

**BY ORDER OF THE COMMANDER  
AVIANO AIR BASE (USAFE)**

**AVIANO AIR BASE INSTRUCTION**

**10-404**

**13 AUGUST 2025**

**Operations**

**CRISIS ACTION SYSTEM**



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OPR: 31 FW/A5XP

Certified by: Certified by: 31 FSS/CC  
(Lt Col Tyler G. Young)

Supersedes: AvianoABI 10-404, 1 March 2018

Pages: 28

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This instruction implements AFMAN 10-2502, Air Force Incident Management System (AFIMS) Standards and Procedures. It provides policy and procedural guidance for the organization and functions of the 31st Fighter Wing (31 FW) Air Base (AB), Crisis Action System (CAS). This guidance is applicable to operations within the Wing Operations Center (WOC), the Crisis Action Team (CAT), Command Post (CP), Mission Director (MD), Emergency Operations Center (EOC), and Unit Control Centers (UCCs). It also provides guidance for relocating personnel to the alternate operating location. It applies to all personnel assigned, attached to, or associated with the 31 FW. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the DAF Form 847, Recommendation for Change of Publication. Ensure all records generated as a result of process prescribed in this publication adhere to Air Force Instruction (AFI) 33-322, Records Management and Information Governance Program, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System (AFRIMS).

***SUMMARY OF CHANGES***

This document is substantially revised and must be completely reviewed. This version replaces 31 AABI 10-404 dated 1 March 2018. New terms and definitions have been added or updated in accordance with AFI 10-2501, Air Force Emergency Management (EM) Program, 16 October 2023, AFMAN 10-2502, Air Force Incident Management System (AFIMS) Standards and Procedures, 13 September 2018. Major changes include reorganization of the Tier Recall System, [Figure 1.1](#), and updates to the EOC layout, [Figure 2.1](#), to reflect Emergency Support Functions

listed in **Table 2.3**. The way in which Crisis Action Team Directive (CAT-D) will be distributed has been updated at **Para 1.2.3**. The location of Alternate Facility locations has been updated at **Chapter 6**. Primary changes include new definition and responsibilities for Mission Director (MD) at **para 1.2.14**. The Mission Director Liaison position has been removed. CAT Executive responsibilities were added.

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## Chapter 1

### GENERAL

**1.1. Concept of Operations.** The CAS is the overall system through which the installation commander exercises positive control over assigned forces. The CAS consists of the CAT, CP, Mission Cell, EOC, Functional Support Staff, and UCCs. The installation commander directs the formation of the CAT to conduct strategic actions and quickly disseminate directives in support of the installation's mission. The Wing Operations Center (WOC) serves as the operating location for the Mission Cell, EOC, and Functional Support Staff. The CAT and WOC must be capable of responding to and managing a broad spectrum of events, which range from exercise scenarios and minor peacetime incidents to general war. During peacetime, the installation commander may activate all CAS elements or reduce its size to deal with a particular situation (natural disaster, mishap, civil disturbance, aircraft loss, etc.). Under wartime conditions, all elements of the CAS are active and perform essential functions directed by the CAT. The WOC primary location is the 31 FW Headquarters Building 1360. The alternate location for the WOC is in Building 7850 (Z-15). The alternate location for CP is Building 1135.

1.1.1. The installation commander serves as the senior leader of the CAS. They direct strategic actions supporting the installation's mission and provides a communication link with higher headquarters (HHQ) and civilian agencies. The CAS is more than a physical location; it includes the personnel and systems necessary to direct strategic actions and pass critical information from the installation commander to the lowest levels.

### 1.2. Definitions:

1.2.1. Crisis Action Team (CAT). The CAT is a staff formed by the commander to plan, direct, and coordinate forces in response to contingencies, crises, natural/manmade disasters, or wartime situations. The CAT develops courses of action and executes the commander's and HHQ's directives. The composition and function of the CAT are largely mission driven and therefore a MAJCOM or unit commander prerogative. The composition of a CAT varies according to the situation. The CAT is scalable to support and coordinate with the WOC. CAT members are: 31 FW Commander/Deputy Commander/Command Chief (CC/CD/CCC), 31 Operations Group (OG) CC/CD, 31 Mission Support Group (MSG) CC/CD, 31 Maintenance Group (MXG) CC/CD, and 31 Medical Group (MDG) CC/CD, respectively Tier 1 ad hoc recall. CAT Staff members are: 31 FW/CP Officer-In-Charge/Liaison Officer (OIC/LNO), Mission Director, CAT Executive (CAT-Exec), the Senior Intelligence Officer (SIO) and the Installation Deployment Officer (IDO), respectively Tier 2 ad hoc recall. Other agencies that may support the CAT are the Surety representatives: Civil Engineering Squadron Explosive Ordnance Disposal (CES/EOD), CES Fire and Emergency Services (CES/CEF), Wing Safety (SEW), Maintenance Operations Center (MXOC), Munitions Squadron (MUNS), Security Forces Squadron (SFS), Weather (OSS/OSW), and Airfield Operations (OSS/OSA), respectively Tier 3 ad hoc recall. CAT Staff members and Surety Representatives collectively form the Mission Cell. Additional support may come from the Threat Working Group (TWG) or the WOC Functional Representatives, respectively Tiers 5 and 6 ad hoc recall, as needed. See [Figure 1.1](#). 31 FW Tier Recall System for all tier categories.

Figure 1.1. [31 FW Tiered Recall System.

Tier 1	Tier 2	Tier 3	Tier 4	Tier 5	Tier 6	Tier 7	Tier 8	Tier 9	Tier 10	Tier 11a	Tier 11b	Other
CAT (Crisis Action Team)	Mission Cell		Emergency Operations Center EOC Representatives (Emergency Support Functions)	Functional Support			UCC (Unit Control Centers)	Aviano Tenant Units	FFCON DELTA	Response Option A	ACE (Agile Combat Employment)	GSUs
	CAT Staff	Surety Reps		TWG (Threat Working Group)	Function Reps	SQ/CCs						
FW/CC	CAT-EXECs	SFS	EOC Director	AFOSI	MC	56 RGS/CC	56 RGS	173 ABCT	Tier 1	Tier 1	Tier 1	Camp Darby, Italy
FW/CD	CP OIC/LNO	CES/EOD	EOC Manager	ATO	JA	57 RGS/CC	57 RGS	572 TRS	Tier 2	Tier 2	Tier 2	Larissa, Greece
FW/CCC	MSN DIR	CES/CEP	MXOC	OSS/IN	FW/SE	510 FS/CC	510 FS	531 OSI	Tier 4	Tier 3	Tier 3	Ghedi, Italy
OG/CC	LRS/IDO	FW/SEW	LRS (ESF 1)	SFS	CPTS	555 FS/CC	555 FS	724 AMS	Tier 5	OSS/CC/DO	XP ACE	Papa, Hungary
OG/CD	OSS/IN	MUNS	CS (ESF 2)		CONS	606 ACS/CC	606 ACS	AAPES	Tier 7	OSS/OSK	DETCOs	Campa Turzi, Romania
MXG/CC		OSW	CES (ESF 3-5/9-10/12/14)		OMRS**	OMRS/CC	731 MUNS	ADC	CES/CEX	OSS/IN	DETCOs	Sigonella, Italy
MXG/CD		OSA	FSS (ESF 6)		OSS/OSW	510 FGS/CC	723 AMS	AFN	CES/EOD	Top-3	LRS/IDO	
MSG/CC		MXOC	CONS (ESF 7)		OSS/OSA	555 FGS/CC	510 FGS	DECA	CES/CEP	MXOC	LRS	
MSG/CD			MDG (ESF 8/11)		OSS/IN	56 RGS/CC	555 FGS	DLA	SFS	510 FGS	CONS	
MDG/CC			SFS (ESF 13)		OSS/OSOP	CES/CC	56 RGS	DODDS	OMRS**	555 FGS	OSS/OSK	
MDG/CD			PA (ESF 15)		LNOs*	CONS/CC	Del	TDY Units	Tier 11***	56 RGS	OSS/IN	
			OSS/OSA		510 FGS	CPTS/CC	CONS			MUNS		
			OSS/OSW		555 FGS	CS/CC	CPTS/WSA			57 RGS		
					56 RGS	OS/CC	CS			606 ACS		
					PA	FSS/CC	FSS			510 FGS/CC		
						LRS/CC	LRS			555 FGS/CC		
						MCOS/CC	MDG			56 RGS/CC		
						MDSS/CC	MUNS			57 RGS/CC		
						MUNS/CC	MXS			606 ACS/CC		
						MXS/CC	OSS/OG			UDMs****		
						OSS/CC	SFS			IDMs		
						SFS/CC				OSS/OSA		
						Tenant Unit CCs				OSS/OSW		

\* Request Appropriate LNOs depending on the situation/contingency such as:

- ITAF LNO
- AOC LNO
- USA LNO
- USN LNO

\*\*OMRS - Field Response Team, Ambulance Services, and Bioenvironmental Flight

\*\*\* Do not automatically incorporate Tier 11 during a Tier 10 Recall (Ask the Mission Director) - Individuals only required for a directed response option

\*\*\*\* Only UDMs of affected units are required during a Tier 11a recall

Instructions to FPCON Delta can be found in the Integrated Defense Plan on SIPR  
Respective Emergency Support Functions can be found in AABI 10-404, Crisis Action System Publication

1.1.1. Crisis Action Team Directive (CAT-D). A CAT-D is a message used by the CAT to pass information/directives to operating forces. The primary method of dissemination for both non-secure and secure CAT-Ds will be through C2IMERA. Alternatively, messages will be distributed via NIPR E-mail to all UCCs, Group CCs, Group Exec Staff, and Squadron CCs, ([31FW.UCC@us.af.mil](mailto:31FW.UCC@us.af.mil); [GD.Commanders@us.af.mil](mailto:GD.Commanders@us.af.mil); [SQ.CC@us.af.mil](mailto:SQ.CC@us.af.mil)). Secure CAT- Ds will be distributed via e-mail to the corresponding unit on a need-to-know basis. Once disseminated, a copy of the unclassified and classified CAT-D will be given to the CP.

1.1.2. Command Post (CP). The CP is a 24/7 Command & Control (C2) node that serves as the focal point of operations, as well as the receipt and dissemination of orders, information, and requests. The CP consists of two certified controllers. The CP is the only C2 function at Aviano AB authorized to receive and process Emergency Action Messages and prepare and transmit operational reports (OPREP-3).

1.1.3. Emergency Action Message (EAM). These are messages received by the CP from HHQ which may direct changes in readiness posture, implement Operations Plans (OPLANs), or direct any number of other HHQ directives.

1.1.4. Reference Start Time (RST). The RST is the time at which actions are initiated, either by an EAM, Execution Order, or by the 31 FW/CC.

1.1.5. Emergency Operations Center (EOC). The EOC is the C2 support element that coordinates information and resources to support the installation’s emergency response actions before, during, and after an incident, and is the focal point for the development and

coordination of follow-on emergency response operations and recovery plans. The installation commander activates the EOC, which operates separately from the CAT. The EOC updates the CAT with continuing incident status and requests support through the CAT when on-scene requirements surpass the installation's inherent cumulative capabilities. EOCs may support the Multiagency Coordination System and joint information activities. The EOC includes key functional representatives primarily from Emergency Support Functions (ESF) 1-15 and other members as determined by the EOC Director.

1.1.6. EOC Director (EOC-D). The EOC-D provides oversight for the installation commander to support and control emergency or contingency incidents. The EOC director could support multiple incident commanders (IC) simultaneously, while providing strategic senior officer-level C2 for sustained response and recovery operations. The EOC director is the senior representative designated by the installation commander. The EOC director is responsible for directing the 15 ESFs, and other designated EOC representatives. In addition, the EOC director provides the IC, through the EOC representatives, all the support required to control the incident, restore mission capabilities, and sustain response and recovery activities. The EOC-D works in close coordination with the CAT Staff to ensure recovery operations are prioritized in order to minimize disruption of mission accomplishment.

1.1.7. EOC Manager (EOC-M). EOC-M works for the EOC-D by overseeing EOC operations and leveraging of military resources to support an Incident Commander through response and recovery actions. Responsibilities include, but are not limited to, recommending changes in alert status, Mission Oriented Protective Posture (MOPP) levels, Alarm Conditions, and Force Protection Condition (FPCON) level changes to the 31 FW/CC and EOC-D, providing updates through C2IMERA, coordinating personnel accountability, etc.

1.1.8. Emergency Support Functions (ESFs). ESFs provide the structure for coordinating installation strategic interagency support during all phases of incident management for major accidents, natural disasters (to include natural outbreaks of disease such as pandemic influenza), Chemical, Biological, Radiological, and Nuclear (CBRN) attacks, and terrorist use of CBRN materials.

1.1.9. Unit Control Center (UCC). The UCC is the focal point at the unit/squadron level that maintains unit control, relays information to and from unit personnel, provides expertise to the EOC or IC, and leverages unit resources to respond to and mitigate incidents. UCCs may be recalled utilizing the ad hoc Tiered Recall System, Tier 8, and/or via phone. Unit commanders must ensure positions are manned in a timely manner with appropriately trained personnel. Since the UCC must be operational immediately after activation, commanders will place UCC members near the top of recall rosters to expedite notification and arrival at their duty location in the event of a comm-out recall. At a minimum, UCCs will have a Military Grid Reference System (MGRS) O-4 base map, Non-Secure Internet Protocol Router (NIPR) terminal(s), Secure Internet Protocol Router (SIPR) terminal(s), secure and unsecure phones (Voice Over Secure IP (VOSIP) and/or Sectra vIPer phone) and unit specific checklists in the primary and alternate location. When there is network failure and communication is degraded, runners will be used to pass information within the units and the EOC.

1.1.10. Chemical, Biological, Radiological, and Nuclear (CBRN) Control Center. The CBRN Control Center is subordinate to the EOC director and serves as an advisory element to the EOC and the Installation Commander. The CBRN Control Center manages CBRN

reconnaissance activities, Emergency Management Support Team (EMST), Shelter Management Teams (SMT), Contamination Control Area (CCA), and Contamination Control Teams (CCT); plots, reports, maintains CBRN hazard status on the installation, off-base areas of operational concern, and potential recovery bases; coordinates with bioenvironmental, medical, weather, and intelligence representatives to provide advice to the commander on CBRN protective actions.

1.1.11. Shelter Management Team (SMT). SMT personnel are responsible for the sheltering of base personnel during natural disasters or wartime operations if required. They are trained by the 31 CES Readiness & Emergency Management Flight in shelter management operations duties. The SMT is responsible for ensuring required locations are equipped with cots and/or sleeping bags for use during rest periods if necessary. SMT is also responsible for managing evacuation procedures if/when the situation requires moving to the Alternate Facility. Shelter Management training is IAW AFI 10-2501.

1.1.12. Mission Director (MD). The MD is the CAT focal point for mission execution, both flying operations and non-flying operations, and acts as a liaison among squadron operations, Supervisor of Flying (SOF), mission planning cell, intelligence, maintenance, munitions, OG/CC, Wing leadership, and HHQ (namely the Air Operations Center). MD duties include but are not limited to; coordinating configuration changes, time on target slips, alternate targets, alert tasking, Time Sensitive Targeting (TST), tracking/passing airfield status to interested parties, passing words to aircrew prior to launch such as intelligence updates and collecting in-flight reports. The MD tracks the execution of the daily Air Tasking Order (ATO) or other ordered operations, resolves ATO scheduling and execution disconnects, and aids in resolving operational execution problems. The MD is responsible for tracking mission status and providing ATO mission execution reports to the OG/CC. MDs are senior pilots appointed by the 31 FW/CC, normally assigned to Wing Staff or Operational Support billets. The 31FW/CC may appoint non-pilot MDs for non-flying specific CAT operations. If needed, a CAT Exec can serve as an executive to the MD. A CAT Exec tracks operational changes, initiates CAT-Ds and assists the MD where needed. The CAT Exec is filled by a 31 FW A-Staff member or is appointed by the MD.

1.1.13. Supervisor of Flying (SOF). The SOF is the 31 OG/CC's representative for flying operations and provides oversight of airfield/flightline operations for the 31 OG/CC and MD.

1.1.14. Maintenance and Munitions Representatives. These 31 MXG individuals are the focal point for sortie production and support to include: aircraft generation, munitions production, transient alert support, crash recovery support and any/all aircraft and munitions maintenance related functions required to ensure sustained aircraft production to support contingency operations.

1.1.15. Intel and Judge Advocate (JA) Representatives. The Intel representative provides air, missile, and ground force information to the CAT. They also work with the JA to determine the Law of Armed Conflict (LOAC) implications of current/future operations. See **Table 1.1** below for additional Functional Representatives the installation CC may require, respectively Tier 6 ad hoc recall.

**Table 1.1. Additional Functional Representatives May Include.**

	JA
--	----

HC	
PA	FW/SEW
CPTS	CONS
OMRS /SGPB	OSS/OSW
OSS/O SA	OSS/OSL
OSS/O SOP	RGS
LNOs	FGS

**Chapter 2**

**MANNING**

**2.1. General.** All positions in the WOC and CAT must be filled with trained representatives. The list of EOC members will be maintained by the CE Emergency Management Flight (31 CES/CEX). Based on the nature of the activation, CAT and WOC manning may be for short duration, or it may continue indefinitely. During contingencies or exercises, expect 24-hour manning until the 31 FW/CC directs otherwise. Upon completion of their duty shift, personnel will either bunk in place or at their residence, as directed by the installation commander. Except as modified by the 31 FW/CC, each shift will be comprised of the following:

2.1.1. CAT Personnel consisting of the CAT and CAT Staff are listed in **Table 2.1**.

**Table 2.1. CAT Manning.**

31 FW/CC	o r	31 FW/CD
31 FW/CCC		
31 OG/CC	o r	31 OG/CD
31 MSG/CC	o r	31 MSG/CD
31 MXG/CC	o r	31 MXG/CD
31 MDG/CC	o r	31 MDG/CD
MD CP OIC/LNO CAT Exec SIO IDO (as required) or rep		
<i>11 Total CAT</i>		

2.1.1. EOC manning. See **Table 2.1**. CAT Manning, **Table 2.3**. Responsible Agencies in the EOC, and **Figure 2.1**. EOC/CAT Layout.

2.1.2. Command Post personnel will include 2 EA Controller representatives and a CP OIC/LNO representative.

2.1.2.1. During exercises, when the CAT, EOC, and CP are relocated to their alternate locations, two CP controllers will remain at the Wing Command Post in building 1360 to maintain real-world communications. The alternate relocation facility for CP is building 1135. However, the individual CP OIC/LNO representative will relocate to building 7850 with the CAT and EOC.

**Table 2.2. SMT Personnel (as required for CBRN operations).**

6 SMT (Days)	31 F W	Positions will be manned from 31 FW personnel as directed
6 SMT (Nights)	31 MS G	Positions will be manned from units as directed
<i>12 Total SMT</i>		

**Table 2.3. Responsible Agencies in the EOC, Part 1.**

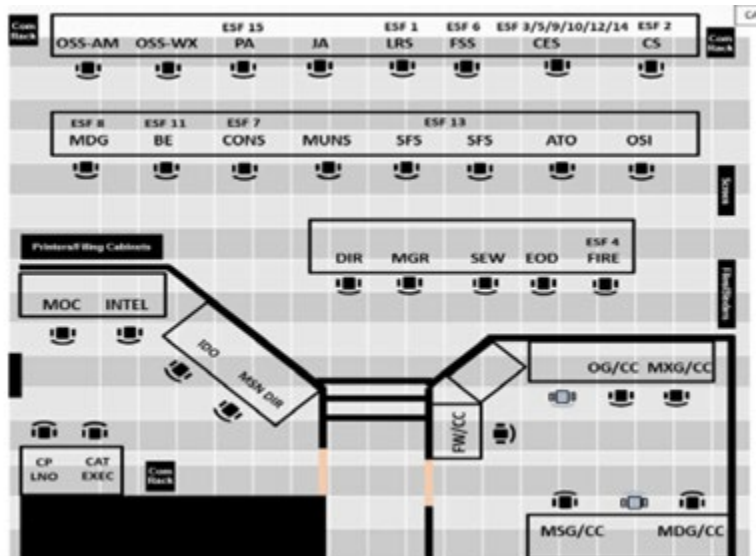
Position	OPR
EOC Director	31 MSG/CC
EOC Manager	31 CES/CEX
Emergency Action Controller	31 FW/CP
Emergency Support Function (ESF)	
ESF 1 <input type="checkbox"/> Transportation	31 LRS
ESF 2 <input type="checkbox"/> Communication	31 CS
ESF 3 <input type="checkbox"/> Public Works	31 CES
ESF 4 <input type="checkbox"/> Fire	31 CES
ESF 5 <input type="checkbox"/> Emergency Management	31 CES
ESF 6 <input type="checkbox"/> Mass Care & Housing	31 FSS
ESF 7 <input type="checkbox"/> Resource Support	31 CONS
ESF 8 <input type="checkbox"/> Public Health & Medical Services	31 MDG
ESF 9 <input type="checkbox"/> Urban Search Rescue	31 CES
ESF 10 <input type="checkbox"/> Oil & Hazmat	31 CES
ESF 11 <input type="checkbox"/> Agriculture & Natural Resources	31 MDG
ESF 12 <input type="checkbox"/> Energy	31 CES
ESF 13 <input type="checkbox"/> Security	31 SFS
ESF 14 <input type="checkbox"/> Long Term Recovery & Mitigation	31 CES
ESF 15 <input type="checkbox"/> Public Affairs	31 PA
<b>The following agencies are located in the WOC area but support Mission Cell functions:</b>	

Mission Director	31 FW/A33
Crisis Action Team Executive	31 FW/A5/8

**Table 2.4. Responsible Agencies in the EOC Part 2.**

Installation Deployment Officer (IDO)	31 LRS
Explosive Ordnance Disposal	31 CES
Maintenance Group Representative	31 MXG
Maintenance Ops Squadron Representative	31 MOS
Operations Group Representative	31 OG
Weather	31 OSS
<b>The following agencies are located in the WOC area and support CAT and EOC:</b>	
Office of Special Investigation (OSI)	AFOSI
Intelligence	31 OG
Chaplain	31 HC
Judge Advocate	31 JA
Wing Safety	31 FW/SEW
Comptroller	31 CPTS
Map Support	31 CES
Airfield	31 OG
Munitions Squadron Representative	31 MUNS

**Figure 2.1. EOC/CAT Layout.**



## Chapter 3

### ACTIVATION PROCEDURES

**3.1. General.** The 31 FW/CC or designated representative will direct recall/activation of the CAT, EOC, Mission Cell, and UCCs via the Tiered Recall System through the Command Post.

**3.2. CAT and EOC Personnel Initial Arrival.** At the direction of the 31 FW/CC or his designated representative, the 31 FW/CP will have primary responsibility to initiate the recall. All unit representatives will follow procedures outlined in AABI 10-402, Personnel Recall, Accounting, and Strength Reporting.

3.2.1. CAT, EOC, and Mission Cell personnel will establish C2 via their respective UCC, work center, and/or parent-tenant organization. The CAT will provide preliminary information regarding the contingency or exercise and provide guidance/establish policy through CAT-Ds. Under the direction of the 31 FW/CC, the CAT Exec will issue initial CAT-Ds. MD and EOC-D will suggest WOC battle-rhythm and tailored footprint based on the situation for approval by the 31 FW/CC.

**3.3. Shift Change Procedures:** Single EOC Operations: Shift change will not be staggered amongst stations. Shift changeover will be scheduled after the Situation Brief for the 31 FW/CC. Once the new shift member arrives in the EOC, every effort should be made to expedite the changeover.

3.3.1. For planned shift changes, off-duty personnel should be notified of any need for a delay or acceleration of shift changes to preclude the loss of information during critical periods.

**3.4. Succession of Command:**

3.4.1. CAT Line of Succession. The succession of command shall be: 31 FW/CC, 31 FW/CD, and then 31 OG/CC. If none of those members are available, the next line officer O6 Commander with date of rank priority will take command. If no line officer O-6 Commanders are available, the 31 OG/CD will be next in succession, followed by the 31 MSG/CD, and then 31 MXG/CD. If none of the above are available, next in line will be 31 OSS/CC, 510 FS/CC, 555 FS/CC, 56 RQS/CC, 606 ACS/CC, and then 57 RQS/CC. Next in line will be the line officer O-5 squadron commander with date of rank priority.

3.4.2. Mission Director (MD). An OG rep will fulfill MD role if primary MD is not available.

3.4.3. EOC Director (EOC-D). Should the primary EOC-D be incapacitated, the alternate EOC director will assume the duties. If both the primary and alternate EOC-D are incapacitated, the EOC Manager will assume their duties until a suitable replacement is appointed.

## Chapter 4

### COMMUNICATIONS

**4.1. General.** A primary function of the CAT, CP, EOC, and UCC's is to relay command and control information to the wing's functional areas from wing leadership, as well as to collect information from different units for decision-making at wing level. Operations Security (OPSEC) will be emphasized in all communications (encrypted email, shredding unused documents containing Critical Information List (CIL) items). Refer to **Table 10.1** for communications systems and equipment in the primary and alternate locations.

4.1.1. Communication modes include, but are not limited to:

- 4.1.1.1. Base Siren/Giant Voice system
- 4.1.1.2. Primary/Secondary Crash Net
- 4.1.1.3. Land Mobile Radio (LMR)
- 4.1.1.4. Armed Forces Network (Radio)
- 4.1.1.4. Commercial Applications (Air Force Connect App or chat apps)
- 4.1.1.7. Ad hoc
- 4.1.1.8. C2IMERA
- 4.1.1.9. Webpages to include (SharePoint, Facebook, Static Pages (as applicable))
- 4.1.1.10. Telephone Pyramid Notification System
- 4.1.1.11. Runners/Classified Couriers

#### **4.2. Methods of Communication:**

4.2.1. AFN Television/Armed Forces Radio Network/106.0 FM. These systems allow PA to broadcast CAT-directed information to the base populace via AFN.

4.2.2. Command and Control Incident Management Emergency Response Application (C2IMERA) C2IMERA <https://c2imera.cce.af.mil/aviano/#!/u/Home> is on both NIPR and SIPR. It is utilized by the WOC to disseminate pertinent information to UCCs via CAT-Ds, Conditions Board, Common Operating Picture event plotting, accountability applications, unit dashboards, etc. C2IMERA is also used to pass information from UCCs to the WOC via the same tools. All CAT/WOC/UCC representatives will have access and the ability to log onto C2IMERA. C2IMERA will be managed and controlled IAW the 31 FW C2IMERA Standard Operating Procedures and serves as the primary means of communication from the WOC to all outside agencies. 31 FW/A5/8 will be the primary C2IMERA account managers. 31 FW/A5/8 will maintain a list of primary C2IMERA unit account managers for the 31 FW.

4.2.3. Giant Voice. An alerting system installed throughout the base and controlled by CP. Giant Voice is used to notify the base populace of natural disasters, protective actions, alarm conditions, all-clear notifications, and to communicate changes to other messages directed by the CAT.

4.2.4. Land Mobile Radio (LMR), Frequency Modulation (LMR or Bricks). No radio frequency emitting devices (handheld LMRs) are allowed into the primary or alternate WOC.

Cameras and other devices, including privately and government owned pagers and cell phones are unauthorized in the primary or alternate WOC. WOC will be equipped with authorized radio devices. Personnel outside of the WOC will communicate time critical information such as situation updates, movement plans, timeline checkpoints, or responses to inquiries via LMRs to CAT staff utilizing individual unit's respective Primary Alternate Contingency and Emergency (PACE) plan. These communications from LMRs to WOC via MC-3000 desktop clients will be encrypted IAW **Chapter 10** of this publication.

4.2.5. Ad hoc will be utilized as the primary method to instruct 31 FW personnel for events that affect the base such as delayed reporting, etc.

## Chapter 5

### WOC COORDINATION

**5.1. General.** This section deals with issues that may affect personnel working in the WOC.

**5.2. Information Flow.** The success of the WOC is largely dependent on the rapid flow of information. It is imperative the information not only be disseminated but reach functional areas who must act upon the information. Events requiring contingency or emergency response will be communicated to the EOC-D immediately via the appropriate method based on classification. Events/information pertaining to mission execution will be communicated to the MD. Effective EOC-D and MD communication is key to mission success.

**5.3. Information Documentation.** The following are descriptions of the various methods used to record and copy information for use within the WOC. All agencies within the WOC are responsible for passing all pertinent information to the corresponding organizations.

5.3.1. CAT-Directives (CAT-D). The CAT, MD, or EOC-D identifies the need for CAT-D messages. CAT-D messaging intent will be drafted by EOC-D or MD based on CAT guidance. The CAT Exec will format/prepare the CAT-D for 31 FW/CC or 31 FW/CV approval prior to distribution via C2IMERA. Alternatively, a NIPR e-mail will be distributed to all UCCs, Group CCs, Group Exec Staff, and Squadron CCs ([31FWUCC@us.af.mil](mailto:31FWUCC@us.af.mil); [GD.Commanders@us.af.mil](mailto:GD.Commanders@us.af.mil); [SQ.CC@us.af.mil](mailto:SQ.CC@us.af.mil)). Classified CAT-Ds will be distributed via SIPR C2IMERA. Alternatively, SIPR e-mails will be distributed to the corresponding unit on a need-to-know basis. Once disseminated, a copy of the unclassified and classified CAT-D will be given to the CP. UCCs will ensure CAT-D information is available and briefed to unit members as soon as possible after release and will review active/rescinded CAT-Ds when members start and end the duty day.

**5.4. Runners.** In the event that electronic communications are unavailable, runners will be appointed and dispatched by the WOC. Runners will drop off and pick up traffic for their organizations. Runners may also carry materials to and from other organizations as required by WOC.

**5.5. Security.** WOC entry will be controlled via the CP. Members must possess a SECRET or higher security clearance. All WOC personnel must have restricted area badges with clearance into Area 7. If WOC personnel are unable to obtain their restricted area badge in a timely manner, they must be signed in by CP and escorted at all times by any member possessing a restricted area badge with Area 7 clearance. CP personnel will not automatically assume the responsibility of escort duties. Personnel must make every effort to obtain their restricted area badge as soon as possible.

5.5.1. Entry into the CP is restricted to CP personnel and the Commander when emergency action traffic is being processed. All member outside of the CP will not be authorized entrance.

**5.6. Vehicle Requirements.** If there is a need to conduct a Continuity of Operations relocation to the alternate WOC facility, the EOC director will direct the ESF-1 representative to coordinate with 31 LRS to obtain bus transportation. 31 LRS will provide the necessary vehicles to transport 50-60 people. If there are no vehicles available and/or due to mission requirements, CAT and WOC members may take any vehicle of opportunity to include privately owned vehicles. Accountability will be taken prior to leaving for, and after arrival at the alternate WOC facility.

**5.7. Wing Reporting to HHQ.** During exercises, evaluations, and contingencies, the 31 FW/CC is required to send various reports to HHQ. Each operation (contingency, exercise, inspection, natural disaster, etc.) requires specific types of reporting, defined in the governing OPLAN. Any unit with questions on submitting operational reports may contact 31 FW/CP at 632-3100. Tenant units that submit operational reports should have a host-tenant support agreement and must coordinate with 31 FW/CP for transmission.

**5.8. Daily Maintenance.** The WOC may remain active for extended periods of time. For this reason, daily maintenance is required in the area to ensure order, cleanliness, and to enhance OPSEC measures. In order to meet these goals, personnel will accomplish the following activities:

5.8.1. Trash Removal. All personnel are responsible for trash disposal within their work areas. This should be accomplished as necessary and upon deactivation of the WOC.

5.8.2. Classified Waste. Personnel may be forced to evacuate the WOC and CP on short notice. For this reason, the amount of classified material must be kept to mission essential only. Outdated classified material must be destroyed daily and upon deactivation of the WOC. Shredders are located on the WOC floor. The EOC-D may direct all unnecessary documentation be shredded twice daily. Destruction may be simulated during exercises to facilitate post-exercise lessons learned but procedures for simulated destruction will be followed. Once lessons learned have been captured, normal shredding rules apply.

**5.9. Emergency Evacuation Procedures.** All WOC personnel must be ready to evacuate on short notice anytime. The evacuation will be directed by the installation commander or his designated representative. All evacuation actions will be coordinated by the highest-ranking member in each group. All WOC personnel must be aware of the primary and alternate evacuation routes, along with color team assignments.

5.9.1. Transition to designated location. Every individual in the WOC will be assigned a colored lanyard indicating which evacuation team he/she is assigned to. The highest-ranking member is designated as the team lead and will be responsible for the accountability of their team during the evacuation. If deemed necessary, each team will be assigned a vehicle depending on the new operating location. Any licensed driver may be designated as a driver and will be provided with a list of passengers and keys. However, if vehicles are not available, members may take privately owned vehicles or vehicles of opportunity.

5.9.2. Evacuation Preparation. Preparation for evacuation includes pre-packing all material to the greatest extent possible. When the actual evacuation occurs, every effort should be made to remove all classified items from the WOC. Classified information will be destroyed, secured, or carried from the WOC. All classified items will be brought to the Alternate Facility utilizing established couriering procedures. Classified documents will be destroyed by priorities (simulate for exercises):

5.9.2.1. Priority 1: disclosure could cause exceptionally grave damage to national security (TS, TS-SCI, etc.).

5.9.2.2. Priority 2: disclosure could cause serious damage to national security (SECRET).

5.9.2.3. Priority 3: disclosure could cause damage to national security (CONFIDENTIAL).

5.9.2.4. When the possibility of CBRN exists, all individual protective equipment (IPE) must be carried or worn as directed. Building 1360 SMT will advise the personnel at building 1135 and building 7850 of the pending evacuation.

5.9.3. Evacuation Route. Security Forces will be responsible for securing the evacuation route. The route taken will be based on the situation or scenario given and will be recommended by Security Forces and approved by the installation commander. Drivers and passengers will respond to all MOPP and alarm condition changes.

5.9.4. WOC personnel must follow the directions of the SMT Superintendent. The ESF-13 representative will coordinate with the impending active facility to ensure the integrated processing entry point is guarded and ready to admit WOC personnel.

5.9.5. Alternate Facility Entry. Upon arrival at the alternate facility, the SMT lead will vouch for WOC members to the guard before they process into the building. If chemicals have not been detected, personnel will proceed through the entry to their workstations. If contamination has occurred, WOC members will follow SMT guidance on decontamination procedures before entry into the building.

5.9.6. Evacuation Due to Natural Disaster. These procedures will be dictated by given circumstances. When possible, an orderly evacuation should be done.

5.9.7. However, if circumstance prevents this, every effort should be made to evacuate safely while protecting classified material.

## Chapter 6

### ALTERNATE FACILITY OPERATIONS

**6.1. General.** At certain times during exercises, evaluations, or contingencies, WOC personnel may be required to relocate from building 1360 to their respective alternate facility. WOC personnel will relocate to the Distributed Wing Operations Center (DWOC) in building 7850 (Z15). The alternate CP is located at building 1135. However, the individual CP OIC/LNO representative will relocate to building 7850 with the WOC. The DWOC may at times be required to take over the primary duties, with a secondary staff, due to the primary staff not being able to relocate to 7850. During this transition, 31 CES/UCC will act as the EOC until successful relocation. The following procedures are established to facilitate that relocation when necessary.

6.1.1. Set-up of the Alternate facility. 31 CES personnel will activate the alternate facility IAW this instruction which will be obtained from the 31 FW/A10 office. Upon direction, 31 CES will begin preparations to receive the primary or its skeleton staff at building 7850. Facility Managers from both buildings will ensure all facility related issues are addressed in the planning and actual activation phases. 31 FW/A5/8 and 31 FW/A10 will coordinate to act as the secondary POCs for activation and receipt of personnel for building 7850, if needed. During operations requiring skeleton manning of the alternate facility, communication checks will be made during each shift to ensure C2 continuity.

6.1.2. Prepositioned Alternate Staff. This is a skeleton crew that will assume the WOC functions while the primary team is either incapacitated or in transit to building 7850.

**Table 6.1. Minimal staffing at Alternate Facility.**

<b>Alternate Position:</b>	<b>Manned By:</b>
CAT	Designated by 31 FW/CC (31 FW/CD, 31 OG/CC)
Alt CBRN Cell	31 CES/CEX (As directed by 31 CES/CC)
CP	Command Post Controllers
Facility Manager	Building 7850 Facility Manager

6.1.1. Entry/Circulation Control within the alternate facility. Once this occurs, entry into the location will be restricted to those personnel having mission essential business to conduct within area 7. Entry control procedures will be IAW the appropriate local security instructions.

6.1.2. Equipment. Each alternate facility position is configured to be the same as its primary counterpart, to the extent the facility will allow. However, limiting factors include that all ESFs or additional representatives may not have SIPR capability.

6.1.3. Each functional area should develop a plan/procedure that will provide their alternate location member with the capability to work out any issue as if it was in the primary location, e.g., functional area specific checklists and phone numbers, Operating Procedures, etc.

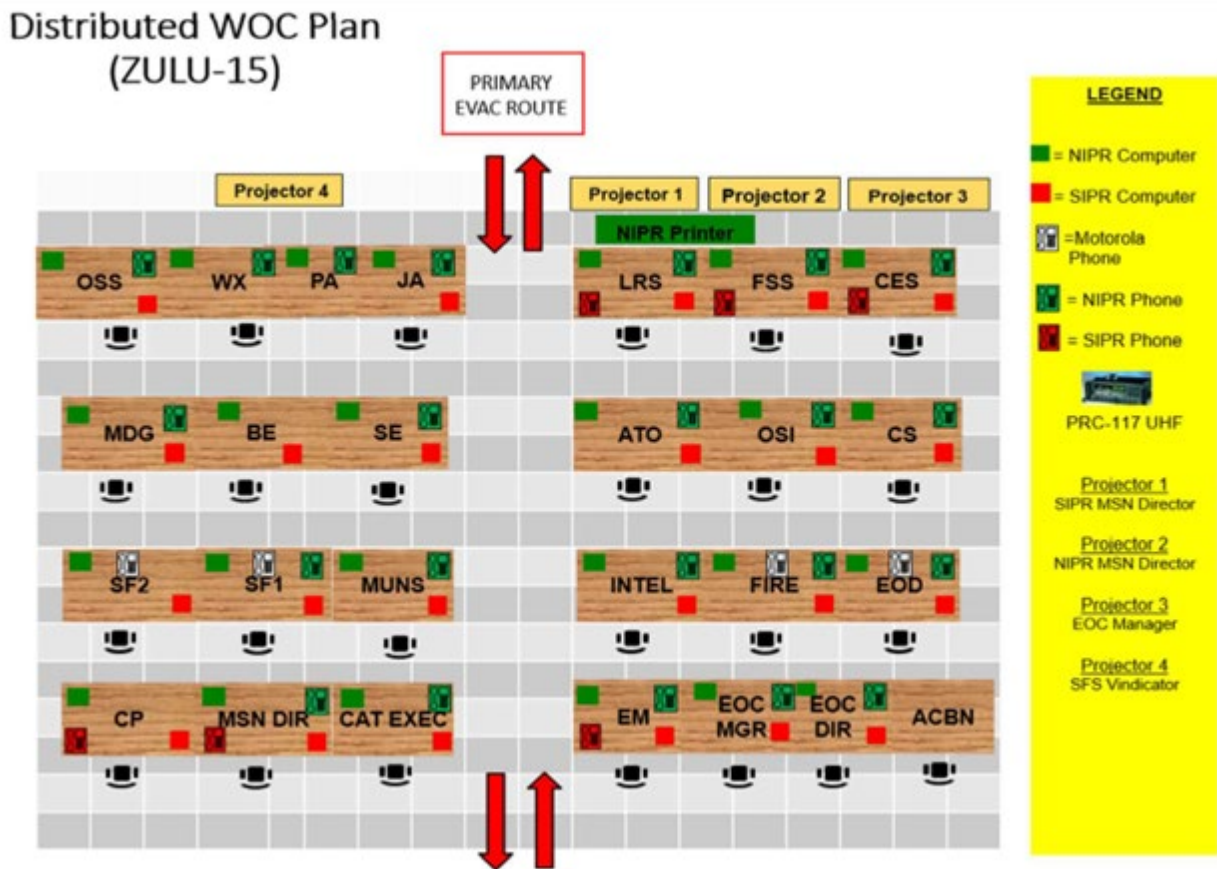
**6.2. Unit Notification.** WOC members will notify all UCCs of the relocation in order to ensure continuity of operations. Notifications will be made by any means necessary, including phone, chat applications, NIPR/SIPR email, a CAT-D (time allowing), and/or ad hoc.

## Chapter 7

## EOC OPERATIONS

**7.1. EOC Operations.** The EOC provides guidance to enable the base to effectively respond to and recover from major accidents, natural disasters and attack via conventional methods or weapons of mass destruction. The group responds to disasters on base, off base, and within the area of responsibility of Aviano AB, Italy. 31 FW Installation Emergency Management Plan 10-2, maintained on the 31 FW/A5/8 SharePoint (<https://usaf.dps.mil/sites/Aviano/31FW/XP>), is the guiding document for execution of the EOC. For major peacetime accidents and disasters, the 31 FW/CC will direct EOC activation, and the EOC-D will decide which elements of the EOC will be recalled.

**Figure 7.1. Distributed Wing Operations Center Layout.**



## Chapter 8

### ASSOCIATE UNIT

**8.1. Definition.** The Associate Unit is designed to provide a point of contact for all assigned associate units at Aviano AB. The intent is to ensure all Aviano AB units have an avenue to receive and transmit time sensitive information to the CAT. Since space is limited on the WOC floor, some 31 FW and all associate units are assigned parent-tenants.

**8.2. Concept of Operations.** With few exceptions, the Associate Unit representative is the sole reporting point for information required by the 31 FW from the associate unit. The general approach to implement this program is as follows:

8.2.1. Initial Contact. Immediately after CAS activation, all representatives will contact their associate units, communicate their status via secured means if applicable, and relay pertinent start-up information such as Defense Readiness Condition (DEFCON) and FPCON status, MOPP level, attack warnings, locations of unexploded ordnance (UXO), damaged facilities, disrupted lines of communication, in-bound and out-bound preparation details. Note: Not all associate units will require the above information. Associate Unit representatives are responsible for coordinating with units to determine their information needs. If prior coordination is not accomplished, Associate Unit representatives must relay all standard information.

8.2.2. Relocation Procedures. Relocation to the alternate facility will not change these procedures. Upon arrival to the facility, each host-representative will contact their tenant units, confirm communication capability, and continue with operations.

## Chapter 9

### TRAINING

**9.1. General.** Training for CAS personnel is essential since most individuals perform different duties in the CAS than their day-to-day duties. The following is a guide to train each member and not all inclusive. Unit Emergency Management representatives are responsible for ensuring members are trained and qualified for the roles in which they have been appointed, in accordance with these guidelines and AFI 10-2501, Emergency Management Program.

#### **9.2. Training for WOC personnel:**

9.2.1. Position Orientation. To function effectively, everyone must have an in-depth knowledge of all aspects of this regulation. Each position must have a working knowledge of the function and requirements of other positions. This is the only way to ensure information will be passed to individuals who need it. Outbound personnel from each functional area must allow plenty of time to prepare their replacements for contingency operations in the respective roles. New personnel must receive a complete orientation of the primary and alternate facility and become familiar with all documents, checklists, and procedures used for their position.

9.2.2. CP Entry Procedures. All individuals requiring access to the CP must complete security training, NATO, US, RD/FRD, and possess a restricted area badge valid for restricted area badge areas for Primary and Alternate Command Post and Wing Operations Centers. Only authorized escort officials shall grant access to personnel without Area 7 access on their badge into the primary or alternate facility.

9.2.3. Equipment Use. Individuals must be knowledgeable on the use of equipment maintained at their duty position. Individuals who conduct briefings need to be aware of the equipment available in the WOC/DWOC for this purpose.

**9.3. SMT Personnel Training.** SMT training is provided by the 31 CES Readiness and Emergency Management Flight and must be completed prior to performing SMT duties. Basic requirements include, but are not limited to, integrated processing procedures and attendant training, sweeps and identification, use of force, weapons handling, and firing. The SMT Superintendent will train SMT personnel on evacuation and relocation procedures, color team assignments, bunk management, and all other duties as required IAW AFI 10-2501, Emergency Management Program.

**9.4. Classified Materials Handling.** All WOC personnel must be trained in the proper handling of classified material to include markings, packaging, and transporting. This is the responsibility of the unit providing the WOC personnel.

**Chapter 10**

**RESPONSIBILITY FOR CAS PUBLICATIONS AND EQUIPMENT**

**10.1. General.** Each CAS member is responsible for the maintenance and care of their own functional checklists, publications, and supplies. The 31 FW A5/8 office is responsible for CAT library standardization and generic content index. Each group’s support staff is responsible for any additional position-specific CAT checklists and publications. Notify the 31 FW A5/8 office if a binder needs to be taken out of the CAT library.

**10.2. Equipment Maintenance, Ownership, and Replacement.** The below table delineates ownership and maintenance of the equipment located in the primary and alternate location.

10.2.1. Communications Support. Upon activation, 31 CS will dispatch technicians to support the WOC. They will provide for all required IT/communication systems.

10.2.2. Communications Functionality Testing. Upon activation, primary or alternate ownership or maintenance POCs will conduct operation and function testing of radio frequency communications at the beginning of shift changeover. Operation testing will ensure encryption, power capabilities, and network programming are completed. Function testing will confirm the ability to transmit and receive radio communications from inside the WOC. Function testing can be completed by either acknowledgement of existing radio calls, or the use of an LMR from the WOC exterior to check-out WOC radio communications capability.

**Table 10.1. Communications Equipment Ownership and Maintenance Part 1.**

<b>Equipment</b>	<b>Ownership</b>	<b>Maintenance</b>
<b>WOC (BLDG 1360)</b>		
NIPR/SIPR Computers/Printer	Primary: CEX Alternate: A5/8	Primary: CEX Alternate: A5/8
VoSIP	Primary: CEX Alternate: A5/8	CS
Data Wall	Primary: CEX Alternate: A5/8	CS
LMR Base Stations	Primary: CEX Alternate: A5/8	CS
Fax, Shredders, Copiers	Primary: CEX Alternate: A5/8	Primary: CEX Alternate: A5/8

**Table 10.2. Communications Equipment Ownership and Maintenance, Part 2.**

PRC-117 Radios	Primary: CEX Alternate: A5/8	cs
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MC-3000	Primary: CEX Alternate: A5/8	cs
Facility Manager	Rotating Schedule	Rotating Schedule
<b>Distributed Wing Operations Center (BLDG 7850)</b>		
NIPR/SIPR Computers/Printer	Primary: CEX Alternate: A5/8	Primary: CEX Alternate: A5/8
PRC-I17 Radios	Primary: CEX Alternate: A5/8	cs
MC-3000	Primary: CEX Alternate: A5/8	cs
YoSIP	Primary: CEX Alternate: A5/8	cs
Data Wall	Primary: CEX Alternate: A5/8	Primary: CEX Alternate: A5/8
Facility Manager	AIO	A5/8

TAD D. CLARK  
Brigadier General, USAF  
Commander

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

DAFI10-2501, *Emergency Management Program*, 16 October 2023

AFI33-322, *Records Management and Information Governance Program*, 23 March 2020

AFI33-332, *Air Force Privacy Act and Civil Liberties Program*, 10 March 2020 DAFPD10-2, *Readiness*, 20 May 2021

Aviano ABI 10-402, *Personnel Recall, Accounting and Strength Reporting*, 07 December 2020

***Prescribed Forms N/A******Adopted Forms***

*AF 847, Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**AB**—Air Base

**AABI**—Aviano Air Base Instruction

**ACS**-Air Control Squadron

**AFI**—Air Force Instruction

**AFIMS**—Air Force Incident Management System

**AFMAN**—Air Force Manual

**AFN**—Armed Forces Network

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

**ATO**—Air Tasking Order

**C2**—Command and Control

**CAS**—Crisis Action System

**CAT**—Crisis Action Team

**CAT—D**—Crisis Action Team — Directive

**CAT—EXEC**—Crisis Action Team—Executive Officer

**CBRN**—Chemical, Biological, Radiological and Nuclear

**CC**—Commander

**CCA**—Contamination Control Area

**CCC**—Command Chief

**CCT**—Contamination Control Team

**CD**—Deputy Commander

**CES**—Civil Engineer Squadron  
**CEX**—Emergency Management Flight  
**CIL**—Critical Information List  
**CONS**—Contracting Squadron  
**CP**—Command Post  
**CPTS**—Comptroller Squadron  
**CS**—Communications Squadron  
**C2IMERA**—Command and Control Incident Management Emergency Response Application  
**DAF**—Department of the Air Force  
**DEFCON**—Defense Condition  
**DWOC**—Distributed Wing Operations Center  
**EA**—Emergency Action  
**EAM**—Emergency Action Message  
**EMST**—Emergency Management Support Team  
**EOC**—Emergency Operations Center  
**EOC—D**—Emergency Operations Center – Directive  
**EOC—M**—Emergency Operations Center—Manager  
**EOD**—Explosive Ordnance Disposal  
**ESF**—Emergency Support Function  
**FGS**—Fighter Squadron  
**FOUO**—For Official Use Only  
**FPCON**—Force Protection Condition  
**FS**—Fighter Squadron  
**FSS**—Force Support Squadron  
**FW**—Fighter Wing  
**HC**—Chaplain  
**HHQ**—Higher Headquarters  
**IAW**—In Accordance With  
**IC**—Incident Commander  
**IDO**—Installation Deployment Officer  
**IPE**—Individual Protective Equipment  
**JA**—Judge Advocate

**LOAC**—Law of Armed Conflict  
**LMR**—Land Mobile Radio  
**LNO**—Liaison Officer  
**LRS**—Logistics Readiness Squadron  
**MD**—Mission Director  
**MDG**—Medical Group  
**MGRS**—Military Grid Reference System  
**MOPP**—Mission Oriented Protective Posture  
**MSG**—Mission Support Group  
**MUNS**—Munitions Squadron  
**MXG**—Maintenance Group  
**MXOC**—Maintenance Operations Center  
**NATO**—North Atlantic Treaty Organization  
**NIPRNet**—Non—Secure Internet protocol Routing Network  
**OG**—Operations Group  
**OIC**—Officer in Charge  
**OMRS**—Operational Medical Readiness Squadron  
**OPLANS**—Operations Plans  
**OPR**—Office of Primary Responsibility  
**OPREP**—Operations Report  
**OPSEC**—Operations Security  
**IN**—Intelligence  
**OSA**—Airfield  
**OSS**—Operations Support Squadron  
**OSW**—Weather  
**PA**—Public Affairs  
**PACE**—Primary Alternate Contingency and Emergency  
**RDS**—Records Disposition Schedule  
**RGS**—Rescue Squadron  
**RST**—Reference Start Time  
**SEW**—Wing Safety  
**SFS**—Security Forces Squadron

**SIO**—Senior Intelligence Officer

**SIPRNet**—Secure Internet Protocol Routing Network

**SMT**—Shelter Management Team

**SOF**—Supervisor of Flying

**TST**—Time Sensitive Targeting

**TWG**—Threat Working Group

**UCC**—Unit Control Center

**USAFE**—U.S. Air Forces in Europe

**UXO**—Unexploded Ordinance

**VOSIP**—Voice Over Secure Internet Protocol

**WOC**—Wing Operations Center