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**HEADQUARTERS AIR FORCE
DISTRICT OF WASHINGTON**

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(Col John F. Borowski)

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This directive implements Air Force Policy Directive AFPD 38-1, *Manpower and Organization* and Air Force Mission Directive 13, *Air Force District of Washington (AFDW)*, which defines the mission, responsibilities and organizational relationships of Headquarters Air Force District of Washington (HQ AFDW), Joint Base Andrews-Naval Air Facility Washington (JBA-NAFW), MD, and Joint Base Anacostia-Bolling (JBAB), DC. This Mission Directive does not apply to the Air Force Reserve Command or the Air National Guard. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AFI 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://afrims.cce.af.mil>. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*, through the appropriate functional chain of command to HQ AFDW/A5X, 1500 West Perimeter Road, Suite 5370, Joint Base Andrews, MD 20762.

This Mission Directive states the mission of the Headquarters Air Force District of Washington (HQ AFDW) and communicates responsibilities of AFDW to subordinate organizations and assigned personnel and explains the organizational relationships between the 316th Wing (316 WG), 11th Wing (11 WG), 844th Communications Group (844 CG), and Headquarters Air Force (HAF).

SUMMARY OF CHANGES

This directive reflects substantive and administrative changes and should be read in its entirety. Major changes include outlining support responsibilities for the United States Space Force (USSF), the realignment of the 11 WG at JBAB, the activation of the 316 WG at JBA-NAFW, the creation of an AFDW Diversity and Inclusion Office, and the realignment of various organizational roles and responsibilities.

1. Mission.

1.1. Air Force District of Washington (AFDW):

1.1.1. A Direct Reporting Unit (DRU) to the Chief of Staff Air Force (CSAF), AFDW missions are executed by its staff, subordinate units, and the 320th Air Expeditionary Wing (320 AEW), when activated.

1.1.2. Provides Air Force Service component support to Joint Task Force-National Capital Region (JTF-NCR) for contingency response, National Special Security Events (NSSEs) and Special Events Assessment Ratings (SEARs).

1.1.3. Provides ceremonial honors and operational support to HAF, assigned Air Force units, designated forward operating areas, Department of Defense (DoD) agencies, US federal executive departments, and other assigned and attached Air Force personnel within the National Capital Region (NCR) and worldwide. **Note:** In this document, HAF is used to refer to the Secretary of the Air Force (SECAF), CSAF, Chief of Space Operations (CSO), Air Staff, Office of the Chief of Space Operations (OCSO) and Space Staff.

1.1.4. Performs the major command (MAJCOM) functions of organizing, training, and equipping assigned Air Force units and personnel in order to provide mission-ready Airmen and capabilities to combatant commands through the Air Expeditionary Force (AEF) construct or equivalent force generation and deployment model.

1.1.5. Executes specified military department statutory responsibilities for administrative support to HAF, assigned Air Force units and personnel within the NCR and Air Force Elements (AFELMs) worldwide. The AFDW Commander may delegate worldwide Uniform Code of Military Justice (UCMJ) authority to Air Force members assigned, attached, or on temporary duty as specified in Air Force Policy Directive (AFPD) 51-5, *Administrative Law, Gifts and Command Relationships* and AFPD 51-2, *Military Justice and Other Criminal Proceedings*.

2. Organizational Relationships.

2.1. HQ AFDW is organized in accordance with (IAW) Air Force Instruction (AFI) 38-101, *Manpower and Organization* and HQ USAF-approved variances.

2.2. Organization Changes. Requests to change the organizational structure of HQ AFDW must be made IAW AFI 38-101 through AFDW/A1.

2.3. Listed below are the AFDW subordinate units and their key roles and responsibilities.

2.3.1. The 11 WG is responsible for ceremonial support with the Air Force Band, Air Force Honor Guard, Air Force Memorial, and Air Force Arlington Chaplaincy. It provides Air Force musical and ceremonial ambassadorship worldwide to boost troop morale,

improve community relations, bolster recruiting support, and provide support for funerals. It also provides Air Force ceremonial support for the HAF, Joint Chiefs of Staff (JCS), Office of the Secretary of Defense (OSD), and the White House. Additionally, it organizes, trains, equips, and deploys combat-ready Airmen and capabilities to combatant commands through the AEF process.

2.3.2. The 316 WG is responsible for NCR specified contingency response capabilities critical to national security and for organizing, training, equipping, and deploying combat-ready Airmen and capabilities to combatant commands through the AEF process. The 316 WG provides security for the world's highest visibility flight line and is responsible for providing national level logistics and ceremonial support to include Aerial Port of Debarkation/Embarkation and/or Base Support Installation. The 316 WG also supports the evacuation of key leaders in the NCR with immediate-response rotary wing assets.

2.3.3. The 844 CG manages all HAF Enterprise Information Technology (IT) Services across the Air Force National Capital Region (AFNCR) and AFDW supported AFELMs worldwide. It serves as the Chief Information Technology Officer (CITO) for AFDW, and organizes, trains, equips, and deploys expeditionary combat support forces for Homeland Operations and combatant commands through the AEF process. 844 CG also manages the National Military Command Center (NMCC) operations through execution and facilitation of the Air Force role as the executive agent for the NMCC. Additionally, it provides worldwide Executive Travel Communications for the Secretary of Defense (SECDEF), Chairman of the Joint Chiefs of Staff (CJCS) and HAF senior leadership.

3. Responsibilities.

3.1. Commander (AFDW/CC):

3.1.1. Is responsible to the CSAF for administration, organization, training, equipping, operational control, and readiness of assigned forces in order to provide combat ready forces in support of combatant commanders and Presidential directives.

3.1.2. Serves as the Air Force Service component commander to JTF-NCR.

3.1.3. Upon activation of the 320 AEW, serves as the Commander 320 AEW and Commander Air Force Forces Forward (COMAFFOR-FWD) for Air Force Forces (AFFOR) assigned to the 320 AEW or attached to the JTF-NCR.

3.1.4. Prepares and when directed, transitions elements of AFDW to the 320 AEW and provides contingency support.

3.1.5. Executes Service administrative responsibilities and support to HAF, assigned Air Force units, designated forward operating areas, DoD agencies, US federal executive departments, and other assigned and attached Air Force personnel within the NCR and AFELMs worldwide.

3.1.6. Exercises general, special and summary court-martial convening authority; authority for actions under Article 15, UCMJ; administrative actions; and other actions requiring command authority over assigned Air Force personnel and designated personnel in the NCR and worldwide in accordance with DAFI 51-201, *Administration of Military Justice* and AFPD 51-2, *Military Justice and Other Criminal Proceedings*.

3.1.7. Serves as the convening authority for Air and Space Force members assigned to the Air Force Security Forces Center (AFSFC) as inmates, parolees, and members on appellate leave.

3.1.8. Oversees general operations and management of the Air Force Memorial (AFM) in accordance with Secretary of the Air Force (SECAF) memorandum, *Delegation of Authority for the Air Force Memorial Operations*.

3.1.8.1. Establishes a fair procedure to adjudicate event requests.

3.1.8.2. Manages the Air Force permit for property use at the Arlington National Cemetery, and any planned significant changes to the terms of the permit or uses of the Arlington National Cemetery land at the permitted location.

3.1.8.3. Develops proposed agreements with non-Federal entities that relate to the AFM.

3.1.8.4. Retains authority to accept gifts on behalf of the Air Force for use or benefit of the Air Force Memorial qualifying under AFI 51-506, *Gifts to the Department of the Air Force from Domestic and Foreign Sources*.

3.2. Deputy Commander (AFDW/CD):

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

3.2.2. Advises on the formulation of policies, guidance, and resources affecting AFDW.

3.2.3. Serves as the 320 AEW Deputy Commander (320 AEW/CD).

3.3. Command Chief Master Sergeant (AFDW/CCC):

3.3.1. Serves as the principal advisor to AFDW Commander and staff on matters of health, welfare, morale, and proper utilization of enlisted personnel within the Command.

3.3.2. Advises on formulation of policies, guidance, and resources affecting the Command.

3.3.3. Serves as the 320 AEW Command Chief Master Sergeant (320 AEW/CCC).

3.4. Director of Staff (AFDW/DS):

3.4.1. Serves as the Commander's primary interface with A-Staff and Special Staff for the daily operations of the headquarters.

3.4.2. Facilitates information flow between HAF, Air Force MAJCOMs, joint organizations, the AFDW Directors, and subordinate units.

3.4.3. Advises on the formulation of AFDW policies and guidance.

3.4.4. Manages the HQ AFDW operating budget.

3.4.5. Executes oversight of the general operations and management of the Air Force Memorial.

3.4.5.1. Briefs the Administrative Assistant to the Secretary of the Air Force (SAF/AA) on any planned physical changes or major repair programs not including routine maintenance and repair activities to the Air Force Memorial.

- 3.4.5.2. Annually briefs SAF/AA on the Air Force Memorial fiscal year budget requirements and provides monthly updates on operations, maintenance repair and construction projects.
 - 3.4.5.3. Coordinates SAF/AA's review and approval of the operating instruction AFDWI 84-100, *Air Force Memorial Operations*, regarding the types of activities that are permitted at the Air Force Memorial and procedures for obtaining approval for such activities.
- 3.5. Individual Mobilization Augmentee (AFDW/IMA) to the commander:
- 3.5.1. Supports and advises the commander on all issues involving reserve affairs and is the focal point for integrating Total Force policies.
 - 3.5.2. Acts as the 320 AEW/CD in absence of the incumbent. May be required to act as the 320 AEW/CC in the event of a dual absence.
 - 3.5.3. Advises on the formulation of AFDW policies and guidance.
- 3.6. Commander's Action Group (AFDW/CCX):
- 3.6.1. Assists the Commander in developing and articulating AFDW's strategic vision.
 - 3.6.2. Prepares the commander for internal and external engagements, strategic events, decision forums and official ceremonies.
 - 3.6.3. Serves as the secretariat for the AFDW corporate process.
 - 3.6.4. Serves as the commander's speechwriter and supports other commander strategic communications.
 - 3.6.5. Manages AFDW's Legislative Liaison program, including coordinating the commander's U.S. Congressional engagements and maintaining oversight of any installation engagement activities with members of the U.S. Congress or their staffs.
 - 3.6.6. Coordinates key commander-led events and manages, plans, and executes commander special programs.
- 3.7. First Sergeant (AFDW/CCF):
- 3.7.1. Advises the commander on a wide range of topics including the health, esprit de corps, discipline, mentoring, well-being, career progression, recognition, and professional development of all assigned enlisted members.
 - 3.7.2. Ensures training is provided to assigned military members on matters of leadership, customs and courtesies, dress and personal appearance, self-discipline, adherence to standards, drill and ceremony, safety, hygiene, and sanitation.
 - 3.7.3. Serves as the functional manager for first sergeants in AFDW assigned units.
 - 3.7.4. Serves as 320 AEW First Sergeant (320 AEW/CCF).
- 3.8. Section Commander (AFDW/CCQ):
- 3.8.1. Functions as strategic advisor to the commander on personnel-related tasks, policies, and procedures for the HQ AFDW staff.

- 3.8.2. Will be placed on G-series orders with command-level authority over HQ AFDW staff personnel of the same or lower grade to execute unit administrative and non-judicial actions.
 - 3.8.3. Executes administrative control of assigned HQ AFDW staff.
 - 3.8.4. Ensures the accuracy and completion of approved HQ AFDW staff actions within personnel systems.
 - 3.8.5. Manages HQ AFDW staff evaluations and decorations processes.
 - 3.8.6. Manages the HQ AFDW staff awards program and forwards board recommendations to the AFDW Commander for approval.
 - 3.8.7. Manages HQ AFDW staff additional duties, commander's programs, and unit training.
 - 3.8.8. Oversees HQ AFDW staff duty status reporting, unit manpower, readiness reporting, and accountability.
 - 3.8.9. Facilitates and processes HQ AFDW staff Personnel Reliability Program, security, and deployment actions.
 - 3.8.10. Oversees the organization and operation of the HQ AFDW Unit Control Center who responds to 316 WG Crisis Action Team (CAT) tasks.
 - 3.8.11. Serves as the 320 AEW Section Commander (320 AEW/CCQ).
 - 3.8.12. Oversees the Commanders' Support Staff (AFDW/CSS).
 - 3.8.13. Manages the administration of unit-level programs in accordance with governing instructions and any supplements issued at the MAJCOM-level or below.
 - 3.8.14. Implements military personnel programs; administers fitness assessments; executes leave (permissive, terminal, and convalescent) and pass (special, regular, and liberty) programs.
- 3.9. Equal Opportunity Program Manager (AFDW/EO):
- 3.9.1. Serves as the primary subject matter expert to the AFDW Commander and AFDW staff on the Equal Opportunity (EO) Program.
 - 3.9.2. Oversees AFDW subordinate unit discrimination complaint program managers and specialists.
 - 3.9.3. Manages the equal opportunity training program for specified USAF equal opportunity practitioners assigned within the NCR.
 - 3.9.4. Maintains unfettered access to the AFDW Commander and Deputy Commander who retains the responsibility to implement the EO program in accordance with applicable laws and regulations.
 - 3.9.5. Serves as the MAJCOM Negotiated Dispute Resolution Manager responsible for program oversight in the area of mediating, facilitating, and reporting requirements to the Air Force General Council (SAF/GC).
- 3.10. Manpower, Personnel and Services Directorate (AFDW/A1):

3.10.1. Provides MAJCOM-level manpower and personnel guidance, oversight, and support to assigned personnel within the NCR and to designated organizations and individuals globally.

3.10.2. Executes Air Force Service administrative responsibilities and support for assigned Air Force units, designated forward operating areas, DoD agencies, other federal agencies, and other assigned or attached Air Force personnel within the NCR and worldwide.

3.10.3. Provides support for HAF military senior leader management functions and manages HAF personnel accounting symbol codes with the exception of the CSO, the Space Staff and the Senior Executive Service.

3.10.4. Civilian Personnel Division (AFDW/A1C):

3.10.4.1. Provides management advisory services to AFDW leadership and Civilian Personnel Program oversight of subordinate units.

3.10.4.2. Manages civilian force shaping programs for civilians assigned to AFDW, designated combatant commands, AFELMs, and other designated units in the NCR.

3.10.4.3. Manages civilian personnel policy and provides management advisory support related to human resource programs.

3.10.4.4. Acts as the Labor Relations Representative for HAF union contract negotiations in the NCR.

3.10.5. Military Personnel Division (AFDW/A1K):

3.10.5.1. Executes military personnel and force development services and provides advice to the supported AFDW assigned and supported personnel.

3.10.5.2. Processes and forwards all nominations to the Air Force Personnel Center for HAF special trophies and awards and sponsors awards for Air Force personnel assigned to the HAF, DoD, Joint Activities, MAJCOMs, or other federal agencies.

3.10.5.3. Manages the AFDW MAJCOM-level awards program and forwards board recommendations to the AFDW Commander for approval.

3.10.5.4. Processes personnel support actions for Air Force Service members to include evaluations without qualified advisors in the chain of command and special duty assignment actions such as Star Nominations/Capital Nominations (STARNOM/CAPNOM) solicitations and Stripes for Exceptional Performance (STEP) on behalf of AFDW, AFELMs, DoD Agencies, Joint Activities, Federal Agencies, and HAF personnel.

3.10.5.5. Manages quotas and data calls for Air Force officer and enlisted force development support to AFDW, HAF, and AFELMs for non-installation and mission support (I&MS) specialties.

3.10.5.6. Manages and allocates mission readiness and formal training quotas for AFDW, Air Force Service members of HAF and AFELMs for non-I&MS specialties.

3.10.5.7. Coordinates with Air Force Installation and Mission Support Center (AFIMSC) on I&MS mission readiness and formal training of their respective specialties.

- 3.10.5.8. Manages civilian training resources for AFDW, HAF, and AFELMs.
 - 3.10.5.9. Manages the Military Personnel Appropriation (MPA) Man-Day Program for AFDW.
 - 3.10.5.10. Serves as AFELM functional area manager (FAM) for MPA support.
 - 3.10.5.11. Manages and oversees the Return to Service and Interim Member Transfer (RTS/IMT) programs supporting Air Force personnel assigned to HAF, the JCS, the DoD, the Office of the SECDEF and to those whose organization is not subordinate to an Air Force MAJCOM or Space Force Field Command and who are not administratively assigned to an installation with an Air Force or Space Force commander authorized to exercise general or special court-martial convening authority.
 - 3.10.5.12. In coordination with JTF-NCR/J1 and Air Forces Northern (AFNORTH)/A1, develops personnel reporting timelines and processes and be prepared to provide accountability for AFFOR assigned or attached to JTF-NCR.
- 3.10.6. Senior Leader Management Division (AFDW/A1L):
- 3.10.6.1. Provides support for HAF military senior leader management functions and supports the HAF management level review processes with the exception of the CSO, the Space Staff, and the Senior Executive Service,
 - 3.10.6.2. Manages the colonel and chief master sergeant assignments for Air Force Service members assigned to AFDW, HAF, AFELMs, other organizations in the NCR, and globally as required by specific programs.
 - 3.10.6.3. Provides senior leader promotion support for the brigadier general promotion board for AFDW and all Air Force Service member colonels assigned to the federal department management level.
 - 3.10.6.4. Manages data calls for senior leader force development.
 - 3.10.6.5. Manages colonel and chief master sergeant board membership requests for all central promotion boards and special selection boards for Air Force Service members assigned to AFDW, HAF, AFELMs, and other organizations in the NCR.
 - 3.10.6.6. Manages RTS/IMT programs for Air Force Service member colonels and chief master sergeants assigned to AFDW, HAF, and AFELMs.
- 3.10.7. Manpower Organization and Resources Division (AFDW/A1M):
- 3.10.7.1. Provides manpower support, program allocation and control, organization structure guidance, requirements determination, and manpower programming and execution system administration for AFDW.
 - 3.10.7.2. Provides guidance and assists commanders, directors, and functional managers in facilitating continuous process improvement tools and methods for continuously improving mission effectiveness and efficiency.
- 3.10.8. Integrated Resiliency Division (AFDW/A1Z):

- 3.10.8.1. Provides command oversight of community support, sexual assault prevention and response, interpersonal and self-directed violence prevention, and diversity and inclusion programs.
- 3.10.8.2. Provides Sexual Assault Prevention and Response, Community Support Coordinator, and Violence Prevention Integration support to the HAF.
- 3.10.8.3. Provides a Diversity and Inclusion Officer that:
 - 3.10.8.3.1. Serves as the primary subject matter expert for the AFDW Diversity and Inclusion (D&I) program.
 - 3.10.8.3.2. Oversees command-wide D&I initiatives and activities to include but not limited to outreach events within and around the local commuting area.
 - 3.10.8.3.3. Oversees AFDW's D&I program to include providing functional management; guidance and implementation of public laws, DoD instructions, and Air Force D&I policies; and policy oversight throughout AFDW.
 - 3.10.8.3.4. Leads command strategic initiatives and streamlines processes to synchronize helping agencies.
- 3.10.8.4. Community Support Program Manager (AFDW/A1ZF):
 - 3.10.8.4.1. Serves as the primary subject matter expert for the AFDW Resilience Program.
 - 3.10.8.4.2. Oversees the AFDW Community Action Board and acts as Executive Director.
 - 3.10.8.4.3. Manages the AFDW Community Action Team, Caring for People Program and the Status of Health, Airmen Resilience Exchange Program, and other programs as assigned.
- 3.10.8.5. Sexual Assault Prevention Program Manager (AFDW/A1ZS):
 - 3.10.8.5.1. Serves as the program manager (SAPPM) and primary subject matter expert and advisor for the AFDW Sexual Assault Prevention and Response Program (SAPR).
 - 3.10.8.5.2. Manages AFDW's SAPR program to include providing functional management; guidance and implementation of public laws, DoD instructions and Air Force SAPR policies; and policy oversight throughout AFDW.
 - 3.10.8.5.3. Develops supplemental policies and operating instructions for effective sexual assault response and prevention training for the AFDW assigned and supported population including HAF and SAF Directorates, AFELMs, and field operating agencies (FOAs).
 - 3.10.8.5.4. Maintains unfettered access to the AFDW Commander and the AFDW Deputy Commander regarding SAPR program-specific issues and reporting, and SAPR policy/guidance and legal compliance.
- 3.10.8.6. Violence Protection Program Manager (AFDW/A1ZV):
 - 3.10.8.6.1. Serves as the primary subject matter expert and advisor for the AFDW

Violence Prevention Integration (VPI) Program.

3.10.8.6.2. Manages AFDW's Violence Prevention Program to include providing functional management; guidance and implementation of public laws, DoD instructions, and Air Force VPI policies; and policy oversight throughout AFDW.

3.10.8.6.3. Develops supplemental policies and operating instructions for effective response and prevention training for the AFDW assigned and supported population including HAF Directorates, AFELMs, and FOAs.

3.11. Intelligence Directorate (AFDW/A2):

3.11.1. Serves as the AFDW Senior Intelligence Officer and principal advisor to the commander and senior staff.

3.11.2. Directs the monitoring, gathering, and dissemination of all-source intelligence; maintains special security support for AFDW and supported operators, planners, and decision-makers in the NCR.

3.11.3. Provides Intelligence Community cyber assurance program management and oversight as well as Sensitive Compartmented Information, physical, personnel, information, and industrial program management and oversight to HAF organizations within the NCR.

3.11.4. Serves as Senior Intelligence Officer for 320 AEW.

3.11.5. Intelligence Operations Division (AFDW/A2O):

3.11.5.1. Develops and manages Commander's Priority Intelligence Requirements.

3.11.5.2. Apprises commander, staff, and units of foreign strategic, operational, and tactical developments that may affect missions in the NCR and globally.

3.11.5.3. Monitors, analyzes, and reports Watch, Terrorism, and Foreign Intelligence Service Threat Conditions.

3.11.5.4. Delivers functional expertise to operations, planning, and decision-makers related to air, space, cyber, and chemical, biological, radiological, and nuclear (CBRN) threats.

3.11.5.5. Leads command intelligence planning efforts related to steady state and contingency requirements.

3.11.5.6. Collaborates with Joint Partners, HAF, MAJCOMs, and Numbered Air Force counterparts to enable support for AFDW.

3.11.5.7. Provides functional support to AFDW Threat and Command Cyber Protection Working Groups.

3.11.5.8. Plans and prepares to support AFDW and 320 AEW with Operations Center representatives, an Intelligence Support Element, and cross-functional team experts; ensures programs with training and continuity for execution.

3.11.5.9. Orchestrates intelligence integration with JTF-NCR and manages the Intelligence Oversight Program for HAF organizations within the NCR.

3.11.6. Special Security Office Division (AFDW/A2S):

- 3.11.6.1. Serves as Special Security Office for AFDW and provides overall management and oversight for sensitive compartmented information (SCI) security programs (information, physical, information assurance, and personnel security) for AFDW and FOAs assigned under HAF.
 - 3.11.6.2. Serves as the focal point for issuance of designated Air Force Intelligence Community badges.
 - 3.11.6.3. Liaises with Defense Intelligence Agency for all Air Force sensitive compartmented information facilities (SCIF) within the NCR.
 - 3.11.6.4. Provides Intelligence Community Cyber assurance program management and oversight as well as sensitive compartmented information, physical, personnel, information, and industrial program management and oversight to HAF organizations within the NCR.
- 3.12. Operations, Plans and Requirements Directorate (AFDW/A3/5):
- 3.12.1. Serves as primary advisor to the commander and staff for policy, guidance, and resources on all matters relating to operations, planning, and requirements.
 - 3.12.2. Plans, coordinates and when directed, provides Air Force Service Component support in the NCR for Homeland Defense, Defense Support of Civil Authorities (DSCA), NSSEs, SEARs, and designated special or ceremonial events.
 - 3.12.3. Provides an AFFOR Joint Operations Center liaison officer and crisis action planning representatives to JTF-NCR when directed.
 - 3.12.4. In coordination with the AFNORTH/1 AETF Joint Forces Air Component Commander, trains and provides an O-6 to serve as Joint Air Component Coordination Element as directed.
 - 3.12.5. Maintains and supports the AFDW and 320 AEW Operations Center.
 - 3.12.6. HAF Continuity of Operations (COOP) Division (AFDW/A3C):
 - 3.12.6.1. Serves as primary OPR for planning and executing HAF COOP Operation Order.
 - 3.12.6.2. Plans and supports the execution of a single HAF COOP plan to support the Secretariat and the Air and Space Staffs.
 - 3.12.6.3. Supports the execution of HAF Mission Essential Functions.
 - 3.12.6.4. Trains specified HAF personnel for COOP and emergency evacuation.
 - 3.12.6.5. Manages readiness of HAF relocation sites and ensures availability of HAF COOP facilities.
 - 3.12.6.6. Monitors pre-planned and emergency delegations of authority, orders of succession, and devolutions of authority for essential functions and key positions.
 - 3.12.6.7. Serves as the OPR for the USAF Key Personnel Locator IAW AFI 10-208, *Continuity of Operations (COOP) Program*.
 - 3.12.6.8. Plans and programs for HAF COOP activities to include testing and exercising HAF continuity plans at least annually or as otherwise directed.

3.12.7. Current Operations Division (AFDW/A3O):

3.12.7.1. Serves as OPR for training, exercising, and executing 320 AEW and AFDW assigned tasks in support of JTF-NCR and HAF.

3.12.7.2. Leads the AFDW and 320 AEW Operations Center when activated.

3.12.7.3. Performs Command Post (1C3) enlisted personnel FAM functions for Airmen assigned to combatant commands, North Atlantic Treaty Organization units, Office of Special Investigations, Defense Threat Reduction Agency, Presidential Emergency Operations Center, NMCC, SECDEF, North American Aerospace Defense Command/Joint Operations Centers (JOCs), Pentagon, AFDW, and other global unique mission sets.

3.12.7.4. Air Expeditionary Force (AEF) Cell (AFDW/A3OA):

3.12.7.4.1. Serves as the AFDW functional OPR for the Joint Operation Planning and Execution System and the Deliberate Crisis Action Planning and Execution Segments programs.

3.12.7.4.2. Serves as the AFDW OPR for AEF and Global Force Management.

3.12.7.4.3. Manages the AFDW AEF Cell; coordinates AEF issues across AFDW functional areas and other DoD agencies as directed.

3.12.7.4.4. Serves as the AFDW focal point for unit type code management.

3.12.7.4.5. Provides MAJCOM-level AEF command policy and guidance.

3.12.7.4.6. Monitors and facilitates reporting through the Defense Readiness Reporting System (DRRS) and AEF Reporting Tool (ART).

3.12.7.5. Operations Center Branch (AFDW/A3OC):

3.12.7.5.1. Develops policy and implements command and control processes for the AFDW and 320 AEW Operations Center to include reviewing, coordinating, and managing publications and forms pertaining to the AFDW and 320 AEW Operation Center.

3.12.7.5.2. Leads, organizes, and trains AFDW and 320 AEW Operations Center personnel to ensure support to and execution of Air Force support to joint operations within the NCR.

3.12.7.5.3. Operates and manages information technology equipment and other resources in the AFDW and 320 AEW Operations Center and video teleconference room.

3.12.7.6. Exercises and Lessons Learned Branch (AFDW/A3OR):

3.12.7.6.1. Develops and executes a realistic training and exercise program to prepare AFDW personnel for tasked missions.

3.12.7.6.2. Serves as lead AFDW representative to the JTF-NCR Exercise Planning Group.

3.12.7.6.3. Establishes and implements a Lessons Learned (LL) program for AFDW in support of AFNORTH, JTF-NCR, JBA, and JBAB exercises, operations,

and special events.

3.12.7.6.4. Serves as primary advisor to the commander for Operational Analysis and LLs to support and enhance decision-making and facilitate effectiveness and efficiency initiatives across AFDW operations and exercises.

3.12.7.7. Standardization, Evaluation and Training Branch (AFDW/A3OV):

3.12.7.7.1. Provides oversight and support for AFDW flying operations.

3.12.7.7.2. Serves as FAM for AFDW officer and enlisted aircrew and coordinates FAM responsibilities for Host Aviation Resource Management (HARM), Aircrew Flight Equipment, and Aerospace Physiology personnel.

3.12.7.7.3. Sets and administers AFDW's aircrew training program and policies.

3.12.7.7.4. Performs MAJCOM-level higher headquarters aircrew standardization and evaluation functions; establishes associated guidelines and procedures.

3.12.8. Operational Planning, Policy, Requirements and Strategy Division (AFDW/A5X):

3.12.8.1. Oversees AFDW and 320 AEW deliberate and adaptive planning processes to include serving as lead for the AFDW cross-functional team working group.

3.12.8.2. Serves as the command OPR for the USAF State Funeral Plan, USAF Presidential Inauguration Planning, AFDW Strategic Plan and Operational Concept, AFDW COOP Plan, AFDW Contingency Support Plans, and Mission Directives.

3.12.8.3. Leads AFDW counter weapons of mass destruction operational planning and analysis, policy development, and requirements within the NCR.

3.12.8.4. Manages the AFDW Critical Asset Risk Management Program.

3.12.8.5. Serves as the MAJCOM-level Treaty Compliance Officer.

3.12.8.6. Serves as the AFDW Command Continuity Program Manager.

3.12.8.7. Serves as lead AFDW representative to the JTF-NCR Joint Planning Group.

3.12.8.8. Monitors and validates requirements for rotary wing assets and simulator devices.

3.12.8.9. Coordinates with AFDW/FM on Program Objective Memorandum (POM) development, with responsibilities to support the AFDW Rotary Wing Mission.

3.12.8.10. Interacts with the Special Program Office, HAF, and Air Force Global Strike Command to facilitate helicopter support and modifications to include planning, programming, budgeting, and execution processes.

3.12.8.11. Supports JBA airfield improvements and modifications requirements process.

3.13. Logistics, Engineering and Force Protection Directorate (AFDW/A4):

3.13.1. Provides MAJCOM-level guidance, programming support, and resources for Logistics, Civil Engineering (CE), and Security Forces (SF) functions for AFDW assigned or attached personnel. When directed, activates the A4 Contingency Support Cell.

3.13.2. Logistics Division (AFDW/A4L):

3.13.2.1. Serves as the OPR for all command logistical sustainment support.

3.13.2.2. Provides planning guidance for logistics specific issues in support of the AFDW deliberate and adaptive planning processes (e.g. joint reception, staging, onward movement, and integration; base support installation; etc.).

3.13.2.3. Manages, coordinates, and finalizes support agreements, to include support agreements required to process military interdepartmental purchase requests in support of HAF, AFELMs, selected FOAs, and selected MAJCOMs.

3.13.2.4. Oversees AFDW motor vehicle management, traffic management office, helicopter maintenance, supply chain, logistics plans, fuels, and munitions management and operations functions.

3.13.3. Civil Engineering Division (AFDW/A4C):

3.13.3.1. Represents AFDW enterprise interests to HAF, AFIMSC, and the Air Force Civil Engineer Center to include participation in Air Force CE Governance, the Air Force CE Board, and all subordinate planning and programming groups.

3.13.3.2. Validates, prioritizes, and advocates for mission-related Civil Engineering (CE) requirements across all asset classes to include built infrastructure, equipment, and human capital.

3.13.3.3. Serves as the AFDW representative to the National Capital Planning Commission.

3.13.3.4. Advocates for Air Force restoration and modernization investment at AFDW installations.

3.13.3.5. Integrates direct mission-related requirement priorities across CE programs to provide a comprehensive picture of Air Force requirements at all AFDW installations.

3.13.3.6. Supports deliberate and adaptive planning for AFDW; validates, develops, and advocates for CE expeditionary requirements to include human capital, equipment, resources, and construction at contingency locations.

3.13.3.7. Manages the AFDW Emergency Management, CBRN non-medical defense, and consequence management programs.

3.13.3.8. When directed, supports JTF-NCR and 320 AEW Operations Center on CBRN non-medical defense and consequence management operations.

3.13.4. Security Forces Division (AFDW/A4S):

3.13.4.1. Acts as the Senior Security Forces advisor to the commander for law and order operations, security operations, security support operations, and mission assurance.

3.13.4.2. Supports the AFDW deliberate and adaptive planning process.

3.13.4.3. Provides subject matter expertise for integrated defense planning and operations at AFDW installations and as directed in the NCR.

3.13.5. Resources Integration Division (AFDW/A4P):

3.13.5.1. Develops, analyzes, and executes the directorate's annual budget.

3.13.5.2. Reviews policies, procedures, mission objectives, and organization needs to establish, revise, or organize resources to meet mission needs.

3.13.5.3. Coordinates, advocates, and validates AFDW, 11 WG, 316 WG, and 844 CG infrastructure, logistics, and force protection POM inputs to ensure requirements are adequately addressed.

3.14. Cyber Operations and Plans Directorate (AFDW/A6):

3.14.1. Serves as primary advisor for policy, guidance, and resources for communications, information technology, and command and control systems.

3.14.2. Provides MAJCOM-level oversight, policy, and guidance for communications, information technology, and command and control systems.

3.14.3. Executes Chief Information Officer (CIO) authorities and directs implementation of downward-directed CIO initiatives within AFDW.

3.14.4. Matures AFDW information technology services, cybersecurity oversight, and cyber culture and practices.

3.14.5. Represents Air Force interests on all joint and interagency communications and information technology issues in the NCR.

3.14.6. Supports the AFDW and 320 AEW Operations Center by coordinating communications and information technology requirements in support of training, exercises, and real-world events.

3.15. Protocol and Ceremonies Directorate (AFDW/CCP):

3.15.1. Serves as OPR for AFDW ceremony and protocol issues in the NCR.

3.15.2. Coordinates CSAF foreign counterpart full-honors arrival and wreath laying ceremonies; Department of the Air Force (DAF) General Officer funerals, promotions, and retirements; CSAF and CSO-hosted ceremonies; and lodging and official use transportation for general officers on temporary duty or permanent change of station to the NCR.

3.15.3. Serves as Air Force OPR for the Visiting General Officer Program in the NCR.

3.15.4. Manages the Jacob E. Smart Conference Center (SCC) operations.

3.15.5. Provides protocol and dedicated SCC support to the SECAF, CSAF, and CSO.

3.15.6. Coordinates with JTF-NCR Protocol in its role as executive agent for military ceremonies and public events in the NCR.

3.15.7. Leads the Joint Protocol Cell for JTF-NCR State Funeral planning.

3.16. Financial Management and Comptroller Directorate (AFDW/FM):

3.16.1. Provides accounting services to include management, oversight, and execution of accounting systems including financial improvement and audit remediation, quality

assurance, and performance metrics to AFDW, HAF, NCR specified organizations, and assigned AFELMS worldwide.

3.16.2. Provides customer service support for the Automated Time Attendance and Production System for AFDW and HAF civilian personnel assigned to the NCR, excluding those assigned to JBA or JBAB installations.

3.16.3. Performs financial management for HQ AFDW and its subordinate units.

3.16.4. Serves as the primary budget advisor for AFDW subordinate units and assigned AFELMs and provides cost analysis studies, financial policy, and program administration.

3.16.5. Establishes emergency special program codes and certify funds availability for exercises and operational missions.

3.16.6. Serves as OPR to plan, execute, and prepare for funds programming through the Future Years Defense Program (FYDP) and other strategic programming documents.

3.16.7. Provides policy, guidance, and resources for the Manager's Internal Control Program; serves as the audit liaison focal point.

3.16.8. Acts as the component administrator for the Financial Management Certification Program.

3.16.9. Interfaces with JTF-NCR counterparts and manages AFDW costs in support of operational missions.

3.17. Chaplain (AFDW/HC):

3.17.1. Advises AFDW Commander and staff on matters related to religious, spiritual, ethical, moral, and morale concerns; advocates for the religious and spiritual needs of assigned and/or attached personnel.

3.17.2. Implements Chaplain Corps guidance and provides functional oversight of AFDW Chaplain Corps personnel.

3.17.3. Manages Chaplain Corps manpower, personnel, professional development, readiness, and assignment actions to provide religious ministries during daily operations, exercises, and contingencies in the NCR.

3.17.4. Be prepared to provide an Air Force Chaplain to advise and assist the family based on the service of the decedent in support of a State Funeral or DoD-approved funeral.

3.18. Inspector General (AFDW/IG):

3.18.1. Provides oversight of the HQ AFDW IG Complaints Program.

3.18.2. Acts as the servicing IG for complaints against Airmen assigned to (or policies associated with) HQ AFDW, HAF, and their associated FOAs and AFELMs without an associated Wing or MAJCOM.

3.18.3. Performs MAJCOM-level review and oversight responsibilities for IG complaints assigned to subordinate units and the National Air and Space Intelligence Center.

3.18.4. Manages, tracks, and resolves Congressional Inquiries, Freedom of Information Act, and Privacy Act requests for IG records.

3.18.5. Interfaces with the Air Force Inspection Agency to schedule Continuous Evaluation and Capstone events for HQ AFDW and subordinate units.

3.18.6. Plans and executes the HQ AFDW Commander's Inspection Program.

3.18.7. Conducts annual inspections of the HQ AFDW by-law programs to include: sexual assault, equal opportunity, voting assistance, intelligence oversight, Freedom of Information Act, Privacy Act, electronic records management, combat trafficking in persons, suicide prevention, and personnel accountability.

3.18.8. Manages the HQ AFDW Self-Assessment Program to include developing, designing, scheduling, and executing an internal inspection plan that utilizes the Management Internal Control Toolset.

3.18.9. Hosts Commander's Inspection Management Board meetings to review recent inspection events; reports progress toward resolving documented deficiencies and highlights upcoming inspection events.

3.19. Information Protection Office (AFDW/IP):

3.19.1. Provides MAJCOM-level policy, guidance, and staff oversight across the AFDW enterprise information protection functions including information, industrial, and personnel security.

3.19.2. Provides information protection policy and oversight support to the HAF.

3.19.3. Provides education and mentoring to Information Protection Office staffs via conferences, site visits, and other means as deemed appropriate.

3.19.4. Advises the commander, staff, and subordinates on sensitive, controlled unclassified, and classified information protection issues concerning HAF, AFDW, and AFDW subordinate installations.

3.19.5. Provides an environment for HQ AFDW, subordinate units, and other supported customers to access and exchange information required to protect information assets and empowers commanders with effective processes and structure to conduct risk management.

3.20. Staff Judge Advocate (AFDW/JA):

3.20.1. Serves as legal advisor to the AFDW Commander and staff.

3.20.2. Processes all legal actions and performs all legal reviews relating to the AFDW mission.

3.20.3. Provides functional oversight of policy and guidance to AFDW subordinate legal offices.

3.20.4. Provides legal support for AFDW customer contracts.

3.20.5. Provides support for the commander in exercising general, special, and summary court-martial convening authority; actions under Article 15 UCMJ; administrative actions; and other actions requiring command authority over Air Force members assigned, attached, or on temporary duty with the organizations specified in DAFI 51-201, *Administration of Military Justice* and AAFP 51-2, *Military Justice and Other Criminal Proceedings*.

3.20.6. Provides legal advice on corrections-related matters for Air Force and Space Force Service members (inmates, parolees, and members on appellate leave) assigned to the AFSFC including drafting and processing final orders.

3.20.7. Provides legal advice and reviews for HAF Employee Management Relations actions.

3.20.8. Provides advice, as appropriate, on military personnel actions including, but not limited to officer grade determinations, officer discharges, and promotion propriety actions affecting Air Force personnel assigned to the HAF.

3.20.9. Provides general legal services for the Air Staff in the areas of civil law, military justice, and operational law when authorized.

3.20.10. Provides legal advice and legal reviews to AFDW Contracting Directorate (AFDW/PK) as the Cognizant Contracting Office in support of HAF contracting requirements including requirement reviews, source selection reviews, pre- and post-award advice, agency counsel actions for bid protests, and contract management legal advice.

3.20.11. Performs acquisition fraud counsel in support of HAF contracts executed by AFDW.

3.21. Public Affairs Directorate (AFDW/PA):

3.21.1. Executes commander's communication program through strategic and responsive release of accurate and timely information, imagery, and musical products to internal and external stakeholders across domestic and international audiences.

3.21.2. Provides expert counsel to the commander and staff to execute effective communication strategies for the AFDW and 320 AEW missions by providing context to operational actions and analyzing the complex information environment inside the NCR.

3.21.3. Plans and coordinates media operations campaigns, community engagement programs, and command information products to complement communication strategies.

3.21.4. Synchronizes messaging across its subordinate organizations to ensure consistent communication efforts that support HAF and JTF-NCR.

3.21.5. Provides career field guidance and administrative support to Public Affairs (PA) professionals assigned to AFELMs worldwide.

3.21.6. Serves as Air Force PA lead to JTF-NCR for NSSEs and State Funeral planning.

3.22. Contracting Directorate (AFDW/PK):

3.22.1. Serves as principal business advisor to the AFDW Commander with regard to contracting.

3.22.2. Acts as the designated Cognizant Contracting Office and provides contracting services to HAF and other assigned and attached Air Force units within the NCR.

3.22.3. Provides a full range of acquisition and contracting support to HAF mission partners within the NCR.

3.22.4. Provides MAJCOM-level policy guidance and oversight to 11th Contracting Squadron and 316th Contracting Squadron.

3.22.5. Provides guidance and training, performs audits, and executes full oversight of the AFDW Government Purchase Card program for USAF and USSF mission partners in the NCR.

3.22.6. Serves as AFDW's Senior Contracting Official for AFDW, JTF-NCR, and the 320 AEW contracting activities.

3.23. Small Business (AFDW/SB):

3.23.1. Manages the Small Business Program.

3.23.2. Serves as primary advisor to commander and staff for policy and guidance on all matters relating to small business programs.

3.23.3. Advises and assists contracting officers, program managers, and other related officials in acquisition planning to ensure maximum participation by small businesses in prime contracts and subcontracts.

3.23.4. Develops and manages the Small Business Plan to achieve the Command's goals and objectives.

3.23.5. Assigns annual small business goals to AFDW/PK, 11 WG, and 316 WG.

3.23.6. Represents AFDW on behalf of the commander when sponsoring, speaking, or teaching at procurement or Industry outreach events and conferences.

3.23.7. Reviews contract actions executed by AFDW/PK, 11 WG, and 316 WG as required by federal regulations and Air Force instructions.

3.23.8. Provides small business outreach, advice, reviews, assistance, and oversight for HAF procurement and non-procurement transactions planned or executed through AFDW/PK.

3.23.9. Provides small business review and coordination support on contract actions over \$10K for HAF and on other transaction agreements for HAF as provided in DoD guidance.

3.24. Safety (AFDW/SE):

3.24.1. Implements the Air Force Safety Program on behalf of the AFDW Commander.

3.24.2. Serves as the principal staff advisor to the commander, senior leaders, and field safety staffs on safety matters to include flight, ground, systems, weapons, and other operations.

3.24.3. Implements the Air Force Mishap Prevention Program and evaluates the management, implementation, and effectiveness of this program within AFDW.

3.24.4. Maintains MAJCOM-level oversight of the Air Force Safety Program and requirements for HQ AFDW, subordinate units, designated FOAs, HAF agencies within the NCR, and AFELMs worldwide.

3.25. Surgeon General (AFDW/SG):

- 3.25.1. Serves as the principle medical advisor to the commander promoting the health and well-being of AFDW assigned and supported personnel.
- 3.25.2. Serves as primary advisor to the AFDW Commander and 320 AEW Commander and staff on all aspects of Air Force NCR medical capabilities and functions.
- 3.25.3. Liaises with JTF-NCR/SG and National Capital Region-Market (NCR-Market) regarding steady-state Air Force medical capabilities and readiness.
- 3.25.4. Represents AFDW in its roles as the Air Force supporting command to the NCR-Market.

JOEL D. JACKSON, Major General, USAF
Commander

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

AFI 10-208, *Continuity of Operations (COOP) Program*, 10 October 2018

AFI 33-322, *Records Management and Information Governance Program*, 28 July 2021

AFI 38-101, *Manpower and Organization*, 29 August 2019

DAFI 51-201, *Administration of Military Justice*, 14 April 2022

DAFI 51-202, *Nonjudicial Punishment*, 4 January 2022

AFI 51-506, *Gifts to the Department of the Air Force from Domestic and Foreign Sources*, 16 April 2019

AFMD 13, *Air Force District of Washington (AFDW)*, 21 May 2021

AFPD 38-1, *Manpower and Organization*, 2 July 2019

AFPD 51-2, *Military Justice and Other Criminal Proceedings*, 21 June 2021

AFPD 51-5, *Administrative Law, Gifts, and Command Relationships*, 31 August 2018

AFDWI 84-100, *Air Force Memorial Operations*

DoD Directive S-3710.01, *National Leadership Command Capability*, 27 May 2015

SECAF Memorandum, *Delegation of Authority for the Air Force Memorial Operations*, 28 February 2018

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

320 AEW—320th Air Expeditionary Wing

AEF—Air Expeditionary Force

AFDW—Air Force District of Washington

AFELM—Air Force Element

AFFOR—Air Force Forces

AFIMSC—Air Force Installation and Mission Support Center

AFNCR—Air Force National Capital Region

AFNORTH—Air Forces Northern

AFPD—Air Force Policy Directive

AFRIMS—Air Force Records Information Management System

AFSFC—Air Force Security Forces Center

ART—AEF Reporting Tool
CAT—Crisis Action Team
CBRN—Chemical, Biological, Radiological, and Nuclear
CE—Civil Engineering
CIO—Chief Information Officer
CITO—Chief Information Technology Officer
CJCS—Chairman of the Joint Chiefs of Staff
COMAFFOR-FWD—Commander Air Force Forces Forward
CSAF—Chief of Staff of the Air Force
CSO—Chief of Space Operations
DAF—Department of the Air Force
DoD—Department of Defense
DRRS—Defense Readiness Reporting System
DRU—Direct Reporting Unit
DSCA—Defense Support of Civil Authorities
FAM—Functional Area Manager
FOA—Field Operating Agency
FYDP—Future Years Defense Program
HAF—Headquarters Air Force
HARM—Host Aviation Resource Management
HQ AFDW—Headquarters Air Force District of Washington
IAW—In Accordance With
I&MS—Installation and Mission Support
IT—Information Technology
JBA—Joint Base Andrews
JBAB—Joint Base Anacostia-Bolling
JBA-NAFW—Joint Base Andrews-Naval Air Facility Washington
JOC—Joint Operations Center
JTF-NCR—Joint Task Force-National Capital Region
LL—Lessons Learned
MAJCOM—Major Command
MPA—Military Personnel Appropriation

NCR—National Capital Region
NCR—Market—National Capital Region-Market
NMCC—National Military Command Center
NSSE—National Special Security Event
OCSO—Office of the Chief of Space Operations
OPR—Office of Primary Responsibility
POM—Program Objective Memorandum
RDS—Records Disposition Schedule
RTS/IMT—Return to Service and Interim Member Transfer
SAF/AA—Administrative Assistant to the Secretary of the Air Force
SAPR—Sexual Assault Prevention and Response
SCC—Smart Conference Center
SCI—Sensitive Compartmented Information
SCIF—Sensitive Compartmented Information Facility
SEAR—Special Event Assessment Rating
SECAF—Secretary of the Air Force
SECDEF—Secretary of Defense
SF—Security Forces
STEP—Stripes for Exceptional Performance
UCMJ—Uniform Code of Military Justice
USAF—United States Air Force
USSF—United States Space Force
VPI—Violence Prevention Integration