

Administrative Changes to AFDWI10-2, *AIR FORCE DISTRICT OF WASHINGTON (AFDW)*  
*AND 320TH AIR EXPEDITIONARY WING (AEW) OPERATIONS CENTER*

OPR: AFDW/A3O Operations

References throughout to “AFDW OPORD 10-17” are hereby changed to “AFDW OPORD 10-19” - 16 Sep 21.

Paragraph 2.1 “...AFDW is comprised of the HQ Staff, 11 WG, 79 MDW and 844 CG” is hereby changed to “AFDW is comprised of the HQ Staff, 11 WG, 316 WG and 844 CG” - 16 Sep 21.

Paragraph 3.2. “Vice Commander (CV)” is hereby changed to “Deputy Commander (CD).” - 16 Sep 21.

References throughout to “AFDW/A3OO” are hereby changed to “AFDW/A3OC” in paragraphs 3.3.4. and 3.3.5. - 16 Sep 21.

References to “11th Wing (WG)” is hereby changed to “316th Wing (WG).” in paragraphs 3.7 and 3.8.3. - 16 Sep 21.

Paragraph “3.9. 79th Medical Wing (MDW)” is hereby changed to paragraph “3.7.3. 316th Medical Group (MDG)” - 16 Sep 21.

Paragraph 5.9.1. “Coordinate with the Contingency Support Center (CSC)” is hereby changed to “Logistics Readiness Center (LRC)” - 16 Sep 21.

Paragraph 5.16. “SG OC-Rep. (320 AEW) Serve as OPR for tracking 79 MDW” is hereby changed to “SG OC-Rep. (320 AEW) Serve as OPR for tracking 316 MDG” - 16 Sep 21.

Paragraph 6.6. “11 WG Updates. The OC-OPSO will update the 11 WG via OCD” is hereby changed to “11 WG and 316 WG Updates. The OC-OPSO will update the 11 WG and 316 WG via OCD” - 16 Sep 21.

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



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

**5 JULY 2017**  
*Certified Current on, 10 August 2021*  
**Operations**

**AIR FORCE DISTRICT OF  
WASHINGTON (AFDW) AND 320TH  
AIR EXPEDITIONARY WING (AEW)  
OPERATIONS CENTER**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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Mission Directive 131, Headquarters Air Force District of Washington (HQ AFDW), and supports AFDW Supporting Plan (SUPPLAN) 3600, Emergency Preparedness in the National Capital Region (NCR), AFDW OPORD 10-17, Shaping Efforts and Contingency Preparedness in the NCR. It defines the AFDW and 320th Air Expeditionary Wing (320 AEW) contingency command and control implementation of the Operations Center organization, responsibilities, structure, relationships, requirements and operations. It applies to all personnel and units assigned or attached to AFDW and 320 AEW. Submit recommended changes using AF Form 847, Recommendation for Change of Publication; to HQ AFDW/A3O, 1500 West Perimeter Road Suite 5370, Joint Base Andrews MD 20762. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual 33-363, Management of Records, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule located at: <http://www.my.af.mil/afirms/afirms/afirms/rims.cfm>.

**SUMMARY OF CHANGES**

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

## 1. Mission

1.1. Operations Center (OC). The OC is a command and control and/or situational awareness node able to provide a multi-function staff to the AFDW/CC, 320 AEW/CC or both concurrently. OC-Reps are trained to provide consolidated staff functions during contingency, relocation, or other situations outside of standard operations. OC-Reps will be identified in the Operations Center Representative Appointment Letter. AFDW Standing Operations Order (OPORD) "Shaping Efforts and Contingency Preparedness in the National Capital Region" outlines the manning requirements for specific AFDW organizations.

1.1.1. AFDW OC. The AFDW OC provides a Crisis Action Team (CAT) equivalent function to the AFDW/CC when activated. The AFDW OC will be staffed with AFDW members identified in the OC Representative Appointment Letter. The AFDW OC may be activated independently or in conjunction with the 320 AEW OC.

1.1.2. 320 AEW OC. The 320 AEW OC staff combined with the 320 AEW Command Element, serves as the Air Force Service Component Headquarters to Joint Task Force-National Capital Region (JTF-NCR). The 320 AEW OC will initially be staffed with elements of AFDW identified in the OC Representative Appointment Letter. The OC maintains situational awareness and oversight of ground Air Force forces (AFFOR) and assets for missions and events within the National Capital Region (NCR). The OC coordinates with the JTF-NCR Joint Operations Center (JOC), other NCR-based Service and Joint planning groups, or inter-agency Operations Centers, as required. The 320 AEW OC also functions as an A Staff by exercising ADCON of AFFOR assigned or attached to JTF-NCR. The 320 AEW OC may be activated independently or in conjunction with the AFDW OC.

1.1.3. Combined OC. The AFDW/CC and/or the 320 AEW/CC, may choose to designate the OC as combined. The Combined OC will fulfill all the roles of both the AFDW OC and the 320 AEW OC. Normally, each OC-Rep position will only be staffed with a single individual who will accomplish both AFDW and 320 AEW tasks. If there are conflicts between AFDW and 320 AEW priorities, 320 AEW priorities will take precedence unless otherwise directed by the 320 AEW/CC.

## 2. Organizations.

2.1. Air Force District of Washington (AFDW). AFDW is a Direct Reporting Unit (DRU) to the Chief of Staff, USAF, and serves as the Air Force Service component of Joint Forces Headquarters National Capital Region (JFHQ-NCR) for planning and coordination. AFDW prepares for, and when directed, conducts homeland and ceremonial operations in the NCR. (Note: Homeland operations include homeland defense, emergency preparedness and defense support of civil authorities [DSCA]). AFDW is comprised of the HQ Staff, 11 WG, 79 MDW and 844 CG.

2.2. Joint Forces Headquarters National Capital Region (JFHQ-NCR). JFHQ-NCR supports USNORTHCOM as an operational level, regionally focused headquarters. The purpose of the JFHQ-NCR is to plan and prepare for operations in the NCR on behalf of CDR USNORTHCOM.

2.3. Joint Task Force National Capital Region (JTF-NCR). When directed, CDR, JFHQ-NCR transitions to CDR, JTF-NCR and accepts OPCON of forces assigned or attached to the JTF-

NCR service components. The CDR, JTF-NCR executes Department of Defense support (less air sovereignty) for missions in the NCR Joint Operating Area (JOA).

2.4. 320th Air Expeditionary Wing (320 AEW). The 320 AEW is the Air Force Service component of JTF-NCR. IAW the HQ 1 Air and Space Expeditionary Task Force (1 AETF) Standing OPOD for Support to the 320 AEW, AFFOR assigned or attached to JTF-NCR will be ADCON to the 320 AEW (Deploying AFFOR will be attached to the 320 AEW and OPCON to the 320 AEW unless otherwise specified in an order). The 320 AEW is attached to the 1 AETF for specified ADCON. If additional units are required to support operations in the NCR, pre-designated Air Expeditionary Groups (330th Air Expeditionary Group [AEG] and the 331 AEG have been reserved by 1AF/AIRM to be assigned or attached to the 320 AEW).

2.5. 1st Air Expeditionary Task Force (1 AETF). 1 AETF is the organizational structure established to present AFFOR to the Joint Forces Commander. The CDRAFNORTH is the 1 AETF Commander and the COMAFFOR. The 1 AETF provides specified ADCON support to the 320 AEW IAW the 1 AETF STANDING OPOD FOR 320 AEW-NCR OPERATIONS.

### **3. AFDW Responsibilities in support of AFDW (and 320 AEW) OC**

#### **3.1. AFDW Commander (AFDW/CC).**

3.1.1. Direct AFDW OC activation/deactivation.

3.1.2. Provide the AFDW OC Director (OC-DIR) with direction, intent or decisions for the Operations Center to execute or implement.

3.1.3. Dual-hat as Commander, 320 AEW, upon activation.

#### **3.2. Vice Commander (CV).**

3.2.1. Assist the AFDW/CC in the performance and execution of duties and responsibilities and supervise all OC-DIR personnel when OC is activated.

3.2.2. Serve as 320 AEW/CV upon activation.

#### **3.3. Directorates and Staff Agencies Providing Operations Center Representatives (OC-Reps)**

3.3.1. BPT provide personnel to staff the OC IAW AFDW Standing Operation Order (OPOD) "Shaping Efforts and Contingency Preparedness in the National Capital Region".

3.3.2. Ensure personnel designated as OC-Reps are fully trained in accordance with the OC Training Program and qualified to accomplish functional requirements prior to being added to the OC appointment letter.

3.3.3. Develop and maintain detailed procedures, checklists, continuity books and reference materials. These materials will be readily available in hard copy or electronic format when performing duties in the OC or at a dispersed location.

3.3.4. Coordinate with AFDW/A300 to ensure all OC-Reps have access to their organizational mailboxes.

3.3.5. Provide AFDW/A300 with an appointment letter designating primary and alternate OC-Reps fully trained and capable to perform OC duties. Ensure individuals designated

as OC-Reps possess at least a SECRET security clearance and are qualified to accomplish relocation duties. All organizations will verify their appointment letters monthly and provide A3O with confirmation or a new letter if required.

#### 3.4. Operations, Plans, and Requirements (A3/5).

3.4.1. Recommend OC activation/deactivation and operating hours to the Commander for planned events.

3.4.2. Develop and maintain a training program for the OC.

3.4.3. Develop OC schedule for planned events and exercises. Coordinate with organizations providing OC-Reps to ensure all positions are manned.

3.4.4. Develop and maintain a current OC Entry Authority List (EAL).

3.4.5. Develop AFDW/320 AEW COOP Plan and coordinate alternate facility, equipment, and support requirements with AFDW/A4 and A6.

3.4.6. Oversee OC facilities, equipment, and guidance and coordinate with AFDW/A6 on all communication equipment and system support.

3.4.7. Coordinate with the appropriate personnel to place alternate location on warm status during real world events. (Warm status includes all steps necessary to minimize downtime should the OC be required to relocate. While not inclusive, at a minimum ensure hardware is available and configured with power on and network connections are established and operational).

3.4.8. Help develop and maintain any necessary OC checklists (Quick Reaction, Shift, etc).

3.4.9. Develop standard operating procedures or process maps delineating the process for receiving, creating, processing, and closing requests for information (RFIs) and OCDs.

#### 3.5. Logistics, Engineering, and Force Protection (A4).

3.5.1. Negotiate appropriate Support Agreements and/or Memoranda of Agreement with the suppliers of primary and alternate locations to ensure support is in place for planned events and available for no-notice events.

3.5.2. Perform facility site surveys of proposed primary and alternate locations as required.

#### 3.6. Communications (A6).

3.6.1. In addition to responsibilities in section 3.3, in coordination with AFDW/A3O, ensure core communications capabilities are operational at primary and alternate locations.

3.6.2. Coordinate support for identified communications shortfalls (to include technical support representation) and resolution of communications outages with the 844 CG.

#### 3.7. 11th Wing (WG).

3.7.1. Evaluate activating the Crisis Action Team (CAT) when the OC is activated.

3.7.2. Respond, acknowledge or take action as directed in Operations Center Directives (OCDs) or message traffic.

#### 3.8. Joint Base Andrews Command Post (CP).

3.8.1. When directed, conduct recalls of AFDW staff, OC personnel or for the directed activation of the 320 AEW.

3.8.2. Process orders on behalf of the AFDW Watch and notify all required staff IAW established guidance.

3.8.3. Act as the primary focal point for all RFIs to the 11 WG.

3.8.4. Ensure Battle Staff Directives are received by the AFDW OC when activated; if not will forward upon request.

3.9. 79th Medical Wing (MDW). In addition to responsibilities in section 3.3, respond, acknowledge or take action as directed in OCDs or message traffic.

3.10. 844th Communications Group (CG).

3.10.1. Respond, acknowledge or take action as directed in OCDs or message traffic.

3.10.2. Provide technical solutions for validated, new communications (via C4 Systems Requirement Documents [CSRDs]).

3.10.3. Ensure core communications support, and technical support representation, is in place for primary and alternate locations for planned events, and available for no-notice events.

3.10.4. Monitor and report status of core communications capabilities for primary and alternate locations, and coordinate outage resolution (via helpdesk trouble tickets).

#### **4. 320 AEW Responsibilities**

4.1. 320 AEW Commander (CC).

4.1.1. Direct 320 AEW OC activation/deactivation.

4.1.2. Provide the OC-DIR with direction, intent or decisions for the OC to execute or implement.

4.1.3. Exercise command and control for all AFFOR assigned and/or attached to the 320 AEW.

4.1.4. Serve as COMAFFOR-FWD for AFFOR assigned or attached to JTF-NCR.

4.1.5. Direct, support, sustain, and redeploy assigned or attached AFFOR for approved homeland operations.

4.2. Vice Commander (CV).

4.2.1. Assist the 320 AEW/CC in the performance and execution of duties and responsibilities.

4.2.2. Supervise all personnel filling OC-DIR role when OC is activated.

4.2.3. Determine level of 320 AEW PERSCO requirements when OC is activated.

#### **5. Operations Center Responsibilities**

5.1. General. Responsibilities of OC personnel are similar whether manning the AFDW OC or 320 AEW OC, however, some responsibilities are unique to the specific incarnation. To delineate responsibilities according to OC type (320 AEW) will be used to denote 320 AEW

unique responsibilities, (AFDW) will be used to denote AFDW unique responsibilities. Absence of either modifier indicates a responsibility common to both AFDW and the 320 AEW.

#### 5.2. OC Director (OC-DIR).

5.2.1. Be directly responsible to the commander as the focal point for situational awareness, OPCON and ADCON of assigned or attached forces.

5.2.2. Direct OC actions to establish priorities supporting the commander and subordinate units, in response to higher headquarters tasking or requests for information.

5.2.3. Ensure timely production, approval and transmission of required deliverables (briefings, SITREP, JPERSTAT, OCDs, orders, etc).

5.2.4. **(320 AEW)** Request support from AFDW staff and subordinate units.

5.2.5. **(320 AEW)** Attend applicable NORTHCOM, AFNORTH, JTF-NCR briefings and present appropriate status of forces and support issues.

5.2.6. **(320 AEW)** Review all requests for forces (RFF) on behalf of the COMAFFOR-FWD.

#### 5.3. OC Operations Officer (OC-OPSO).

5.3.1. Serve as the senior OC officer-in-charge in the OC-DIR's absence.

5.3.2. Supervise OC activities; provide OC-DIR guidance to OC-Reps. Ensure assigned OC tasks are properly staffed.

5.3.3. Establish and monitor the OC suspense system to ensure timely tracking and delivery of required products and information.

5.3.4. **(320 AEW)** Coordinate information flow between the OC, JTF-NCR JOC, assigned or attached units, liaison officers and higher headquarters.

5.3.5. Ensure all OC representatives are briefed if SITREP reporting is directed. The OC-OPSO will announce implementation and SITREP report deadlines. Supervise the preparation of the daily SITREP.

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

5.3.7. Develop OCDs (as required).

#### 5.4. OC Controller (OC-CNTRL).

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

5.4.2. Track and display Alert Level, Continuity of Government Condition (COGCON), Force Protection Condition (FPCON), Emergency Action (EA) messages and Information Operations Condition (INFOCON) status.

5.4.3. Serve as OPR for all Operations Center Directive (OCDs) as directed by the OC-DIR/OPSO. All RFIs will be channeled through the OC-CNTRL to the CP. The OC-CNTRL will monitor response of all RFIs until all information has been received and forwarded to the necessary OC-Rep. As information is received, will ensure the OC-DIR/OPSO and OC-Reps are informed.

- 5.4.3.1. Maintain permanent record of all Exercise and Operational OCDs.
- 5.4.3.2. Track the status of current OCDs; identify release time, receipt acknowledgement, execution and completion.
- 5.4.4. Maintain an events log; document shift activities and significant events/incidents. Maintain hard copies of events log, briefings, orders and important information during events for relocation purposes.
- 5.4.5. Assist OC-DIR/OPSO in executing the OC mission.
- 5.4.6. Receive and consolidate daily SITREP inputs and transmit completed SITREPS, PERSTATs, JPERSTATs and other reports as directed by OC-OPSO.
- 5.4.7. Consolidate inputs for commander update briefing, shift change briefing and other briefings, as required.
- 5.5. **(320 AEW)** Section Commander.
  - 5.5.1. Serve as the Unit Control Center (UCC) representative for 320 AEW personnel.
  - 5.5.2. Supervise all PERSCO functions and personnel.
  - 5.5.3. Receive and process forces supporting operations and exercises in the NCR.
  - 5.5.4. Maintain a list of key personnel and track their location/availability.
  - 5.5.5. Maintain accountability of all 320 AEW forces.
- 5.6. OC Reps (ALL).
  - 5.6.1. BPT to respond to OC-DIR/OPSO on matters related to their functional area.
  - 5.6.2. Continuously monitor designated communications media to gather taskers, process taskers and respond to requests for information in accordance with standard operating procedures.
  - 5.6.3. **(320 AEW)** Establish and maintain contact with JTF-NCR JOC counterpart.
  - 5.6.4. Attend applicable NORTHCOM, AFNORTH, JTF/JFHQ-NCR briefings and present appropriate status of forces and support issues.
  - 5.6.5. Maintain a log of issues and events occurring during shifts. Submit inputs for Commander's Update Brief (CUB), SITREP, or other required briefings.
  - 5.6.6. Ensure access to all required IT tools and systems.
  - 5.6.7. Ensure functional continuity products are up to date.
  - 5.6.8. BPT execute OC duties from deployed/dispersed location.
  - 5.6.9. Maintain computer equipment and follow availability requirements mandated in AFDW OPOD "Shaping Efforts and Contingency Preparedness in the National Capital Region".
  - 5.6.10. Comply with OC-Rep training requirements.
  - 5.6.11. Secure classified materials prior to exiting the OC and adhere to security procedures as directed by Attachment 3.

5.6.12. If a representative departs the OC for any amount of time, they will check out of the OC and establish the phone number, email or means they can be contacted, and will identify how long they will be absent.

5.7. A1 OC-Rep.

5.7.1. **(320 AEW)** Prepare and transmit JPERSTAT/PERSTAT reports as directed.

5.7.2. Coordinate lodging for USAF personnel supporting operations and exercises in the NCR (as required).

5.7.3. **(AFDW)** Provide accountability for OC Reps in case of evacuation or Continuity of Operations (COOP) activation.

5.8. A2 OC-Rep.

5.8.1. Provide initial and update Intel briefs of current situation.

5.8.2. BPT brief commanders on situations in the NCR.

5.8.3. Attend JTF/JFHQ-NCR Intel briefs or other briefings as required (i.e., the TWG) in person or call-in.

5.9. A4 OC-Rep.

5.9.1. Coordinate with the Contingency Support Center (CSC) to arrange transportation, security and installation support for USAF personnel supporting operations and exercises in the NCR (as required).

5.9.2. BPT coordinate with the CSC to assist with Joint Reception, Staging, Onward Movement, and Integration (JRSOI) operations to/from the NCR.

5.10. A5X OC-Rep.

5.10.1. Serve as the OC subject matter expert on AF Service Support Plans and Orders.

5.10.2. Create/maintain an executive summary presentation for applicable plans.

5.10.3. BPT to publish orders (e.g. OPOORDs, EXORDs, FRAGORDs, etc.) as required.

5.10.4. On behalf of the OC-DIR, BPT lead any AFDW or 320 AEW crisis action planning effort as required.

5.10.5. Provide representatives/expertise for crisis action planning (CAP) and/or operational planning team (OPT) efforts.

5.11. Counter Weapons of Mass Destruction (CWMD) OC-Rep. Advise the Commander and Director on CWMD impacts/issues.

5.12. A6 OC-Rep.

5.12.1. Monitor and report the readiness of core communications capabilities at the Alternate OC location. Coordinate all core communications support with the 844 CG to prepare alternate OC site for relocation.

5.12.2. Prepare for OC-OPSO review all COMSTAT and other required communications reports. Transmit approved reports as tasked.

5.13. FM OC-Rep. Provide financial advice to the Commander and OC-DIR. Serve as OPR for all cost capture efforts and compile costs throughout OC operations. Determine appropriate Emergency and Special Program (ESP) codes.

5.14. JA OC-Rep. Provide legal counsel and advice to the Commander and OC-DIR.

5.15. PA OC-Rep. Coordinate USAF PA efforts in the NCR with HAF/PA and inter-agency organizations.

5.16. SG OC-Rep. (320 AEW) Serve as OPR for tracking 79 MDW forces assigned to 320 AEW and in Direct Support of the NCR-MD.

5.17. PK OC-Rep. Provide contracting support and advice to the Commander and OC-DIR.

5.18. LNO. (320 AEW) Provide communication conduit between the OC and the JTF JOC.

## **6. Operations Center Roles and Responsibilities**

### **6.1. Activation.**

6.1.1. 320 AEW OC will typically be activated IAW USNORTHCOM CONPLAN 3600 whenever the JTF-NCR is activated by USNORTHCOM. AFFOR identified as Initial Operating Forces (IOF) for supporting the JTF-NCR, to include the OC forces, will be presented through the 320 AEW to the CDR JTF-NCR. Unit Type Code (UTC) CTJNC for the Air Force IOF designates AFDW as the initial, primary source for these forces. These forces will be assigned to the 320 AEW for presentation to the CDR JTF-NCR. Once forces are assigned to the 320 AEW, the CDR JTF-NCR will have OPCON of these forces.

6.1.2. The AFDW OC will be activated at the discretion of the AFDW/CC. The OC may be activated when an emerging situation mandates a real or anticipated need for tailored situational awareness.

6.1.3. Directorates and Staff Agencies will ensure they have OC-Reps on call to report to the OC when activated. OC-Reps designated as on call by their supervisors will report to the OC within 4 hours of recall to receive situation briefs and establish external lines of communications. If more than one directorate provides OC-Reps for a given OC-Rep position then the supervisors will coordinate to ensure that an on call individual is identified. OC-OPSO will initiate the activation Quick Reaction Checklist (QRC) and ensure execution.

6.2. Deactivation. OC-DIR will initiate deactivation procedures when directed by the 320 AEW/CC or AFDW/CC. At a minimum the OC-DIR, OC-OPSO and OC-CNTRL should remain at the OC until all deactivation requirements are accomplished. AFDW/A3O monitors and maintains the OC when in a cold status.

6.3. Staffing. The OC staffing is situation dependent. A full OC activation consists of OC-Reps specified in Paragraph 5 of this instruction. The AFDW A3/5 Director will determine required AFDW OC staffing and 320 AEW OC staffing for planned events. Initial staffing is based on 3 personnel per position in order to support 24 hour continuous operations for up to 30 days. If continuous 24 hour operations are required beyond 30 days for the 320 AEW OC, sourcing will be expected from units external to AFDW. Unless specifically restricted, all positions in the OC can be filled by equivalent civilian personnel.

6.4. OC Tiers of Operations. The Tier levels of the OC describe required staffing levels. The staffing levels for each Tier may be tailored by the OC-DIR to meet operational requirements.

6.4.1. Tier I. Tier I Operations require the OC-DIR, OC-OPSO, & OC-CNTRL.

6.4.2. Tier I+. Tier I+ Operations require Tier I and select additional OC-Reps.

6.4.3. Tier II. Tier II Operations require Tier I and all OC-Reps specified in Paragraph 5.

6.4.4. Tier III. Tier III Operations require Tier II positions staffed for 24/7 coverage.

6.5. Shift Changeovers.

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

6.5.2. On duty OC-Reps will conduct a changeover briefing with the incoming OC-Rep and ensure they are fully aware of open suspense items, priorities and significant events during the last shift.

6.5.3. OC-OPSO will present an update brief to the OC after each shift change.

6.6. 11 WG Updates. The OC-OPSO will update the 11 WG via OCD through Command Post each day and provide current status. Accomplish an update after OC opening, any OC-OPSO shift change, and before closing operations.

## **7. Continuity of Operations (COOP).**

7.1. If a relocation is required from the primary OC, personnel will relocate IAW the AFDW and 320 AEW COOP Plan. In addition to relocating to an alternate site, OC personnel may be directed to their normal individual workstations or to disperse to individual locations and perform their duties with a virtual connectivity via the various collaboration programs (e.g. DCS Chat, SharePoint, and Transverse). The following is a general guideline to be followed in the event of a COOP event.

7.1.1. Prior to relocation

7.1.2. AFDW/CC, 320 AEW/CC or a designated representative implements the COOP Plan.

7.1.3. If not already in warm status (as defined in 3.4.6), an advance team will be dispatched to the COOP location to validate its ability to receive/support OC operations.

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

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

7.1.6. 320 AEW PERSCO and/or AFDW/A1 OC-Rep will update and post recall rosters for the OC.

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

7.1.8. OC-Reps will hand carry continuity binders, message folders, and personal supplies to the COOP location if relocating from the primary OC.

7.2. After relocation.

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

7.2.2. OC-DIR will establish OC battle rhythm.

7.2.3. OC-OPSO will establish contact with inter-agency partners.

**ELIZABETH S. LARSON, Colonel, USAF  
Director, Operations, Plans and Requirements**

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

- AFDW and 320 AEW Continuity of Operations (COOP) Plan*, Jan 2017
- AFDW Instruction 10-208, Continuity of Operations (COOP) Program*, 20 Oct 2016
- AF Mission Directive 13, Air Force District of Washington (AFDW)*, 25 Oct 2016
- AFDW Mission Directive 131, Headquarters AFDW*, 26 May 2011
- AFDW Instruction 10-101, HQ AFDW Emergency Preparedness, Notification, and Accountability Procedures*, 08 Jul 2016
- AFDW Operations Order 01-17, Shaping Efforts and Contingency Preparedness in the National Capital Region*, 15 Feb 2017
- AFDW SUPPLAN 3600, Emergency Preparedness in the National Capital Region (NCR)*, 11 Aug 2011
- HQ 1 AETF, Standing OPORD for 320 AEW*, 27 Feb 2014
- AFI 10-207, Command Posts*, 13 Jul 2016
- AFI 10-2501, Air Force Emergency Management Program*, 19 April 2016
- AFI 10-401, Air Force Operations Planning and Execution*, 7 Dec 2006
- AFI 10-801, Defense Support of Civil Authorities*, 23 Dec 2015
- AFI 16-1404, Air Force Information Security Program*, 29 May 2015
- AFI 16-1406, Air Force Industrial Security Program*, 25 Aug 2015
- AFI 31-101, Integrated Defense*, 08 Oct 2009
- AFI 31-101\_AFDW Supplement, Air Force Integrated Defense*, 28 Jun 2013
- AFI 90-1601, Air Force Lessons Learned Program*, 18 Dec 2013
- AFPD 10-8, Defense Support of Civil Authorities*, 15 Feb 2012
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- DoDI 5200.1, DoD Information Security Program and Protection of Sensitive Compartmented Information (SCI)*, 21 April 2016
- JFHQ-NCR OPLAN 3600, Emergency Preparedness in the National Capital Region (NCR)*, 22 Oct 2012
- JFHQ-NCR State Funeral Plan*, 22 Jun 2009
- Joint Publication 1, Doctrine for the Armed Forces of the United States*, 25 Mar 2013
- Joint Publication 3-27, Homeland Defense*, 29 July 2013
- Joint Publication 3-28, Defense Support of Civil Authorities*, 31 July 2013

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USNORTHCOM CONPLAN 3600, *Emergency Preparedness in the National Capital Region (NCR)*, 7 Nov 2008

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USNORTHCOM CONPLAN 3500, *Defense Support of Civil Authorities (DSCA) Response*, 17 Jul 2014

USNORTHCOM CONPLAN 3502, *Civil Disturbance Operations*, 31 Jul 2009

USNORTHCOM CONPLAN 3591, *Response to Pandemic Influenza*, 17 Dec 2007

### ***Prescribed Forms***

AF Form 1109, Visitor Register Log

### ***Adopted Forms***

AF Form 847 Recommendation for Change of Publication

### ***Abbreviations and Acronyms***

**A1**—Manpower, Personnel and Services Directorate

**A2**—Intelligence, Surveillance and Reconnaissance Directorate

**A3/5**—Operations, Plans, and Requirements Directorate

**A4**—Logistics, Engineering, and Force Protection Directorate

**A6**—Communication and Information Directorate

**ADCON**—administrative control

**AEG**—Air Expeditionary Group

**AETF**—Air Expeditionary Task Force

**AEW**—Air Expeditionary Wing

**AFDW**—Air Force District of Washington

**AFFOR**—Air Force forces

**AFI**—Air Force instruction

**AFMAN**—Air Force manual

**AFNORTH**—Air Forces North (First Air Force)

**AFOG**—Air Force Operations Group (AF/A300)

**AFRIMS**—Air Force Records Information Management System

**ART**—AEF Reporting Tool

**AOC**—Air Operations Center

**ASL**—Air Sovereignty Level

**BPT**—be prepared to

**C2**—Command and Control

**CAT**—Crisis Action Team

**CAP**—crisis action planning

**C-CBRN**—Counter-Chemical Biological Radiological and Nuclear

**CC**—Commander

**CDR**—Commander

**CDRAFNORTH**—Commander, Air Forces North

**CG**—Communication Group

**COG**—Continuity of Government

**COGCON**—Continuity of Government Condition

**COMAFFOR**—Commander Air Force forces

**COMAFFOR-FWD**—Commander Air Force forces-forward

**COMMEX**—communications exercise

**COMSEC**—communications security

**COMSTAT**—communications status

**CONPLAN**—concept plan; operation plan in concept format

**COOP**—continuity of operations

**CP**—Command Post

**CUB**—Commander's Update Brief

**CSC**—Contingency Support Center

**CSRD**—C4 Systems Requirement Documents

**CV**—Vice Commander

**CWMD**—Counter Weapons of Mass Destruction

**DCAPES**—Deliberate and Crisis Action Planning and Execution Segment

**DCS**—Defense Collaboration Services

**DEPORD**—Deployment Order

**DoD**—Department of Defense

**DMS**—Defense Messaging System

**DRRS**—Defense Readiness Reporting System

**DRU**—Direct Reporting Unit

**DS**—Director of Staff  
**DSCA**—Defense Support of Civil Authorities  
**EA**—Emergency Action  
**EAL**—entry authority list  
**EMSEC**—emission security  
**ERG**—emergency relocation group  
**ESP**—Emergency and Special Program codes  
**EXORD**—execution order  
**FOUO**—For Official Use Only  
**FM**—Financial Management  
**FPCON**—force protection condition  
**FRAGO**—fragmentary order  
**GCCS**—Global Command and Control System  
**HQ**—Headquarters  
**IAW**—in accordance with  
**INFOCON**—information operations condition  
**IOF**—initial operating forces  
**IT**—information technology  
**JA**—Judge Advocate  
**JACCE**—Joint Air Component Coordination Element  
**JCAVS**—Joint Clearance Adjudication Verification System  
**JFACC**—Joint Forces Air Component Commander  
**JFHQ**—NCR—Joint Forces Headquarters-National Capital Region  
**JOA**—Joint Operational Area  
**JOC**—**joint operations center**  
**JOPES**—Joint Operation Planning and Execution System  
**JPAS**—Joint Personnel Adjudication System  
**JPERSTAT**—joint personnel status and casualty report  
**JRSOI**—Joint Reception, Staging, Onward Movement, and Integration  
**JSE**—JOPES Support Element  
**JTF**—NCR—Joint Task Force-National Capital Region  
**LNO**—liaison officer

**MCC**—Medical Control Center  
**MDW**—Medical Wing  
**NCO**—non-commissioned officer  
**NCR**—National Capital Region  
**NIPR**—non-secure internet protocol router  
**NORAD**—North American Air Defense Command  
**NSSE**—National Special Security Event  
**OC**—Operations Center  
**OC-CNTRL**—Operations Center Controller  
**OCD**—Operations Center Directive  
**OC-DIR**—Operations Center Director  
**OC-OPSO**—Operations Center Operations Officer  
**OC-Rep**—Operations Center Representative  
**OMB**—organizational mailbox  
**OPCON**—Operational Control  
**OPG**—operational planning group  
**OPLAN**—operations plan  
**OPORD**—operations order  
**OPR**—office of primary responsibility  
**OPT**—operational planning team  
**OPSEC**—operations security  
**PA**—Public Affairs  
**PERSCO**—personnel support for contingency operations  
**PERSTAT**—personnel status and casualty report (Air Force)  
**PK**—Contracting Directorate/Directorate of Procurement  
**QRC**—Quick Reaction Checklist  
**RDS**—Records Disposition System  
**RFA**—request for assistance  
**RFF**—request for forces  
**RFI**—request for information  
**SE**—Safety  
**SEAR**—Special Event Assessment Risk

**SECDEF**—Secretary of Defense

**SG**—Command Surgeon

**SIPR**—secure internet protocol router

**SITREP**—situation report

**SME**—subject matter expert

**SORTS**—Status of Resources and Training System

**TACON**—Tactical Control

**TOI**—Target of Interest

**TPFDD**—time-phased force and deployment data

**UCC**—Unit Control Center

**USAF**—United States Air Force

**USNORTHCOM**—United States Northern Command

**UTC**—unit type code

**VPN**—virtual private network

**VTC**—video teleconference

**WebEOC**—Web-Based Emergency Operations Center

Attachment 2  
 COMMAND RELATIONSHIPS

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

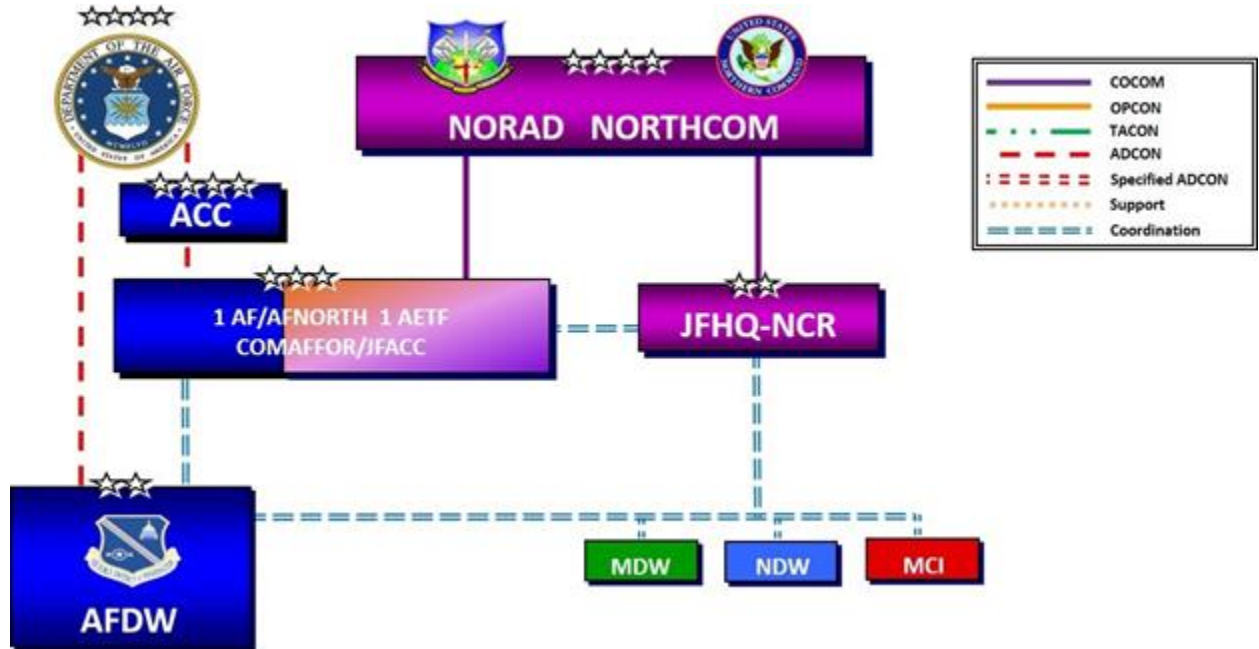
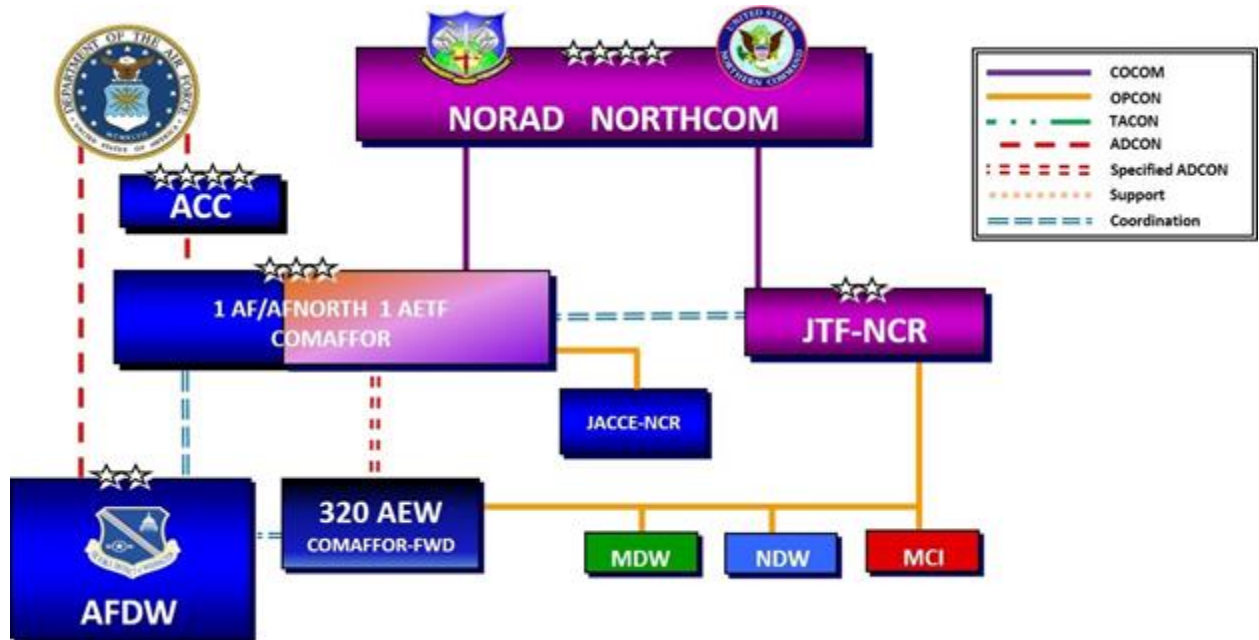


Figure A2.2. AFDW C2 after JTF-NCR Activation.



### Attachment 3

#### AFFOR OPERATIONS CENTER SECURITY

**A3.1.** The Operations Center is subject to the requirements of this instruction. The highest classification level of the facility is SECRET. All personnel working in the OC must possess at least a SECRET clearance. The OC includes Suites 5320, 5330, 5360 and attached rooms and storage areas in building 1500, Joint Base Andrews, MD.

**A3.2.** The security procedures listed here are mandatory for all personnel within the OC. Deviations and waivers must be approved by the AFDW/A3/5 Director. Entry and circulation control procedures are based upon, but not mandated by, AFI 31-101.

#### **A3.3. Responsibilities**

A3.3.1. AFDW/A3/5 will:

A3.3.1.1. Assume overall responsibility for security of the OC and ensure compliance with this instruction. (When the OC is activated, the OC Director assumes these responsibilities.)

A3.3.1.2. Approve the EAL utilized for unescorted access to the OC.

A3.3.1.3. Publish AFDW OI 31-101.

A3.3.2. A3/5 Security Manager will:

A3.3.2.1. Provide initial and recurring security training for OC personnel.

A3.3.2.2. Process EAL inputs for OC personnel with the Facility Managers of building 1500.

A3.3.2.3. Adjudicate Joint Clearance Adjudication Verification System (JCAVS)/Joint Personnel Adjudication System (JPAS) visit requests for personnel requiring access to the OC.

A3.3.3. AFDW Directors will: Provide appointment letter updates as required to ensure designated OC representatives are authorized access to the OC. These letters must be approved by each Director and endorsed by the specific directorate's Security Manager verifying designated OC-Reps have required security clearances.

#### **A3.4. Entry and Circulation Control Procedures**

A3.4.1. The OC EAL is comprised of the OC-Reps appointment letters from HQ AFDW Directorates identifying the directorate's Operations Center Representatives (OC-Reps).

A3.4.1.1. Appointment letters are limited to current and qualified OC-Reps.

A3.4.1.2. Each directorate must limit personnel on the EAL to trained personnel. Exceptions to this limit must be approved by the AFDW/A3O.

A3.4.2. Unescorted entry is authorized for:

A3.4.2.1. Personnel on the OC-Reps appointment letter.

A3.4.2.2. Personnel with a valid JPAS visit request received by the A3/5 Security Manager.

A3.4.2.3. Personnel without a JPAS visit request but approved by the AFDW/A3/5 Director (this method of access is not the norm and will only be utilized in rare situations).

A3.4.3. Escorted entry is authorized for individuals needing entry to the OC when their security clearance cannot be verified. During periods of OC activation (operations and exercise), escorted entry will be very limited. When escorted entry is approved, the following actions need to be accomplished:

A3.4.3.1. Validate the need for entry. Legitimate reasons include meetings, maintenance, etc. Entry will not be allowed based solely on the word or rank of the person(s) attempting access.

A3.4.3.2. Annotate AF Form 1109, Visitor's Register Log, when escorted individuals enter and depart the OC.

A3.4.3.3. Brief escorted visitors on security procedures to be followed while in the OC and include procedures to be followed if separated from the escort officer.

A3.4.3.4. Ensure escorted individuals do not bring any items into the secure area (e.g. backpacks, phones). These items will be left in the entry area

A3.4.3.5. Announce the visitors to personnel on-duty in the OC and ensure areas are sanitized of classified material.

A3.4.3.6. Maintain continuous visual contact with the escorted person. Typical ratio for escorts to escorted individuals will be 1:1.

A3.4.4. Normal entry and exit to the OC is restricted to the door of Suite 5330. Entry through the door is controlled by the card swipe system incorporated in building 1500. Personnel on the OC EAL will have swipe access through the door. Personnel on the EAL for Suite 5370 may use the door in the OC break area to enter and exit the OC.

A3.4.5. OC entry badge system. To aid in security and classified material control, personnel in the OC authorized unescorted access will be issued a PURPLE, GREEN or YELLOW OC badge. Personnel wearing a RED OC badge must be escorted at all times. Badges will be worn above the waistline so as to be visible to the casual observer. Any personnel not brandishing a badge will be escorted out of the OC until their clearance can be verified and issued an appropriate badge.

A3.4.5.1. PURPLE badges: Issued to the OC-DIR, OC-OPSO, OC-CNTRL and any personnel requiring access to the A3/5-5 Safe (aka. OC Safe) and are listed on the OC EAL. Purple badges may be taken out of the OC and remain in the custody of person issued the badge. Purple badges may or may not have photos.

A3.4.5.2. GREEN badges: Issued to personnel requiring regular access to the OC. Typically provided to personnel on the OC EAL. Green badges may be taken out of the OC and remain in the custody of person issued the badge. Green badges may or may not have photos.

A3.4.5.3. YELLOW badges: Issued to personnel authorized unescorted entry who are infrequent visitors. Yellow badges will remain in the OC area and will be tracked on an AF Form 1109.

A3.4.5.4. RED badges: Issued to personnel who are not authorized to be unescorted. Red badges will remain in the OC area and will be tracked on an AF Form 1109.

### **A3.5. Information Security**

A3.5.1. Open storage of classified materials is NOT authorized in the OC. Classified papers and equipment will not be left unattended at any time.

A3.5.2. Open unclassified telephone lines during classified briefings are prohibited. When answering or making an unclassified call individuals will announce "Open Line" to the OC. When making a classified call individuals will announce "Classified Line Up" and any unclassified phone connections will be terminated.

A3.5.3. Appropriate cover sheets will be used when not viewing classified documents.

A3.5.4. Anytime an individual member discloses classified information they must ensure that information is disclosed only to those that possess a "need to know".

A3.5.5. OC personnel must follow strict OPSEC, EMSEC and COMSEC procedures. Cell phones, cameras, Bluetooth devices, and hand-held radios are not allowed in the OC. Exception: Emergency and OC-DIR/OC-OPSO personnel may use hand-held radios in the OC provided they remain clear (3 meters) of areas where classified information is being processed or discussed.

### **A3.6. Violations.**

A3.6.1. Suspected violations of these instructions or any other security concerns related to the OC will be reported immediately to the OC Security Managers, OC-CNTRL, OC-OPSO, or OC-DIR.