlestaff Release.** The 16 SOW/CC may stand down the full A-Staff from 24-hour operations as required. When the full A-staff is not required for 24-hour operations it will revert back to normal operations IAW Sec 1.5.

**3.17. Spot Critique.** Battlestaff procedures are refined through regular evaluation and practice. Battlestaff training sessions will be scheduled once each month to review SOP and collect suggestions for improvement. Wing "Focused Effort" exercises will be held to identify areas needing additional attention. During all of these events, the WOC Director will ensure that a soft copy of this HFI is available for real-time update. All A-Staff primaries will ensure guidebooks and Battlestaff kits (home station or deployed) are current and available on the LAN in the information center share folders.

NORMAN J.BROZENICK, JR., Colonel, USAF  
Commander

## Attachment 1

### 16 SOW/CC OR DESIGNATED ALTERNATE DIRECTOR (16 SOW/CC OR DESIGNATED ALTERNATE)

**A1.1. General.** The 16 SOW/CV is responsible to the 16 SOW/CC for discharging the functions of the 16 SOW Battlestaff. This responsibility is accomplished through the 16 SOW/CC, 16 SOW/CV or Designated Alternate Director. The 16 SOW/CC or Designated Alternate attends all Battlestaff meetings (Executive, Wing, and Base).

**A1.2. Duties and Responsibilities.** The 16 SOW/CC or Designated Alternate provides oversight of the WOC Director insuring proper response to emergency requirements. The 16 SOW/CC or Designated Alternate carries the authority of the 16 SOW/CC to make decisions necessary to carry out the commander's intent during operations. The principle responsibilities of the 16 SOW/CC or Designated Alternate are:

A1.2.1. Monitor completion of required Battlestaff tasks (tasks outlined in [Attachment 2-Attachment 20](#) of this instruction). Ensure proper Battlestaff manning. Provide recommendations to 16 SOW/CC for Battlestaff planning.

A1.2.2. Ensure the 16 SOW leadership is notified of changes in LERTCONs and readiness status. (This function is executed by the 16 SOW/WOC with WOC Director oversight).

A1.2.3. Ensure proper communications links are established (by the WOC Director) between the WOC and appropriate 16 SOW agencies. Ensure communication links between the WOC and the Survival Recovery Center (SRC) are established by WOC Director when required (natural disasters, major accident responses, etc).

A1.2.4. Ensure availability (in the WOC) of required documents.(i.e., SORTS, LIMFACS, DOC statements and simulation requests).

A1.2.5. Monitor crisis events, identify adverse trends (delays, shortfall, etc.) and advise the 16 SOW/CC of such.

A1.2.6. Review briefings intended for 16 SOW/CC and staff agencies. Ensure proper classifications and content.

A1.2.7. Provide a 16 SOW/CC or Designated Alternate shift report to the 16 SOW/CC. This report can also be used as the basis for the one-on-one 16 SOW/CC or Designated Alternate changeover brief.

A1.2.8. Control attendance at Battlestaff briefings.

**Attachment 2****WOC DIRECTOR**

**A2.1. General.** The 16 SOW/CC has designated the WOC Director as the executive staff agent for Battlestaff functions. As such, the WOC Director position will be filled with permanently assigned, highly qualified officers who possess a top secret security clearance.

**A2.2. Duties and Responsibilities.** The WOC Director is responsible to the 16 SOW/CC and provides management to ensure proper response to emergency requirements. The principal responsibilities of the WOC Director are:

A2.2.1. Ensure the 16 SOW Commander and appropriate staff agencies are notified of changes in LERTCONs and Readiness Conditions. The 16 SOW WOC normally executes this function.

A2.2.2. Monitor and assure expeditious attainment of Readiness Conditions. Ensure timely completion of disaster action checklists contained in Hurlburt Field Emergency Management 10-2.

A2.2.3. Prepare and present briefings to the commander and staff as required or support specialized briefings by other agencies as necessary.

A2.2.4. Ensure continuing Battlestaff tasks are accomplished. Ensure proper one-on-one Core Battlestaff changeover briefings are completed upon shift change.

A2.2.5. Coordinate actions of the Battlestaff representatives through the use of appropriate checklists.

A2.2.6. Direct actions of the Battlestaff.

A2.2.7. Prepare Battlestaff agendas, obtain information, and notify briefers of requirements.

A2.2.8. Monitor crisis events, identify adverse trends (delays, shortfalls, etc.), and advise the appropriate A-Staff position of need for involvement.

A2.2.9. Review checklists of higher LERTCONs in anticipation of expediting the actions required for elevated Readiness Condition attainment.

A2.2.10. Satisfy operational reporting requirements.

A2.2.11. Advise 16 SOW/CC of C-Rating of affected units as required.

A2.2.12. Maintain, in the Battlestaff, a current WOC Director telephone standby roster and provide one copy to the WOC.

A2.2.13. Develop and keep a current WOC Director guidebook, including supporting checklists. The guidebook should contain a current copy of Hurlburt Field Base Deployment Plan 10-403 and Hurlburt Field Emergency Management 10-2 to enable the WOC Director (DS) to monitor the overall progress during LERTCON and HURCON changes.

A2.2.14. Ensure access to the Battlestaff room is strictly controlled prior to starting the classified portion of any Battlestaff proceeding. Personnel having access to the Battlestaff must have at least a SECRET clearance (as verified by the unit security officer or ASCAS roster) or higher if dictated by the contingency requiring Battlestaff Administrator activation.

A2.2.15. Prepare the follow-on, daily summary, and changeover briefings.

- A2.2.16. Monitor and track suspense requirements. Notify 16 SOW/CC or CV when an item is completed or if follow-on action becomes necessary.
- A2.2.17. Screen incoming communications. If WOC action is required, task the appropriate agency, establish a suspense time, and advise the 16 SOW/CV.
- A2.2.18. Review outgoing communications for proper classification, addressees, and format. Review contents of communications with the 16 SOW/CV. Ensure all outgoing message traffic (when required) is in USMTF. Only the 16 SOW/CC or CV may release TOP SECRET messages. Upon deactivation, draft 16 SOW/CC or Designated Alternate deactivation message for 16 SOW/CV release.
- A2.2.19. Ensure decisions and directives passed by telephone are confirmed by hard copy when required.
- A2.2.20. Control access to the Battlestaff safe.
- A2.2.21. Coordinate with the Battlestaff Administrator for necessary administrative materials.
- A2.2.22. Manage door guard responsibilities IAW paragraph [2.3.6.3](#).
- A2.2.23. Maintain a chronological log of major Battlestaff Administrator actions, significant events and decisions so as to provide continuity and to provide a historical account.
- A2.2.24. Assist the Battlestaff Administrator in ensuring the Battlestaff master message files and logs are maintained and kept current.
- A2.2.25. With the Battlestaff Administrator, account for and store all classified material contained in the master message file. Properly destroy all classified material when no longer needed. Control other classified material as outlined in paragraph [2.3.5](#).
- A2.2.26. Identify hardware requirements/shortfalls to 16 WOC/CC.
- A2.2.27. Post appropriate slides/information in poster format on Battlestaff room walls IAW [Attachment 21](#).
- A2.2.28. The WOC Director will ensure that the LAN in the information center share folders is loaded with the appropriate software and updated with all supporting reference material.

### Attachment 3

#### WOC CLIENT SUPPORT ADMINISTRATOR (CSA)/BATTLESTAFF ADMINISTRATOR

**A3.1. General.** This attachment outlines the support provided by Information Management (Battlestaff Administrator) to the Battlestaff, and prescribes the major Battlestaff Administrator duties. The Battlestaff Administrator functional manager is the 16CS/CCI. All 16 SOW units will provide Battlestaff Administrator support to the Battlestaff IAW Section 1.5, and 24-hour coverage during contingencies, exercises, and deployment operations. The Battlestaff Administrator will work directly for the WOC Director.

#### **A3.2. Duties and Responsibilities.**

A3.2.1. The Battlestaff Administrator functional manager (16 CS/CCI) will:

A3.2.1.1. Coordinate with 16 SOW units to provide highly qualified information management support for the Battlestaff.

A3.2.1.2. Maintain a Battlestaff Administrator duty roster. Ensure a current copy of this roster is provided to the applicable personnel (members, flight chiefs, etc) and the WOC Director. This list will include all Senior Airmen through Technical Sergeants who are eligible for Battlestaff Administrator duty.

A3.2.1.3. As a minimum, the functional will ensure all designated alternates possess at least a SECRET security clearance, have a DOS in-brief, and possess active NIPR and SIPR accounts.

A3.2.1.4. Develop and manage a duty schedule to cover all duty periods as directed by the Battlestaff. Ensure an appropriate turnover and training window is implemented into schedule.

A3.2.2. The 16CS/CCI will:

A3.2.2.1. Ensure all WOC CSA representatives are qualified to operate the appropriate computer equipment and programs that support the WOC. Ensure these personnel are thoroughly familiar with the proper handling of all incoming and outgoing messages for the Battlestaff in accordance with the instructions contained in the Battlestaff Administrator continuity book.

A3.2.2.2. Develop and keep current a Battlestaff Administrator continuity book, to include any supporting checklists.

A3.2.2.3. Ensure all Battlestaff Administrator representatives are trained in MS Excel and can prepare spread sheets.

A3.2.3. The Battlestaff Administrator will:

A3.2.3.1. Maintain a Battlestaff Administrator kit, which contains the necessary support items for relocation/deployment.

A3.2.3.2. Provide the WOC with the necessary supplies for the Battlestaff room (e.g., stapler, classified waste bags, message files, two-hole punch, etc).

A3.2.3.3. Prepare messages as required by the WOC Director.

A3.2.3.4. When directed by the WOC Director, contact other Battlestaff Administrator personnel scheduled by 16 CS/CCI for duty during follow-on shifts. Battlestaff Administrator representa-

tives will operate on a 12-hour shift, with the on-duty Battlestaff Administrator spending additional time to brief the on-coming Battlestaff Administrator (overlap mandatory to ensure continuity).

A3.2.3.5. Establish and maintain an electronic log showing the disposition of all incoming and outgoing BSDs and other pertinent documents, which have been received or processed by the Battlestaff Administrator.

A3.2.3.6. Maintain the Battlestaff master electronic message files and logs. Ensure disposition of Battlestaff Administrator administrative files.

A3.2.3.7. Prepare and disseminate correspondence required to support the WOC Director using LAN, facsimiles, runner, and other means required.

A3.2.3.8. Maintain security and positive control of classified correspondence and materials to include prevention of proliferation of classified material.

A3.2.3.9. Act as primary telephone call reception and route to Battlestaff members as necessary.

A3.2.3.10. Assist WOC Director in presentation preparation, to include management and maintenance of all multi-media equipment required for any presentation.

A3.2.3.11. Perform other functions as directed by the WOC Director.

A3.2.3.12. Maintain Key Decision Points and Aircraft Tracker during contingency operations.

A3.2.3.13. Maintain log of UCC responses during contingency operations.

## Attachment 4

### PERSONNEL (A-1)

**A4.1. General.** This attachment outlines the support provided by Personnel (A-1) to the Battlestaff, and prescribes the Battlestaff A-1 responsibilities and duties. The A-1 functional manager is the 16 MSS/CC. All 16 SOW units will provide A-1 support to the Battlestaff IAW Section 1.5, and 24-hour coverage during contingencies, exercises, and deployment operations. The A-1 Staff member will work directly for the WOC Director and prepare information for 16 SOW/CC review.

#### **A4.2. Duties and Responsibilities.**

A4.2.1. A-1 functional manager (16 MSS/CC) will:

A4.2.1.1. Coordinate with 16 SOW units to provide a qualified E-6 or higher for A-1 support for the Wing Operations Center.

A4.2.1.2. Maintain an A-1 duty roster. Ensure a current copy of this roster is provided to applicable personnel (members, flight chiefs, etc.) and to the WOC Director.

A4.2.1.3. As a minimum, the functional will ensure all A-1 eligible personnel possess at least a secret clearance, DOS in-brief badge, and a current SIPR account.

A4.2.1.4. Develop and manage a duty schedule to cover all duty periods as directed by the Battlestaff. Ensure appropriate turnover and training window is implemented into schedule.

A4.2.2. The A-1 representative will:

A4.2.2.1. Be on-call throughout the duration of the duty schedule as applicable.

A4.2.2.2. a. Will provide current telephone contact information to the WOC Director as applicable.

b. Upon notification, report immediately to the Battlestaff in the designated WOC area, and set up operations under BSD direction.

A4.2.2.3. Be responsible for arranging duty coverage upon notification of emergency situations, leave, or other situations which may prevent fulfilling Battlestaff A-1 duties.

A4.2.2.4. Request information from the A-3 and A-4 to ensure accountability of all in-transit personnel.

A4.2.2.5. Provide Battlestaff A-1 SITREP inputs to the WOC Director.

A4.2.2.6. Manage all ESOW/J1 rotation requests, DRI changes/cancellations.

A4.2.2.7. Coordinate with Unit Deployment Managers to obtain replacement information and channel tasking requests in a timely manner.

A4.2.2.8. Maintain the A-1 continuity book, to include supporting checklists.

A4.2.2.9. Initiate, manage, and track tail swap requests involving ferry crew personnel.

A4.2.2.10. Coordinate Data Processing Transactions (DPT) flow from HQ AFSOC to respective Personnel Readiness Functions (PRFs).

- A4.2.2.11. Manage O-CONUS and CONUS operation accountability as directed by the WOC Director.
- A4.2.2.12. Perform accountability functions as directed by the 16 MSS/CC.
- A4.2.2.13. Update applicable Battlestaff slides.

## Attachment 5

### INTELLIGENCE (A-2)

**A5.1. General.** This attachment outlines the support provided by Intelligence (A-2) to the Battlestaff, and prescribes the major Battlestaff Intelligence (A-2) duties. The A-2 functional manager is the 16 SOW/IN Chief. The 16 SOW/IN Chief will provide A-2 support to the Battlestaff IAW Section 1.5. and 24-hour coverage during contingencies, exercises, and deployment operations. The A-2 staff member will work directly for the WOC Director and prepare information for 16SOW/CC review.

#### **A5.2. Duties and Responsibilities.**

A5.2.1. A-2 functional manager (16 OSS/IN) will:

A5.2.1.1. Coordinate with 16 OSS/IN personnel to provide A-2 support for the Wing Operations Center.

A5.2.1.2. Maintain an A-2 duty roster. Ensure a current copy of this roster is provided to applicable personnel (members, flight chiefs, etc.) and to the WOC Director. This list will include all 16 SOW/IN personnel, TSgt through Major, who are eligible and qualified for A-2 duty.

A5.2.1.3. Ensure all A-2 assigned personnel possess at least a SECRET security clearance, have a DOS in-brief, and a current SIPR account.

A5.2.1.4. Develop and manage a duty schedule to cover all duty periods as directed by the Battlestaff. Ensure appropriate turnover and training window is implemented into schedule.

A5.2.1.5. Ensure all A-2 representatives are qualified to operate the appropriate computer equipment and programs relevant to A-2 functions that support the Battlestaff.

A5.2.1.6. Develop and keep current A2 continuity book, to include any supporting checklists.

A5.2.1.7. Ensure all A-2 representatives are qualified to conduct intelligence briefings at the senior staff level.

A5.2.1.8. Coordinate with the WOC Director to ensure proper management of the A-2 functions.

A5.2.2. The A-2 representative will:

A5.2.2.1. Serve as a conduit for 16 OSS/IN flight to the WOC Director and 16 SOW/CC.

A5.2.2.2. Serve as a liaison to and coordinate with Battlestaff A-staff positions.

A5.2.2.3. Function as conduit for the WOC Director and 16 SOW/CC for all Requests for Information (RFI) and collection requests to 16<sup>th</sup> OSS/IN flight.

A5.2.2.4. Provide Geospatial Product Library (GPL) to support mission planning software and WOC C2 operations (updated monthly).

## Attachment 6

### OPERATIONS (A-3)

**A6.1. General.** This attachment outlines the support provided by Operations (A-3) to the Battlestaff, and prescribes the Battlestaff A-3 responsibilities and duties. The A-3 functional manager is the 16 OSS/OSO. 16OSS/OSO will provide A-3 support to the Battlestaff IAW Section 1.5. and 24-hour coverage during contingencies, exercises, and deployment operations. The A-3 Staff member will work directly for the WOC Director and prepare information for 16 SOW/CC review.

#### **A6.2. Duties and Responsibilities.**

A6.2.1. The A-3 functional manager (16 OSS/OSO) will:

A6.2.1.1. Coordinate within 16 OSS/OSO personnel to provide A-3 support for the Wing Operations Center.

A6.2.1.2. Maintain an A-3 duty roster. Ensure a current copy of this roster is provided to the applicable personnel (members, flight chiefs, etc.) and to the WOC Director.

A6.2.1.3. Ensure all A-3 eligible personnel possess at least a SECRET clearance, DOS in-brief badge, and a current SIPR account.

A6.2.1.4. Develop and manage a duty schedule to cover all duty periods as directed by the WOC Director. Ensure appropriate turnover and training window is implemented into the schedule.

A6.2.1.5. Develop and maintain readiness action checklist to assure unit capability to support 16 SOW readiness. Construct disaster action checklists as required by Hurlburt Field Emergency Management 10-2.

A6.2.1.6. Develop and keep current continuity books for the A-3 to include any supporting checklists.

A6.2.2. The A-3 will:

A6.2.2.1. Provide operations staff expertise to the 16 SOW/CC and WOC Director.

A6.2.2.2. Prepares, integrates and facilitates briefings that are conducted in the WOC, including all daily briefings and any contingency related briefings.

A6.2.2.3. Maintain a chronological log of A-3 activities in order to provide continuity and history.

A6.2.2.4. Coordinate diplomatic clearances for all tail swapping aircraft in support of OEF or OIF operations and other OCONUS missions as required.

A6.2.2.5. Coordinate tanker support and ALTRVs for air refueling requests in support of OEF/OIF tailswaps. Mission monitor all air refuelings in support of OEF/OIF tailswaps.

A6.2.2.6. Track (in concert with the WOC C2 controllers) and facilitate all 16 SOW off station assets.

A6.2.2.7. Assist in determining the capability of 16 SOW forces to meet the exercise, contingency, and emergency commitments specified in the situation and intelligence briefings.

A6.2.2.8. Assist in preparation and transmission of mission directives applicable to the operation.

- A6.2.2.9. Assist in determining the most efficient and effective aircraft mix and flow schedule.
- A6.2.2.10. Determine the impact of the exercise or contingency on operations.
- A6.2.2.11. Determine priority for slippage of missions currently committed, if applicable.
- A6.2.2.12. Track previously scheduled missions which must be delayed or canceled and transmit appropriate messages to users, if applicable.
- A6.2.2.13. In conjunction with other members of the Operations Staff, advise the Battlestaff if a stand down of missions, or recall or diversion of 16 SOW aircraft currently en route, is required.
- A6.2.2.14. Assure completion of the OG readiness actions when required.

## Attachment 7

### LOGISTICS (A-4L)

**A7.1. General.** This attachment outlines the support provided by Logistics (A-4L) to the Battlestaff, and prescribes the Battlestaff A-4L responsibilities and duties. The A-4L functional manager is the 16 LRS/CC. All 16 SOW units will provide A-4L support to the Battlestaff IAW Section 1.5, and 24-hour coverage during contingencies, exercises, and deployment operations. The A-4L Staff member will work directly for the WOC Director and prepare information for 16 SOW/CC review.

#### **A7.2. Duties and Responsibilities.**

A7.2.1. The A-4L functional manager (LRS/CC) will:

- A7.2.1.1. Coordinate with 16 SOW units to provide A-4 support for the Wing Operations Center.
- A7.2.1.2. Maintain an A-4L duty roster. Ensure a current copy of this roster is provided to applicable personnel (members, flight chiefs, etc.) and to the WOC Director.
- A7.2.1.3. Ensure all A-4L eligible personnel possess at least a SECRET clearance, DOS in-brief badge, and a current SIPR account.
- A7.2.1.4. Develop and manage a duty schedule to cover all duty periods as directed by the Battlestaff. Ensure appropriate turnover and training window is implemented into schedule.
- A7.2.1.5. Develop a checklist to assure capability to support 16 SOW readiness. Construct disaster action checklists as required by Hurlburt Field Emergency Management 10-2.

A7.2.2. The A-4L will:

- A7.2.2.1. Support the 16 SOW/CC and WOC Director in all logistics matters.
- A7.2.2.2. Develop and maintain an A-4L kit containing documents and materials needed to support initial actions by the A-4L.
- A7.2.2.3. Monitor completion of LRS readiness action and disaster response checklists as required.
- A7.2.2.4. Provide necessary briefings and resource information to the WOC Director.
- A7.2.2.5. Brief the senior logistics representative on duty of A-4L actions.
- A7.2.2.6. Advise MSG personnel of required or anticipated actions in their functional areas.
- A7.2.2.7. Maintain a chronological log of all A-4L actions.
- A7.2.2.8. Maintain a daily update log of supply requirements at all deployed locations and expedite transportation requirements as required.
- A7.2.2.9. Complete prescribed actions in the A-4L checklists.
- A7.2.2.10. Ensure 16 SOW/CC and WOC Director are fully informed of all Logistics shortfalls/Limiting Factors.
- A7.2.2.11. Coordinate with the A3, A4M, and LRC when off-station aircraft require maintenance/supply support.

## Attachment 8

### LOGISTICS PLANS (IDO)

**A8.1. General.** This chapter outlines the support provided by the 16th Logistics Readiness Squadron (16 LRS) to the Battlestaff Administrator and prescribes the major duties performed by the Installation Deployment Officer (IDO). The Installation Deployment Officer acts as the 16 SOW/CC's executive agent to control and direct all deployment activities in support of war, contingency, and other operations plans which task Hurlburt Field units.

#### **A8.2. Duties and Responsibilities.**

A8.2.1. The Installation Deployment Officer (16 LRS/LGRR) will:

A8.2.1.1. Develop and publish an Installation Deployment Plan (IDP) and In-Garrison Expeditionary Site Plan to support Hurlburt Field readiness, construct disaster response checklists as required by EM and Hurlburt Field Emergency Management 10-2 and develop schedules of events for deployment activities.

A8.2.1.2. Ensure accomplishment of the items in the IDP, Deployment Schedule of Events, and disaster response checklists as required.

A8.2.1.3. Posses an active SIPR and NIPR account and a minimum of a SECRET security clearance.

A8.2.2. The IDO will:

A8.2.2.1. Be familiar with this OI and have a working knowledge of the associated regulations pertaining to Battlestaff procedures.

A8.2.2.2. Provide specialized Deployment Operations expertise to the Battlestaff.

A8.2.2.3. Provide inputs during the preparation of Battlestaff briefings.

A8.2.2.4. Monitor and approve any changes to Time-Phased Force and Deployment Data (TPFDD) concerning 16 SOW forces.

A8.2.2.5. Brief 16 SOW/CC on USSOCOM and AFSOC deployment requirements to comply with headquarters directed actions.

A8.2.2.6. Provide tasking information to the Personnel Readiness Unit (PRU) for deployment of Hurlburt personnel.

A8.2.2.7. Review all plans, which could be implemented if the contingency situation were to escalate.

A8.2.2.8. Brief to 16 SOW/CC all 16 SOW resources tasked in any CONPLANs or OPLANs referred to in warning, planning, or execution orders received by the Battlestaff.

## Attachment 9

### AIRCRAFT MAINTENANCE (A-4M)

**A9.1. General.** This attachment outlines the support provided by Aircraft Maintenance (A-4M) to the Battlestaff, and prescribes the Battlestaff A-4M responsibilities and duties. The A-4M functional manager is the 16 MOS/CC. All 16 SOW units will provide A-4M support to the Battlestaff IAW Sec 1.5. and 24-hour coverage during contingencies, exercises, and deployment operations. The A-4M Staff member will work directly for the WOC Director and prepare information for 16 SOW/CC review.

#### **A9.2. Duties and Responsibilities.**

A9.2.1. A-4M functional manager (16 MOS/CC) will:

A9.2.1.1. Coordinate with 16 SOW units to provide A-4M support for the Wing Operations Center.

A9.2.1.2. Maintain an A-4M duty roster. Ensure a current copy of this roster is provided to applicable personnel (members, flight chiefs, etc.) and to the WOC Director.

A9.2.1.3. Ensure all A-4M eligible personnel possess a minimum of a SECRET clearance, DOS in-brief badge, and a current SIPR account.

A9.2.1.4. Develop and manage a duty schedule to cover all duty periods as directed by the Battlestaff. Ensure appropriate turnover and training window is implemented into schedule.

A9.2.2. The A-4M will:

A9.2.2.1. Support the 16 SOW/CC and WOC Director in all aircraft maintenance and generation matters and provide all necessary briefings, visual aids, and resource information.

A9.2.2.2. Brief the WOC Director of current and ongoing A-4M actions on a daily and as-required basis.

A9.2.2.3. Monitor the progress of aircraft generations in real time and notify affected agencies of projected problems, shortfalls, or changes. As a minimum provide aircraft status, fuel load, configuration, crew ready, and "Dash-1" completion time.

A9.2.2.4. Advise Operations, Maintenance, Logistics, and other affected agencies of required or anticipated actions in their functional areas and participate in coordination efforts as required.

A9.2.2.5. Coordinate with the MOC, Command Post, and AFSOC/LRC in monitoring of deployed, off-station, and home station aircraft status to provide the Battlestaff with the most current information available for planning and controlling resources.

A9.2.2.6. Monitor transient and assigned Hurlburt aircraft for safekeeping and accounting purposes during evacuations or other disaster response procedures.

A9.2.2.7. Monitor status of hangars, munitions, and aircraft ground equipment (AGE) as required.

A9.2.2.8. Communicate with deployed forces to assist in aircraft maintenance actions, issues, and procedures.

A9.2.2.9. Monitor short and long-range aircraft schedules and report any discrepancies as required.

A9.2.2.10. Coordinate with the A-3, A-4L, and LRC to accomplish mission requirements.

A9.2.2.11. Develop and maintain an A-4M and/or MOC take-away kit containing continuity book and other documents and materials needed to support initial actions by the A-4M.

## Attachment 10

### PLANS AND PROGRAMS (A-5)

**A10.1. General.** This attachment outlines the support provided by Personnel (A-5) to the Battlestaff, and prescribes the Battlestaff A-5 responsibilities and duties. The A-5 functional manager is the 16 SOW/XP Chief. 16 SOW/XP will provide A-5 support to the Battlestaff IAW Section 1.5. and 24-hour coverage during contingencies, exercises, and deployment operations. The A-5 Staff member will work directly for the WOC Director and prepare information for 16 SOW/CC review.

#### **A10.2. Duties and Responsibilities.**

A10.2.1. The A-5 functional manager will:

A10.2.1.1. Maintain an A-5 duty roster. Ensure a current copy of this roster is provided to applicable personnel (members, flight chiefs, etc.) and to the WOC Director.

A10.2.1.2. As a minimum, the functional will ensure all A-1 eligible personnel possess a minimum of a SECRET clearance, DOS in-brief badge, and a current SIPR account.

A10.2.1.3. Develop and manage a duty schedule to cover all duty periods as directed by the Battlestaff. Ensure appropriate turnover and training window is implemented into schedule.

A10.2.1.4. Ensure each representative is properly prepared to perform A-5 and is fully aware of Operations Plans policies, procedures and issues.

A10.2.1.5. Develop and keep current readiness action checklists to ensure capability to support 16 SOW contingencies. Construct disaster response checklists as required by Hurlburt Field Emergency Management 10-2.

A10.2.2. The XP Battlestaff representative will:

A10.2.2.1. Provide tri-weekly briefings to the 16 SOW/CC updating current plans status for upcoming and ongoing missions.

A10.2.2.2. Provide specialized operations plans staff expertise to the Battlestaff.

A10.2.2.3. Brief the Director and wing leadership on USSOCOM and AFSOC OPLAN requirements referred to in warning, planning or execution orders received, to comply with headquarters directed actions.

A10.2.2.4. Review all plans, which could be implemented if the contingency situations were to escalate.

A10.2.2.5. Maintain theater conventional OPLANS and will provide expertise to the 16 SOW/CC on issues concerning deliberate and crisis action planning.

## Attachment 11

### C4 SYSTEMS (A-6)

**A11.1. General.** This attachment outlines the support provided by Personnel (A-6) to the Battlestaff, and prescribes the Battlestaff A-6 responsibilities and duties. The A-6 functional manager is the 16th CS/CC. 16CS/CC units will provide A-6 support to the Battlestaff IAW Section 1.5. and 24-hour coverage during contingencies, exercises, and deployment operations. The A-6 Staff member will work directly for the WOC Director and prepare information for 16 SOW/CC review.

#### **A11.2. Duties and responsibilities.**

A11.2.1. The A-6 functional manager (16 CS/CC)-Emergency Management Monitor will:

A11.2.1.1. Coordinate within the 16 CS to provide A-6 support for the Wing Operations Center.

A11.2.1.2. Maintain an A-6 duty roster. Ensure a current copy of this roster is provided to applicable personnel (members, flight chiefs, etc.) and to the WOC Director.

A11.2.1.3. As a minimum, the functional will ensure all A-6 eligible personnel possess a minimum of a SECRET clearance, DOS in-brief badge, and a current SIPR account.

A11.2.1.4. Develop and manage a duty schedule to cover all duty periods as directed by the Battlestaff. Ensure appropriate turnover and training window is implemented into schedule.

A11.2.1.5. Develop a CS readiness action checklist to assure capability to support 16 SOW readiness. Construct disaster response checklists as required by Hurlburt Field Emergency Management 10-2.

A11.2.1.6. Ensure each A-6 is properly prepared to perform the duties and is fully aware of communications policies and procedures.

A11.2.2. The A-6 will:

A11.2.2.1. Be familiar with this instruction, and maintain a working knowledge of associated regulations pertaining to Battlestaff procedures.

A11.2.2.2. Coordinate the WOC Director's communications requests.

A11.2.2.3. Validate status of all deployed and in-garrison (ready) communication UTC's.

A11.2.2.4. Update WOC Director on status changes to communication UTC's.

A11.2.2.5. Update Battlestaff briefing slides NLT 30 minutes prior to briefings and NLT 15 minutes prior to no-notice/add-on Battlestaff briefings.

A11.2.2.6. Update 16 CS input to AFSOC SITREP.

A11.2.2.7. Coordinate logistic report (LOGREP) requests to/from deployed location with A4, 16CS/CCC, and applicable workcenters.

A11.2.2.8. Coordinate personnel (re) deployment updates with UDM, 16 CS/CCC, and A1.

## Attachment 12

### SUPERVISOR OF FLYING (SOF)

**A12.1. General.** This attachment outlines the support provided by the SOF to the Battlestaff, and prescribes the major SOF duties. The SOF representative will be appointed by the 16 OSS/OSO and will provide support to the Battlestaff during normal daily flying schedule and 24-hour coverage during contingencies, exercises, and deployment operations. The SOF reports to the WOC Director and prepares information for the 16 SOW/CC.

#### **A12.2. Duties and Responsibilities.**

A12.2.1. The A-3 functional manager (16 OSS/OSO) will:

A12.2.1.1. Ensure each representative is properly trained to perform SOF duties.

A12.2.2. The SOF will:

A12.2.2.1. Ensure completion of OSS readiness action and disaster response checklists as required.

A12.2.2.2. Ensure timely completion of the aircraft flow schedule.

A12.2.2.3. Provide oversight as necessary to Battlestaff functions.

A12.2.2.4. Provide information on airfield status and MOG problems.

A12.2.2.5. Provide the Battlestaff with contingency impacts to formal training.

A12.2.2.6. Act as liaison between the Battlestaff and 16 OSS/CC.

A12.2.2.7. If additional C4 support is required, submit appropriate requests through the Battlestaff to 16 CS for action.

A12.2.2.8. Act as executive agent and liaison with flying squadrons to ensure timely completion of aircraft flow schedules.

A12.2.2.9. Brief the A-3 on aircraft flow schedule, crew alert and crew rest status/problems, en-route times, aerial refueling tracks, altitude reservations, and diplomatic clearances issues.

A12.2.2.10. Act as liaison with flying squadron/CCs to ensure appropriate unit representation at all Battlestaffs.

**Attachment 13****COMMAND POST (C2 OR EMERGENCY ACTIONS)**

**A13.1. General.** The Command Post will provide the 16 SOW/CC via the Battlestaff with information on the movement and status of 16 SOW forces during the entire crisis/emergency response.

**A13.2. Duties and Responsibilities.** The Command Post will:

A13.2.1. After receiving Battlestaff recall activation, notify the Battlestaff A-3, make the initial Wing/Base notifications and, if requested, will monitor the locations of key personnel after duty hours.

A13.2.2. Ensure completion of WOC readiness actions and disaster response checklists as required.

A13.2.3. Monitor aircraft movement reporting to provide the Battlestaff with the most current information available for planning and controlling resources, to include input of aircraft mission into GDSS or other enroute tracking databases as directed by the WOC director.

A13.2.4. Control access to the WOC and ensure restricted area badges and escorts are checked. Units providing manpower to the WOC will give an EAL of authorized personnel to the CP controller to assist in this effort.

A13.2.5. Provide manpower to sign personnel into WOC, using the SPECAT badges or access roster to confirm security clearances. The CP will notify the WOC Director/Battlestaff Exec if personnel without SPECAT access are granted access to the WOC.

A13.2.6. For IG visits, obtain a list of inspectors and security clearances. Maintain this list at WOC door to clear IG personnel into WOC and the Battlestaff briefings.

A13.2.7. Provide SORTS data to WOC Director as required by AFI, MAJCOM guidance, or as requested by the 16 SOW/CC or 16 SOW/CV.

A13.2.8. Complete reports IAW AF and MAJCOM Operational Reports instructions and transmit those messages authorized by the commander or WOC Director.

## Attachment 14

### RAMP COORDINATOR DUTIES

**A14.1. General.** Flight line liaison between 16 SOW WOC, maintenance, port operations, and the aircrew on issues pertaining to loading and launching of aircraft.

**A14.2. Duties and Responsibilities.**

A14.2.1. The Ramp Coordinator functional manager will:

A14.2.1.1. The 16 OG/CC will ensure the position is filled by one or more loadmasters from 16 OG/OGV as required for 16 SOW aircraft generation at Hurlburt, Eglin, Duke and/or other locations.

A14.2.1.2. Ensure aircraft configuration is in accordance with 16 SOW/CC or Designated Alternate directives.

A14.2.1.3. Assist aircrew to resolve problems involving weight and balance, cargo documentation, hazardous materials handling, and configuration of the aircraft.

**A14.3. Execution of Duties.**

A14.3.1. Alerted by 16 SOW/CC OR Designated Alternate. Reports to the WOC Director as directed.

A14.3.2. Upon arrival, obtains a situation brief from 16 SOW/CC, WOC director or Designated Alternate.

A14.3.3. Coordinate with A-4M and maintenance personnel to determine number of deploying aircraft, parking locations, tail numbers, preflight status, fuel loads, and aircraft configuration required.

A14.3.4. Obtain an LMR for communication with the WOC.

A14.3.5. On the flight line, make contact with the AGS/HGS line supervisor and confirm that all information is the same.

A14.3.6. Assist LG and port operations in resolving problems, rescheduling events, and conducting bump plans. Relay all changes to the Battlestaff A-3.

A14.3.7. Shifts shall be scheduled as necessary, 24 hour operations will be determined by WOC Director.

## Attachment 15

### SAFETY

**A15.1. General.** This attachment outlines the Support provided by the Safety representative to the Battlestaff and prescribes the major duties performed by the 16 SOW/SE. Safety provides representation on the Battlestaff to assist the 16 SOW/CC in all matters related to control or elimination of the accident risk factors associated with activities conducted during exercises, emergencies, contingencies, or wartime operations involving 16 SOW forces.

#### **A15.2. Duties and Responsibilities.**

A15.2.1. The SE functional manager will:

A15.2.1.1. Provide safety policy and guidance to the 16 SOW/CC and other Battlestaff members.

A15.2.1.2. Maintain a current SE pyramid notification roster and provide the WOC one copy.

A15.2.1.3. Maintain a current SE telephone standby roster and provide a copy to the WOC.

A15.2.1.4. Ensure each representative is properly prepared to perform SE duties and is fully aware of SE policies and procedures.

A15.2.1.5. Develop and keep current a readiness action checklist to ensure staff agency capability to support 16 SOW readiness. Construct disaster response checklists as required by Hurlburt Field Emergency Management 10-2.

A15.2.2. The SE functional manager will:

A15.2.2.1. Act as the safety adviser to the 16 SOW/CC and provide professional guidance in identifying and evaluating specific accident potentials before personnel and equipment are exposed to unacceptable risks.

A15.2.2.2. When actively supporting the Battlestaff, maintain a chronological log of SE activities in order to provide continuity and to provide a historical account.

A15.2.2.3. When requested, brief the A-3 on safety support presently available en route and at the deployment location.

A15.2.2.4. Coordinate mishap investigation and reporting, as appropriate.

A15.2.2.5. Arrange for additional SE personnel assistance to the Battlestaff, if required.

A15.2.2.6. Ensure completion of SE readiness action and disaster response checklists as required.

**Attachment 16****SECURITY FORCES**

**A16.1. General.** The 16 SFS/CC will provide the 16 SOW/CC with information and guidance on Security Forces matters, which affect the 16 SOW mission.

**A16.2. Duties and Responsibilities.**

A16.2.1. The SF functional manager (16 SFS/CC) will:

A16.2.1.1. Maintain a current SF pyramid notification roster and provide the WOC one copy.

A16.2.1.2. Maintain a current SF representative telephone standby roster and provide a copy to the WOC.

A16.2.1.3. Ensure each representative is properly prepared to perform SF representative duties and is fully aware of SF policies and procedures.

A16.2.1.4. Develop and keep a current SF readiness action checklist to ensure capability to support 16 SOW readiness. Construct disaster response checklists as required by Hurlburt Field Emergency Management 10-2.

A16.2.2. The SF representative will:

A16.2.2.1. Ensure completion of SF readiness action and disaster response checklists as required.

A16.2.2.2. Recommend appropriate changes, and the timing of those changes, in security measures for the base.

**Attachment 17****PUBLIC AFFAIRS**

**A17.1. General.** The Chief of Public Affairs (16 SOW/PA) advises the 16 SOW/CC on public affairs matters concerning the 16 SOW mission. 16 SOW/PA will maintain a 24-hour on-call public affairs representative. 16 SOW/PA representatives will attend Battlestaff updates, briefings and discussions, as required by the 16 SOW/CC.

**A17.2. Duties and Responsibilities.**

A17.2.1. The PA Core Battlestaff functional manager will:

A17.2.1.1. Maintain a current PA pyramid notification roster and provide the WOC one copy.

A17.2.1.2. Maintain a current PA Battlestaff representative telephone standby roster and provide a copy to the WOC.

A17.2.1.3. Ensure each representative is properly prepared to perform PA duties and is fully aware of PA policies and procedures.

A17.2.1.4. Develop PA readiness action checklists to ensure staff agency capability to support 16 SOW readiness. Construct disaster action checklists as required by Hurlburt Field Emergency Management 10-2.

A17.2.2. The PA Battlestaff representative will:

A17.2.2.1. Advise the 16 SOW/CC on public affairs guidance received from DoD, USAF, USSOCOM, and AFSOC.

A17.2.2.2. Advise 16 SOW unit commanders, and commanders of tenant units involved in or supporting 16 SOW operations, of current public affairs policy regarding Air Force Special Operations.

A17.2.2.3. When actively supporting the Battlestaff, maintain a chronological log of PA Core Battlestaff activities in order to provide continuity and to provide a historical account.

A17.2.2.4. Ensure completion of PA readiness action and disaster response checklists as required.

A17.2.2.5. Prepare, for 16 SOW/CC, CV or CV designated approval, public affairs releases to the base populace and local news agencies.

A17.2.2.6. Maintain liaison with local news media and act as spokesperson for the 16 SOW using current HHQ Public Affairs guidance.

A17.2.2.7. Provide the Battlestaff with information on all local/national media inquiries.

## Attachment 18

### AFOSI

**A18.1. General.** AFOSI Det. 309 will provide the 16 SOW/CC with information and guidance on matters concerning anti-terrorism and force protection.

**A18.2. Duties and Responsibilities.**

A18.2.1. The AFOSI Battlestaff functional manager will:

A18.2.1.1. Maintain a current AFOSI pyramid notification roster and provide the WOC at least one copy.

A18.2.1.2. Maintain a current AFOSI telephone standby roster and provide a copy to the WOC.

A18.2.1.3. Ensure each representative is properly prepared to perform Battlestaff representative duties.

A18.2.2. The AFOSI Battlestaff representative will:

A18.2.2.1. Provide expertise to the 16 SOW/CC on the issues of anti-terrorism and force protection.

A18.2.2.2. Prepare anti-terrorism/force protection briefings for the Battlestaff or other agencies as tasked by the 16 SOW/CC.

**Attachment 19****STAFF JUDGE ADVOCATE**

**A19.1. General.** The 16 SOW/JA will provide the 16 SOW/CC with information and guidance on legal matters, which affect the 16 SOW mission. These include, but are not limited to the following: Rules of Engagement, Law of Armed Conflict, legal issues pertaining to deployed and deploying forces, international law, legal issues relating to claims and military justice.

**A19.2. Duties and Responsibilities.**

A19.2.1. The JA Core Battlestaff functional manager will:

A19.2.1.1. Maintain a current JA pyramid notification roster and provide one copy to the WOC.

A19.2.1.2. Maintain a current JA Core Battlestaff telephone standby roster and provide a copy to the WOC.

A19.2.1.3. Ensure each representative is properly prepared to perform JA Battlestaff duties and is fully aware of JA policies and procedures.

A19.2.1.4. Develop JA readiness action checklists to ensure staff agency capability to support 16 SOW readiness. Construct disaster response checklists as required by Hurlburt Field Emergency Management 10-2.

A19.2.2. The JA Core Battlestaff member will:

A19.2.2.1. Ensure completion of JA readiness action and disaster response checklists as required.

A19.2.2.2. Be prepared to brief the Battlestaff on legal issues as required.

## Attachment 20

### COMPUTER EQUIPMENT

**A20.1. General.** The WOC USES A adpe COMPUTER EQUIPMENT IN GARRISON. Deployed, (e.g. HURCON or OPLAN) the USSOCOM provided TACLAN suite provides computer equipment (clients, email, servers, storage etc) necessary for operations.

**A20.2. All Files.** Templates, forms, documents etc, necessary for operations must be placed on a portable USB drive and deployed along with the TACLAN suite. The mission Information Manager (or CSA) will assist in transferring the shared folder structure to the USB drive when a contingency/deployment is imminent. Normally, the MIM maintains a USB drive populated with current folder structure for contingencies and emergency evacuations. Additionally, the MIM will regularly review this information to ensure accurate and updated files and documents.

#### **A20.3. WOC Operating Locations and Equipment.**

A20.3.1. Primary Location. The primary location is in the WOC and communications equipment is comprised of ADP computer, audio, video, and network equipment. This equipment is setup and maintained by the Battlestaff Computer System Administrators (CSA) and supported by 16 CS.

A20.3.2. Secondary Location. The secondary location is in the DCC facility. The WOC staff will need to carry WOC equipment to the secondary site and 16 CS will ensure enough infrastructure exists at the alternate site to operated for an extended period of time.

A20.3.3. Deployed location. Tactical Local Area Network (TACLAN) is a mobile communications package supporting NIPR/SIPR/JWICS providing pre-built servers (Domain, Mail, File, Print, Database, and Web) and 50 client laptops for use at a deployed location. Presently, TACLAN does not have its own communication. The Tactical Local Area Network (TACLAN) is a suite of servers, laptops, software and network gear. Hardware and software is funded and supported by USSOCOM. Its purpose is to provide one standardized SOF mission planning platform throughout USSOCOM (used primarily on SIPRNET and JWICS but, also has NIPRNET). The servers and laptops are pre-built with software needed to mission plan for SOF Air (PFPS, Falcon View, MIRC, etc.). Presently, TACLAN does not have its own communication pipe (long haul communications). While deployed this can be satisfied by using communication lines provided by a already existing host base or with Satellite Communications (SATCOM) provided in an S1 or S4 communications package. TACLAN is programmed to become part of the S4 package, and will have long haul communications capability. Coordination of the TACLAN deployable suite is through the A6.

A20.3.4. For deployed operations, a Geospatial Product Library (GPL) is required to support mission planning. The GPL provides charts and imagery for detailed mission planning. The A2 is the responsible agency to provide a GPL for operations.

A20.3.5. Deployed Manpower Requirements. The TACLAN suite requires Systems Administration support, a CSA, and a Mission Information Manager (MIM). The 16th Communications Squadron TDC Branch personnel (16CS/SCTT) will provide support. The MIM that deploys with the UTC will be responsible for information processes and setup/configuration of supporting C2 applications. The MIM will assist the CSA as necessary and will coordinate additional requirements through the A6.

**Attachment 21****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFMAN 10-206, Operational Reporting, June 2001.  
AFI 10-207, Command Posts, May 2003.  
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***Abbreviations and Acronyms***

**ADP**—

**ADVON**—Advances Echelon

**AFOSI**—Air Force Office Special Investigation.

**AFSOC**—Air Force Special Operations Command.

**AFSOF**—Air Force Special Operation Forces.

**AGS**—Aircraft Generation Squadron.

**ALORD**—Alert Order.

**ALTRV**—Alltitude Reservation.

**AOR**—Area of Responsibility.

**ATA**—Actual Time Arrival.

**ATD**—Actual Time Departure.

**AUTODIN**—Automatic Digital Network.

**BSD**—Battlestaff Directives.

**C2**—Command and Control.

**CJCS**—Chairman Joint Chiefs of Staff.

**COA**—Course of Action.

**CONOPS**—Concept of Operations.  
**CONUS**—Continental United States.  
**CP**—Command Post.  
**CS**—Communications Squadron.  
**CSA**—Battle Staff Computer System Administrator.  
**DCC**—Deployment Control Center.  
**DEPORT**—Deployment Preparation Order.  
**DIRLAUTH**—Direct Liaison Authorized.  
**DSN**—Defense Switched Network.  
**DSOE**—Deployed Schedule of Events.  
**DTG**—Date Time Group.  
**EA**—Emergency Action.  
**EAF**—Emergency Action File.  
**EAL**—Emergency Access List; entry authorization list.  
**EAM**—Emergency Action Message.  
**EAS**—Emergency Action Summary.  
**ECP**—Entry Control Point.  
**ETA**—Estimated Time Arrival.  
**ETD**—Estimated Time Departure.  
**FOL**—Forward Operating Location.  
**FOUO**—For Official Use Only.  
**FP**—Force Protection.  
**FPCON**—Force Protection Condition.  
**FSB**—Forward Staging Base.  
**GCCS**—Global Command and Control.  
**GPL**—Geospatial Product Library.  
**HGS**—Helicopter Generation Squadron.  
**HQ AFSOC**—Headquarters Air Force Special Operations Command.  
**HURCON**—Hurricane Condition.  
**IAW**—In accordance with.  
**IDO**—Installation Deployment Officer.  
**IDP**—Installation Deployment Plan.

**IM**—Information Management.  
**ISB**—Initial Staging Base.  
**JA**—Judge Advocate.  
**JCS**—Joint Chief of Staff.  
**JSOAC**—Joint Special Operations Air Component.  
**JWICS**—  
**LERTCON**—Alert Condition.  
**LFA**—Legal For Alert.  
**LG**—Logistics Group.  
**LIMFAC**—Limiting Factor.  
**LMR**—Land Mobile Radio.  
**LNO**—Liaison Officer.  
**LRS**—Logistics Readiness Squadron.  
**MAJCOM**—Major Command.  
**MDS**—Mission Design Series.  
**MIM**—Mission Information Manager.  
**MIRC**—  
**MOC**—Maintenance Operations Center.  
**MSS**—Mission Support Squadron.  
**NCOIC**—Non-Commissioned Officer in Charge.  
**NMCS**—Non-Mission Capability Supply.  
**OEF**—Operation Enduring Freedom.  
**OG**—Operations Group.  
**OIC**—Officer in Charge.  
**OIF**—Operation Iraqi Freedom.  
**OPCON**—Operational Control.  
**OPLAN**—Operations Plan.  
**OPORD**—Operations Order.  
**OPR**—Office of Primary Responsibility.  
**OPSEC**—Operations Security.  
**ORI**—Operational Readiness Inspection.  
**OSS**—Operation Support Squadron.

**PA**—Public Affairs.

**PAS**—Privacy Act Statement.

**PC-III**—Personnel Concept III.

**PDF**—Personnel Deployment Function.

**PDM**—Programmed Depot Maintenance.

**PDSS**—Pre-deployment site survey.

**PFPS**—

**PEF**—Permanent Exercise Facility.

**PERSCO**—Personnel Support for Contingency Operations.

**PLANORD**—Planning Order.

**PPR**—Prior Permission Required.

**PRU**—Personnel Readiness Unit.

**QRC**—Quick Response Checklist.

**RFI**—Request for Information.

**ROE**—Rules of Engagement.

**RSP**—Readiness Spares Package.

**SATCOM**—Satellite Communication.

**SecDef**—Secretary of Defense.

**SERE**—Survival, Evasion, Resistance, and Escape.

**SF**—Standard Form.

**SFS**—Security Forces Squadron.

**SIPRNET**—Secret Internet Protocol Router Network.

**SITREP**—Situation Report.

**SOE**—Schedule of Events.

**SOF**—Supervisor of Flying.

**SORTS**—Status of Resources Training Status.

**SOW**—Special Operations Wing.

**SPECAT**—Special Category.

**SPINS**—Special Instructions.

**SRC**—Survival Recovery Center.

**SRO**—STU-III Responsible Officer.

**STU-III**—Secure Telephone Unit, type III.

**TACLAN**—Tactical Local Area Network.  
**TBMCS**—Theater Battle Management Core System.  
**TD**—Tactical Deception.  
**TDF**—Transportation Deployment Function.  
**TDY**—Temporary Duty.  
**THREATCON**—Threat Condition.  
**TOA**—Transfer of Authority.  
**TPFDD**—Time-Phased Force and Deployment Data.  
**TS**—Top Secret.  
**TSCO**—Top Secret Control Officer.  
**TWG**—Threat Working Group.  
**UCC**—Unit Control Center.  
**UDM**—Unit Deployment Manager.  
**USAFE**—United States Air Forces in Europe.  
**USMTF**—United States Message Text Format.  
**USSOCOM**—United States Special Operations Command.  
**UTC**—Unit Type Code.  
**WARNORD**—Warning Order.  
**WOC**—Wing Operations Center.  
**WRM**—War Reserve Material.  
**WSA**—Wing Staff Agency.

### *Terms*

**Alert Order (CJCS)**—A formal directive issued by the Chairman of the Joint Chiefs of Staff that follows SecDef decision that a U.S. military response may be required; it gives essential guidance for planning in the prevailing situation, and marks the beginning of Crisis Action Planning Phase V, execution planning.

**Commander's Estimate of entire Situation**—A logical process of reasoning by which a commander considers the circumstances affecting the military situation and arrives at a decision as to a COA to be taken to accomplish the mission. A Commander's Estimate that considers a military situation so far in the future as to require major assumptions is called a Commander's Long Range Estimate of the Situation.

**Deployment Preparation Order**—An order issued by competent authority to prepare forces for movement or to move forces (e.g. increase readiness posture of units).

**Execution Order (CJCS)**—An order issued by the Chairman of the Joint Chiefs of Staff, by the authority and at the direction of the Secretary of Defense, to implement a SecDef decision to initiate military operations.

**Fragmentary Order**—All abbreviated form of an operation order, usually issued on a day-to-day basis that eliminates the need for restating information contained in a basic operation order.

**LIMFAC**—Any deficiency severely impacting mission accomplishment.

**Planning Order (CJCS)**—An order issued by the Chairman of the Joint Chiefs of Staff to initiate execution planning. The order will normally follow a Commander's Estimate and will precede the (CJCS) Alert Order. SecDef approval of a selected course of action is not required before a (CJCS) Planning Order can be issued. Signals the start of Phase V in crisis action planning.

**N-Hour**—Established time for "official" notification of tasking. Contingency Response may begin prior to N Hour establishment. Used during both contingency and exercise responses.

**Shortfall**—Any deficiency (personnel or equipment) inhibiting mission accomplishment.

**Warning Order**—A crisis action planning directive issued by the Chairman of the Joint Chiefs of Staff that initiates the development and evaluation of COAs by a supported commander and requests that a Commander's Estimate be submitted. Issued by authority of the Secretary of Defense when the order involves movement of forces.

Attachment 22

BATTLESTAFF SCHEMATIC

Figure A22.1. Battlestaff Schematic.

