BY ORDER OF THE COMMANDER,
21ST SPACE WING

21ST SPACE WING INSTRUCTION 10-101

15 SEPTEMBER 2005

Operations

21ST SPACE WING BATTLE
STAFF OPERATIONS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This instruction implements AFSPCI 10-101, **Battle Staff/Crisis Action Team Operations**. It applies to all military personnel or key civilian personnel assigned to 21st Space Wing (21 SW) and its subordinate units. This instruction prescribes wing policies and procedures to respond to, direct, and execute time-sensitive operations through the use of contingency staffs. These operations are necessary to support war plans or periods of increased readiness, or respond to major accidents or disaster situations. 21 SW contingency staffs consist of the wing Battle Staff (BS) and Crisis Action Team, the 721st Mission Support Group Contingency Operations Center at Cheyenne Mountain AFS, Unit Control Centers, and operations squadron Crisis Response Elements. It does not apply to the ANG or AFRC. Maintain and dispose of records created as a result of prescribed processes in accordance with Air Force Records Disposition Schedule (RDS) which may be found on-line at **https://webrims.amc.af.mil**.

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed. All tasked 21 SW unit commanders and staff agencies are now tasked to provide a Battle Staff (BS) Point of Contact (POC) to act as liaison for all battle staff administrative issues. Units are now required to appoint BS team members and at least one alternate in writing using the updated format at **Attachment 8** and forward two copies to 21 SW/DOC (one to the WOC and one to the BS Manager). BS Organization is now comprised of three teams, A, B and C. BS members reporting to the BS should report within one hour of initiation unless notified otherwise. 14 AF/AOC is now the Joint Space Operations Center (JSpOC). BS members are now trained in the proper use of checklist markings. Updated **Attachment 4,** Battle Staff Personnel Requirements Matrix.

1. General. When formed, the 21 SW Battle Staff (BS) provides the 21 SW Commander the ability to plan, direct, coordinate, and exercise command and control (C2) of wing forces across the spectrum of conflict. This includes monitoring on-going execution of operational tasking received from higher headquarters. The BS, located in the 21 SW Operations Center (WOC), is the wing-level C2 authority for response to wartime and peacetime crisis situations. BS members will:

1.1. Activate their functional area staff when required.

1.2. Coordinate and track all actions for which they are designated OPR, including coordination with OCRs and appropriate activities at the 21 SW.

1.3. Prepare required message traffic implementing actions for which they are designated OPR.

1.4. Assist the BS Director and Executive Officer in preparing required briefings.

1.5. Ensure required LERTCON, FPCON, and INFOCON actions are accomplished.

2. Responsibilities:

2.1. **Commander, 21st Space Wing (21 SW/CC) will:**

2.1.1. Direct activation or deactivation of the wing BS or Crisis Action Team (CAT) in response to HHQ direction or local contingencies.

2.1.2. Act as BS Commander and direct BS activities.

2.1.3. Direct implementation of HHQ and wing directives or plans.

2.1.4. Prioritize operational considerations and direct Courses of Action (COA) implementation.

2.1.5. Direct the 21 SW WOC to up-channel Operational Event/Incident Reports (OPREP-3s) to 14th Air Force, HQ Air Force Space Command (HQ AFSPC), HQ United States Air Force (HQ USAF), and the Joint Chiefs of Staff (JCS), as appropriate.

2.1.6. Support the Disaster Control Group (DCG) On-Scene Commander (OSC) during response to and recovery from major accidents, incidents, or disasters on or off Peterson AFB.

2.1.7. Direct wing personnel to support BS activities.

2.2. **Vice Commander, 21st Space Wing (21 SW/CV) will:**

2.2.1. In the absence of 21 SW/CC, perform duties outlined in paragraph **2.1.**

2.3. **Commander, 21st Operations Group (21 OG/CC) will provide:**

2.3.1. Overall BS direction of the wing operational mission through operations squadrons.

2.3.2. BS intelligence and weather support through the 21st Operations Support Squadron (21 OSS).

2.3.3. A Space Control Team (SCT) to monitor, plan, coordinate, and control space control unit activities.

2.4. **Commander, 21st Maintenance Group (21 MXG/CC) will provide:**

2.4.1. Overall BS direction of 21 SW weapon system maintenance and communications support across the entire wing.

2.5. **Commander, 21st Space Communications Squadron (21 SCS/CC) will provide:**

2.5.1. Communications/information systems status and capabilities, and BS Information Operations Condition (INFOCON) courses of action.

2.5.2. Leased BS pagers and replacement of defective pagers.

2.5.3. High priority maintenance or restoration of BS and WOC communications and information systems exceeding the repair capability of WOC staff.

2.6. **Commander, 21st Medical Group (21 MDG/CC) will provide:**

2.6.1. Overall direction and status of wing medical resources and capabilities.

2.7. **Commander, 721st Mission Support Group (721 MSG/CC) will provide:**

2.7.1. Overall direction and status of mission support functions at Cheyenne Mountain AFS through the 721 MSG Contingency Operations Center (COC).

2.8. **Commander, 21st Mission Support Group (21 MSG/CC) will provide:**

2.8.1. Overall BS direction and status of Peterson AFB mission support functions.

2.9. **Commander, 21st Security Forces Squadron (21 SFS/CC) will provide:**

2.9.1. Installation security and resource protection status and capabilities.

2.10. **Commander, 21st Civil Engineering Squadron (21 CES/CC) will provide:**

2.10.1. Installation construction, repair, full-spectrum threat response, and fire protection status and capabilities.

2.11. **Commander, 21st Logistics Readiness Squadron (21 LRS/CC) will provide:**

2.11.1. Supply, transportation, and deployment operations capabilities and status

2.12. **Commander, 21st Mission Support Squadron (21 MSS/CC) will provide:**

2.12.1. Military/civilian personnel management and family assistance status and capabilities.

2.13. **Commander, 21st Services Squadron (21 SVS/CC) will provide:**

2.13.1. Food service, lodging, recreation, personnel search and recovery, and mortuary affairs status and capabilities.

2.14. **Commander, Detachment 803, Air Force Office of Special Investigations (AFOSI), will provide:**

2.14.1. Potential foreign or domestic terrorist threat assessments and recommended courses of action.

2.14.2. Intelligence updates and potential threats posed by military or economic adversaries.

2.15. **The Chief, Wing Plans and Programs (21 SW/XP) will provide:**

2.15.1. BS deliberate and crisis action planning expertise.

2.16. **The Staff Judge Advocate (21 SW/JA) will provide:**

2.16.1. Advice on legal obligations and ramifications of BS decisions and actions.

2.17. **The Chief, Wing Safety (21 SW/SE) will provide:**

2.17.1. Advice to the BS regarding safety issues and risk management for the entire scope of wing functions.

2.18. **The Chief, Wing Public Affairs (21 SW/PA) will provide:**

2.18.1. BS guidance on all public comments, including, but not limited to, news releases to all local, regional, national, and international media, response to media queries, setup of news conferences, and interviews of 21 SW personnel.

2.19. **The 21 SW Anti-Terrorism Officer (21 SW/ATO) will provide:**

2.19.1. Force protection condition recommendations, courses of action, and BS interface with the 21 SW Threat Working Group.

2.20. **The 21st Space Wing Operations Center (21 SW/DOC) will:**

2.20.1. Serve as 21 SW office of primary responsibility for BS operations.

2.20.2. Immediately notify the Battle Staff Commander of any information that falls within the Commander's Critical Information Requirements outlined in **Attachment 2**.

2.20.3. Receive operational tasking via the weekly Joint Space Operations Center (JSpOC) Space Tasking Order (STO) and forward to appropriate units and the BS for action.

2.20.4. Draft, coordinate, gain approval, and transmit OPREP-3s for events at Peterson AFB, Cheyenne Mountain AFS, and 21 SW geographically separated units (GSUs) not serviced by a host Air Force wing command post or operations center.

2.20.5. Compile, coordinate, gain approval, and transmit daily 21 SW Commander's Situation Reports (SITREPs).

2.20.6. Receive, process, and disseminate all Readiness Condition (LERTCON) changes, Force Protection Condition (FPCON) changes and Information Condition (INFOCON) changes to the group commanders.

2.20.7. Execute control of space sensors for the commander, Joint Space Operations.

2.20.8. Maintain a 24-hour capability to recall the BS and wing personnel in a timely manner. When directed, execute BS and wing recalls IAW AFSPCI 10-207, Alert Notification Procedures, with all pertinent supplements.

2.20.9. Provide base notification of incidents or emergency situations using GIANT VOICE or other base networks under WOC control.

2.20.10. Ensure readiness of primary and alternate BS facilities and associated equipment.

2.20.11. Develop, coordinate, and maintain classified and unclassified BS checklists.

2.20.12. Provide initial and quarterly recurring training to wing BS members.

2.21. **All tasked 21 SW unit commanders and staff agency chiefs will:**

2.21.1. Appoint a group level BS Point of Contact as a liaison for all administrative matters pertaining to the BS.

2.21.2. Provide personnel to support BS components and functions outlined in paragraph **4.** and **Attachment 4**.

2.21.3. Appoint BS team members and at least one alternate in writing using the format at **Attachment 8** and forward two copies to 21 SW/DOC (one to the WOC and one to the BS Manager). Appointment letters also serve as entry access lists for the Battle Staff facility. Organizations tasked to provide SCT members will provide a copy of appointment letters to 21 OSS/OSOT. All BS members will have a minimum of a Secret security clearance.

2.21.4. Immediately forward any information that falls within the Commander's Critical Information Requirements outlined in **Attachment 2** to the WOC, or to the BS when it is formed.

2.21.5. Ensure those chosen for BS duty are completely knowledgeable in their specific areas of expertise supporting BS functions and operations and ensure personnel attend initial battle staff training within 30 days of appointment.

2.21.6. Assign BS pagers to their BS representatives, and assure possession of pagers by a trained primary or alternate representative at all times.

3. BS Locations. The primary location for the 21 SW BS operations is HQ 21st Space Wing, Building 845, Room 150. The alternate location is Voyager Hall, Building 1158, Room 103. The tertiary location is building 1324, Civil Engineering, CE Readiness Classroom 2.

4. BS Organization and Functions. The BS is organized to respond to the commander's needs, which could range from a fully formed BS to a CAT of only those BS members required for a limited situation. The BS will be convened or placed on alert as directed by the 21 SW Commander or designated alternate. The BS must have the ability to conduct 24-hour operations and consists of three teams, "A" team, "B" team and "C" team. Each team is divided into functional cells.

4.1. **Command Cell:** The Command Cell is composed of the BS Commander, Chief of Operations, Chief of Maintenance, Chief of Mission Support, and Chief Medical Officer, supported by a Battle Staff Director, a Special Advisory Staff and a WOC Liaison Officer. The Command Cell executes overall command of the BS, while delegating the requirement to provide detailed guidance and direction of forces to the Battle Staff Director and subordinate cell directors, as much as possible. These forces provide decentralized execution, and ensure the wing's mission and Peterson Complex activities, support functions, and survivability continue to the maximum extent possible.

4.1.1. Battle Staff Director (BSD): The BSD will:

4.1.1.1. Maintain a working knowledge of plans, policies, and procedures applicable to the wing's wartime mission and contingency operations.

4.1.1.2. Ensure implementation of LERTCON, FPCON, or INFOCON actions as appropriate.

4.1.1.3. Assist Command Cell members by facilitating checklist processing and ensuring completion of action items.

4.1.1.4. Oversee battle staff status briefing construction and presentation, and briefs significant events recorded and tracked via the Event Tracking System.

4.1.1.5. Should be in the grade of an O-4 or O-5.

4.1.2. Special Advisory Staff (SAS). SAS members interact directly with the Command Cell and cell directors. SAS members provide specialized expertise and will consist of senior representatives from the Staff Judge Advocate, Safety, Public Affairs, and the Anti-Terrorism Office.

4.1.3. WOC Liaison Officer (WOCLO): The WOCLO is the interface for information and tasking between the WOC operations crew, the Command Cell, and the functional cell directors.

4.2. **Cell Directors:** Battle Staff cell directors are lead agents for providing coordinated guidance and direction from the Battle Staff to their subordinate units and Unit Control Centers (UCCs). The cell directors will consist of a Mission Operations Cell Director, a Mission Support Cell Director, and a Maintenance Cell Director. The cell directors are a cross-functional team with cross-functional responsibilities. For example, a disaster at a GSU that damages real property, causes injuries or fatalities, and degrades unit mission capability will likely drive activities from the Maintenance Cell, the Mission Operations Cell, and possibly from the Mission Support Cell.

4.2.1. **Mission Operations Cell (MOC):** The MOC Director (MOCD) is the BS Commander's executive agent responsible for directing all aspects of the 21 SW operational mission. The MOCD executes those responsibilities through the GSU Operations Staff and the Space Control Team.

4.2.1.1. Interpreting Space Tasking Order (STO) requirements and analyzing 21 SW's ability to execute the STO as constrained by personnel and equipment, Limiting Factors (LIMFACs), space or terrestrial weather, lines of communication, threats or enemy actions, and length of any windows of opportunity.

4.2.1.2. Devising a space estimate of the situation.

4.2.1.3. GSU Operations Staff (GOS): GOS members interact primarily with operations squadron Crisis Response Elements (CREs) and will:

4.2.1.3.1. Coordinate non-mission related activities and status with ground or space-based missile warning units.

4.2.1.3.2. Coordinate non-mission related space control unit activities and status with the SCT as much as possible within security classification limits.

4.2.1.3.3. Assist the WOC operations crew with production of the daily 21 SW Commander's Situation Report (SITREP).

4.2.1.3.4. Coordinate all mission-related activities with space control units. The WOC and BS will coordinate non-mission activities.

4.2.1.3.5. Coordinate space control unit activities and status with higher headquarters, the MOC, and the WOC as much as possible within security classification constraints.

4.2.2. **Survival and Recovery Cell (SRC):** The SRC's primary focus is the safety and protection of personnel and resources assigned to the Peterson Complex, as well as enabling the functional mission of Peterson Complex units. The SRC is the wing-level control center for response to natural or man-made accidents and incidents on PAFB or within the PAFB Disaster Response Force area of responsibility. The SRC Director (SRCD) will oversee base response and recovery activities, and keep the BS informed of those activities and base status changes. The SRCD will also oversee all BS support of wing deployment operations. The SRCD executes these responsibilities through a Survival and Recovery Cell Staff (SRCS). The SRCS will consist of representatives from:

4.2.2.1. 21st Civil Engineering Squadron: Coordinates requirements for infrastructure, utility, and real property repair requirements, expedient hardening and construction, environmental

controls, and chemical, biological, nuclear, and conventional attack preparation or response. Provides advice or support to GSUs for civil engineering issues.

4.2.2.2. 21st Security Forces Squadron: Monitors on-going base security, defense, and law enforcement activities throughout 21 SW. Advises BS on PAFB or GSU security and law enforcement issues. In concert with the Anti-Terrorism Officer and Threat Working Group, recommends force protection courses of action

4.2.2.3. 21st Logistics Readiness Squadron: Keeps the BS informed of supply issues, fuel, liquid oxygen, transportation, and materiel handling capability. Monitors passenger/cargo processing and transportation support during wing deployment operations. Supports any BS logistical needs, such as transportation to the alternate BS location.

4.2.2.4. 21st Mission Support Squadron: Coordinates all wing activities for civilian or military personnel management and readiness, casualty notification and family assistance, and personnel strength reporting. Monitors personnel processing during wing deployment operations.

4.2.2.5. 21st Services Squadron: Coordinates troop subsistence, lodging, and morale activities. Monitors personnel search and recovery operations and mortuary affairs issues. Coordinates required lodging and food service support for the BS.

4.2.2.6. 21st Medical Group: Coordinates Peterson AFB Clinic contingency medical response activities, including casualty treatment and transport, critical incident stress management, bioenvironmental engineering, and public health. Monitors status of medical capabilities. Maintains liaison with the 21 MDG Medical Control Center and off-base medical response and treatment facilities.

4.2.3. **Maintenance Cell Director (MXCD):** The MXCD maintains communication with the consolidated 21 MXG Control Center and will:

4.2.3.1. Keep the BS informed of weapon system maintenance status and work any wing-level actions required, such as requests for emergency depot-level maintenance.

4.2.3.2. Provide BS with communications network and infrastructure status throughout the wing. Coordinate any communications issues, requirements, and repairs passed to the BS

4.2.3.3. Recommend reactive and proactive actions related to Information Operations Condition (INFOCON) and computer network defense activities.

4.2.4. **Fusion Cell (FC):** The FC assists the Battle Staff Director by coordinating BS activity and keeping the BS running efficiently. The FC will consolidate inputs from the various cells and maintain the Readiness Briefing, a detailed overview of wing operations, for the Command Cell. The Fusion Cell will consist of an Executive Officer, Situation Monitor, and Information Managers

4.2.4.1. **BS Executive Officer (BS XO):** Duties include:

4.2.4.1.1. Performing Battle Staff Director duties in the absence of the primary.

4.2.4.1.2. Managing information flow within the BS by distributing action and information items to the appropriate cells and advisors, and entering or updating information in the Event Tracking System.

4.2.4.1.3. Maintaining overall situational awareness of checklist status (open / holding / closed), battle rhythm events, and report suspense times for the Command Cell.

4.2.4.1.4. Coordinating display of situational awareness tools (logs, briefings, checklists, etc.).

4.2.4.1.5. Supervising the Situation Monitor and ensuring the Readiness Briefing is kept current and presented at the set interval, or a time directed by the Command Cell.

4.2.4.1.6. Supervising BS Information Managers (IM) in maintaining the Event Tracking System, message traffic, event status boards, and providing physical security control. Information Managers assigned to BS teams must have at least a 5-skill level, along with experience in standard Microsoft Office suites and message preparation software.

4.3. **BS Associate Positions:** BS Associates are not sitting members of the BS, but are present to provide necessary briefings or updates. Otherwise, they operate out of their respective work areas. Base tenant units may be called as Associates for base emergencies affecting their operations. The following organizations are full-time BS Associates:

4.3.1. 721st Mission Support Group: Serves as a liaison between the 721 MSG Commander and the Battle Staff regarding Cheyenne Mountain AFS support issues or contingencies.

4.3.2. Intelligence Flight (21 OSS/IN)

4.3.3. Weather Flight (21 OSS/OSW)

4.3.4. 21 SW Installation Deployment Officer (21 LRS/LGR)

4.3.5. Det 803, AFOSI

4.3.6. Plans and Programs (21 SW/XP)

4.3.7. Threat Working Group (TWG)

4.3.8. ANG/AFRC Rep

4.4. **Crisis Action Teams:** The BS Commander can assess a limited situation and direct activation of a CAT of specific BS members to respond to the situation before forming a full BS. Conversely, the BS can also be reduced to a CAT to manage a situation not requiring the entire BS.

4.4.1. Organizations without full-time BS membership can be tasked to provide functional area expertise to a CAT. The Command Cell will determine composition of the CAT, with recommendations from the cell directors.

4.4.2. This same process can be applied to the SCT if it is activated independently of the BS. The BS Chief of Operations will determine the composition of a Space Control CAT, with recommendations from the MOCD and SCT leaders.

4.5. **Unit Control Centers (UCCs):** UCCs provide a focal point within a unit (normally a squadron or staff agency) to monitor and employ unit resources and capability, and to coordinate unit-level activities during a contingency or crisis. UCCs support the Battle Staff by coordinating unit activities and status with their respective Battle Staff cell.

4.5.1. UCCs will be established, structured, and equipped to meet the needs of the unit commander or staff agency chief supporting BS functions, and in executing required organization

taskings in 21 SW functional plans (i.e., Full Spectrum Threat Response Plan 10-2, Installation Security Plan 31-1, Installation Deployment Plan 10-403, etc.) and operations plans.

4.5.2. UCCs will activate immediately upon any activation of the BS to provide support and execute BS directives. UCCs will be structured to conduct 24-hour operations when necessary.

4.5.3. The 721 MSG Contingency Operations Center is the central control center for 21 SW support activities at Cheyenne Mountain AFS.

4.6. **Crisis Response Elements (CREs):** CREs have the same basic role as UCCs, but will be established at geographically separated operations squadrons. CREs form to augment operations crews and to assume additional workloads imposed by an increased readiness posture or local crisis situation.

4.6.1. CREs will be organized and equipped to meet the needs of the GSU commander in managing site contingencies or emergencies either locally or in response to wing or HHQ tasking.

4.6.2. CREs will activate immediately upon recall of the entire wing or if directed by the BS Commander or Chief of Operations. Activations in response to other wing alert notifications will be at the discretion of the GSU commander. CREs will be structured to conduct 24-hour operations if necessary.

4.6.3. Operations and mission status reporting (i.e., OPSCAP/SYSCAP, OPREP-3, SITREP information, locally directed FPCON/INFOCON changes, etc.) will continue to be reported to the WOC by operations crews. All other reporting and status (to include FPCON/INFOCON/LERTCON attainments) will be directed from the CRE to the Mission Operations Cell or SCT when the BS is formed.

4.6.4. The WOC will be notified when a GSU commander activates the unit CRE for a local contingency and not in response to wing-level or higher direction.

5. Activation. The 21 SW/CC will decide if the BS or a CAT will activate in response to a contingency and direct a recall through the WOC. The 21 SW/CC or Commander, AFSPC can activate the SCT without the BS for a classified contingency involving only space control units. Each organization supporting the BS will develop internal procedures to recall BS members within their organizations IAW AFSPCI 10-207_21SWSUP1, *21 SW Alert Notification Procedures*. BS members will report immediately and safely to the BS location. The goal is to report to the BS within one hour of recall, unless notified otherwise.

5.1. When directed to activate the BS, the WOC will contact 21 SW group commanders and the Director of Staff, who will initiate telephonic recall of BS representatives using the appropriate wing alert notification. The WOC will also immediately transmit the appropriate recall code via the BS pager system as a backup means of notification. These codes are contained in **Attachment 7** to this instruction. Standard wing alert notifications are contained in AFSPCI 10-207_21SWSUP1.

5.2. Upon recall notification, "A", "B" and "C" Team BS members (as directed) will report immediately and safely to the BS location to begin BS activation and respond to the situation. Alternate BS team members will report for duty if primary representatives are not available.

5.2.1. When the Command Cell approves the battle rhythm and defining shift schedule, the relief BS team will receive a situation briefing prior to release into a rest period (if initially recalled). If necessary, relief team members will be used as substitutes for their opposite team counterparts.

5.3. The BS Commander will declare the BS activated when it is completely formed, updated, and prepared to assume responsibility for the situation. If not previously directed, the BS Commander or Chief of Operations will determine the requirement for operations squadrons to form unit CREs.

   5.3.1. BS members not required by the situation will be released or placed on alert by the BS Commander, based on recommendations from the other Command Cell members.

   5.3.2. The WOC will notify HQ AFSPC Command Center, 14 AF Joint Space Operations Center (JSpOC) and GSUs of BS or CAT activation time and reason via record-copy message, along with telephone contact numbers and any BS Commander's direction. The WOC will also advise the same addressees (less GSUs) of BS deactivation or reduction to a CAT. The Mission Operations Cell will provide this information to the GSUs when formed.

6. BS Information Flow and Communications.

   6.1. **Information Flow.**

   6.1.1. The BS will coordinate its actions closely with the Wing Operations Center crew. The WOC is the focal point for up-channeling information to HHQ and must track events in parallel to the BS to determine if an on-going event becomes OPREP-3 reportable.

   6.1.2. Cell directors, advisors, and the WOC will disseminate information and coordinate BS action items with each other and the Battle Staff Director. BS members will notify their unit control centers or other unit work centers to implement BS directives, as required. BS members will continually update their appropriate cell directors and organization commanders on the status of events, any open action items, or delays in implementing contingency actions.

   6.1.3. All significant events and taskings received by the WOC or BS will be initially documented on a 21 SW/DOC Form 37, Battle Staff Action Memo, and provided to the Battle Staff Director or Executive Officer. (A significant event is an event that will affect or has affected the status or capability of a 21 SW unit, and must be acted upon by the BS.) Upon receipt, the BSD or XO will make a determination whether the Command Cell needs to be notified of the event or tasking.

      6.1.3.1. Form 37's will be prepared with a minimum of three copies (original plus two copies) for the Fusion Cell and the WOC. All times will be in Universal (Zulu) Time. The BS XO will ensure any required information is entered into the Event Tracking System.

      6.1.3.2. BS representatives will complete Form 37's with as much detail as possible about the event or tasking being documented. When completed, Form 37's and all pertinent blocks will be completed and the appropriate security classification (Confidential or Secret), will be annotated at the top and bottom. As a minimum the form 37 will be marked "For Official Use Only."

      6.1.3.3. The 21 SW BS will use the Event Tracking System (ETS). The ETS is an electronic log used to track events as they occur.

   6.2. **Communications Requirements** : The following minimum communications will be maintained at both the primary and alternate BS locations:

   6.2.1. Administrative and secure telephones, secure and non-secure facsimile equipment, and access to land-mobile radios capable of monitoring all base emergency radio nets.

   6.2.2. Projection capability to conduct briefings, display status, or monitor contingency actions.

6.2.3. A secure computer network with access to the Secure Internet Protocol Routing Network (SIPRNET).

7. BS Checklists: The BS will use checklists in response to events or incidents. These checklists will provide a list of general BS actions necessary to gather information, assess impacts, develop courses of action, and respond to or recover from a given situation. BS checklists will be developed from approved functional and operations plans, instructions, or other directives.

7.1. 21 SW/DOC has overall responsibility for developing and coordinating required BS checklists.

7.2. Organizations supporting the BS will develop specific checklists for use by their BS representatives or UCCs to complete BS checklist actions or unit actions required by wing plans.

8. Training Requirements: 21 SW/DOC has overall responsibility for establishing and conducting general BS member training. 21 SW/DOC will ensure BS representatives are trained on the procedural operations of the BS, to include BS organization, BS member responsibilities, and overview of facilities. All 21 SW group commanders and the Director of Staff will develop unit-specific UCC/CRE and BS member training programs that fit their needs and satisfy the requirements of AFSPCI 10-101, this instruction, AFI 10-2501, *Full Spectrum Threat Response (FSTR) Planning and Operations,* and AFMAN 32-4004, *Emergency Response Operations*. Each commander will ensure its representatives are trained and qualified for Battle Staff duties.

8.1. 21 SW/DOC will provide training assistance for unit contingency staffs regarding their command and control relationship to the BS.

8.2. General training of 21 SW BS members will consist of two areas: initial and recurring training.

8.2.1. Initial Training (IT) consists of an orientation to BS operations and must be completed prior to performing duty as a BS member. IT training items cover, at a minimum:

8.2.1.1. Composition of battle staff/CAT and duties/functional responsibilities of members.

8.2.1.2. Physical configuration, entry control and physical security of facilities

8.2.1.3. Communication systems and information flow

8.2.1.4. Operations and Communications Security vulnerabilities and procedures

8.2.1.5. Significant event and checklist processing

8.2.1.6. FPCON, INFOCON, and LERTCON changes and attainment

8.2.1.7. Evacuation and relocation to alternate facility

8.2.1.8. Briefing and report requirements and construction

8.2.1.9. Training Procedures.

8.2.1.10. Checklist Markings. To aid in situational awareness and crew position changeovers, it is recommended that BS members use the following standard markings: Members should not proceed from one step to the next without appropriately marking each step.

8.2.1.10.1. A ”√” indicates the step was accomplished.

8.2.1.10.2. An “**O**” indicates the step was noted or initiated open but not completed. All steps must be accomplished before the checklist is considered complete.

8.2.1.10.3. An "**N**" indicates the step is not applicable/not required.

8.2.1.10.4. A "**P**" indicates a checklist step was previously accomplished.

8.2.1.10.5. An "**S**" indicates that the checklist step is to be simulated.

8.2.2. Recurring Training (RT) is conducted for BS members at least quarterly and focuses on new BS procedures, lessons learned from exercises or real-world events, and reviews of current procedures. Participation in wing exercises can also satisfy recurring training needs if they cover any of the objectives below. BS members will be given recurring training by classroom sessions and include the following:

8.2.2.1. FPCON, INFOCON, or LERTCON changes.

8.2.2.2. Major Accident Response.

8.2.2.3. Natural Disaster Response.

8.2.2.4. BS Evacuation and Relocation.

8.2.2.5. Battle Staff Checklists.

8.2.2.6. Battle Staff Security.

8.3. BS Associate Training: Associates are not required to attend training.

8.4. Position-specific Training: All organizations responsible for providing BS representatives will conduct their own unit-level training in specific unit actions or tasks supporting contingency operations.

8.5. Documentation: Document BS or unit-level training on appropriate standard training forms or computer-based programs. Retain documentation for one year or when the individual is no longer performing BS or unit contingency staff duties.

9. Operations Security (OPSEC). BS members will:

9.1. Be aware of the adversarial threat to 21 SW systems, mission, and personnel.

9.2. Receive a local threat assessment by the wing Threat Working Group as part of recurring BS Readiness Briefings.

9.3. Practice the "need-to-know" principle when discussing sensitive unclassified information over non-secure lines. Dispose of classified and sensitive unclassified material properly when no longer needed.

9.4. Reduce indicators that could reveal the nature of BS operations.

9.5. Use door locks, sound masking, and red lights to provide security for and awareness of classified briefings or group discussions taking place inside the BS facility

10. Communications Security (COMSEC). BS members will:

10.1. Never discuss or talk around classified information on any unsecure telephone.

10.2. Ensure all two-way communication devices are secured in the main facility corridor of the WOC prior to entering any BS areas or the WOC crew floor.

10.2.1. State to all in the vicinity "Open Line" if making or answering a non-secure call, to prevent an OPSEC/COMSEC violation. Once the non-secure call is complete, advise all in the vicinity of a "Closed Line." Personnel will not open a non-secure line when a secure call or discussion is in progress.

10.2.2. Inform all personnel "Secure Up" when making a secure call. Members with a non-secure line open should end their discussion immediately to prevent an OPSEC/COMSEC violation. Advise all "Secure Down" once the secure call is complete. Members are clear to open a non-secure line when the secure line is down.

10.3. All telephone instruments within the BS will be equipped with push-to-talk handsets.

11. BS Briefing Requirements. BS briefings inform members of tasking, current situation and status, and limitations affecting task accomplishment. There are two standard briefings conducted within the BS, the Quick Look and the Readiness Briefing.

11.1. The Quick Look Briefing will provide a summary of the situation that caused activation, including known information, potential courses of action, response requirements or capabilities, and designate the lead cell for the situation.

11.2. Readiness Briefings will take place at regular intervals as part of the BS battle rhythm outlined in paragraph **12.** They are a review of current and projected operations and status across the wing.

11.3. All BS briefings are the responsibility of the Fusion Cell and inputs must be coordinated with the Battle Staff Director or Executive Officer. The Fusion Cell will ensure BS Associates that contribute to briefings are notified of scheduled briefing times and time changes. Inputs to Battle Briefings must be received no later than 60 minutes prior to briefing time.

11.4. Prior to presentation of classified briefings, the BSD or XO will ensure the BS facility is secure.

12. Battle Rhythm. The 21 SW battle rhythm will be based on the Commander, AFSPC battle rhythm, which is, in turn, based on that of USSTRATCOM. USSTRATCOM provides strategic mission type orders via an Operations Order (OPORD) to component commanders, with updates via Fragmentary Orders (FRAGOs) as required. Commander, AFSPC responds by directing and executing component forces under subordinate wings via the Space Tasking Order (STO). The battle rhythm is based on a 72-hour cycle (48 hours to plan the subsequent 24-hour execution period). The 21 SW battle rhythm incorporates and schedules inputs, processes, and outputs.

13. Physical Security / Entry Control. The WOC crew is responsible for controlling entry to the primary and alternate BS facilities during normal operations. When the BS is activated, BS members will control entry into the BS area. Prior to assuming entry control, the WOC crew will brief the BS door guard on his/her responsibilities and provide all required badges and IMT 1109s.

13.1. **BS Entry.** The WOC (consisting of the operations crew floor and BS areas) is designated a Protection Level 3 restricted area. All BS members must have and display a valid Automated Entry Control Card (AECC) with Area "1" open while in the restricted area. BS members will also be listed on the Entry Access List (EAL). Those without an AECC must be signed in on a visitor register and escorted while in the restricted area. A BS Information Manager will be stationed at the main WOC entrance as an entry controller to process those who do not have a valid AECC and require escort.

13.1.1. The entry controller will first verify all individuals requesting BS entry and not having a valid AECC are listed on a unit EAL using a valid military or civilian employee identification. Upon establishing positive identification and authorization for the individual to enter the BS facility, they will be signed in by a BS member sponsor using the IMT 1109, provide the door guard with a valid military or civilian identification card to be held until the issued visitors badge is returned, and escorted by the sponsor at all times. The sponsor will also ensure any personal items are searched prior to facility entry and two-way communication devices are removed and secured in the main facility corridor. Visitors will remain in the facility only as long as they are needed.

13.1.2. A visitor badge will be issued to individuals who have a valid need to enter the BS facility (such as to provide short-term special expertise), but are not on a BS member EAL. BS members will validate all BS visitor access needs and security clearances with the BS XO prior to visitor access into the BS facility. The identification card used to validate access requirements will be maintained by the entry controller until the temporary badge is returned.

14. Succession of Command. Succession of command for the 21 SW BS is: 21 SW/CC, 21 SW/CV, 21 SW/CR, 21 OG/CC, 21 MSG/CC, 21 MXG/CC, and 21 MDG/CC. Assumption of BS command will be by position and attendance. Assumption of BS command does not designate actual command of the 21 SW.

RICHARD E. WEBBER, Brigadier General, USAF
Commander, 21st Space Wing

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

Joint Publication 5-0, ***Doctrine For Planning Joint Operations.***

US Strategic Command Emergency Action Procedures (EAP-STRAT), Volume 15, ***Space Operations***

AFMAN 10-206, ***Operational Reporting*** (with supplements)

AFI 10-2501, ***Full Spectrum Threat Response (FSTR) Planning and Operations***

AFMAN 32-4004, ***Emergency Response Operations***

AFSPCPD 10-1, ***Battle Staff Operations***

AFSPCI 10-101, ***Battle Staff / Crisis Action Team Operations***

AFSPCI 10-207_21SWSUP1, ***21 SW Alert Notification Procedures***

Abbreviations and Acronyms

AECC—Automated Entry Control Card

AFSPC—Air Force Space Command

ANG—Air National Guard

AOC—Aerospace Operations Center

ATO—Anti-Terrorism Officer

BS—Battle Staff

BSAM—Battle Staff Action Memo

CAT—Crisis Action Team

CCIR—Commander's Critical Information Requirements

COMSEC—Communications Security

COMSPACEAF—Commander, Space Air Forces

CRE—Crisis Response Element

C2—Command and Control

DCG—Disaster Control Group

DEFCON—Defense Condition

DRF—Disaster Response Force

DO—Director of Operations

EAL—Entry Access List

EMERGCON—Emergency Condition

FC—Fusion Cell

FPCON—Force Protection Condition

FRAGO—Fragmentary Order

GOS—GSU Operations Staff (Mission Operations Cell)

GSU—Geographically Separated Unit

HHQ—Higher Headquarters

IDO—Installation Deployment Officer

IM—Information Manager

INFOCON—Information Operations Condition

IRE—Initial Response Element

IT—Initial Training

LERTCON—Readiness Condition

LIMFAC—Limiting Factor

LMR—Land-Mobile Radio

MOC—Mission Operations Cell

MOCD—Mission Operations Cell Director

SRC—Survival and Recovery Cell

SRCD—Survival and Recovery Director

SRCS—Mission Support Cell Staff

MXC—Maintenance Cell

MXCD—Maintenance Cell Director

OPCON—Operational Control

OPORD—Operations Order

OPLAN—Operations Plan

OPREP-3—Operational Event/Incident Report

OPS—Operations Planning Staff (Mission Operations Cell)

OPSCAP—Operations Capability

OPSEC—Operations Security

PAFB—Peterson Air Force Base

RT—Recurring Training

SAS—Special Advisory Staff

SCIF—Special Compartmented Information Facility

SCT—Space Control Team

SIPRNET—Secure Internet Protocol Router Network

SITREP—Commander's Situation Report

STO—Space Tasking Order

SYSCAP—System Capability

TACON—Tactical Control

UCC—Unit Control Center

USSTRATCOM—United States Strategic Command

WOCLO—Wing Operations Center Liaison Officer

WOC—Wing Operations Center

XO—Executive Officer

Terms

Battle Staff—A staff formed by the commander to plan, direct, and coordinate forces in response to contingency and crisis situations. This includes developing courses of action and executing commander and HHQ directives. In 21 SW, the wing Battle Staff is divided into three teams, "A", "B" and "C" teams. Each team is divided into five functional cells: Command, Fusion, Mission Operations, Maintenance, and the SRC.

Battle Staff Associate—An organization that does not provide a sitting representative to the BS, but is present when necessary to receive or provide briefings and updates. Otherwise, it operates out of its respective work areas. Examples include Intelligence, Weather, and AFOSI.

Cell Directors—The Battle Staff element providing coordinated guidance and direction to wing units. This consists of the Mission Support Cell Director, Maintenance Cell Director, and Mission Operations Cell Director.

Command Cell—The Battle Staff element providing overall command of and direction to the Battle Staff functional cells regarding wing mission execution. The Command Cell consists of the Battle Staff Commander, Chief of Operations, Chief of Maintenance, Chief of Mission Support, and Chief Medical Officer. It also consists of staff advisors from the Staff Judge Advocate, Public Affairs, Safety, Anti-Terrorism Office, and the Air National Guard, along with a Wing Operations Center Liaison Officer

Crisis Action Team—A tailored team of Battle Staff members supported by various functional areas organized to respond to specific crisis situations, but not requiring the efforts of a complete Battle Staff. CAT composition varies according to the situation.

Crisis Response Element—A contingency staff formed by an operations squadron or detachment commander to plan, direct, and coordinate site response to contingency or crisis situations. The purpose of a CRE is to augment operations crews and to assume additional workloads imposed by an increased readiness posture or crisis situation. CREs also support the Battle Staff in planning, directing, controlling, and coordinating unit activities with the Mission Operations Cell.

Fusion Cell—The Battle Staff element that consolidates inputs from other Battle Staff cells and compiles them into an overview of wing status and capability for the Command Cell.

Maintenance Cell—The Battle Staff element managing all maintenance and communications activities across the wing, including configuration control, communications network status, INFOCON change recommendations, and computer network defense activities. This cell also acts as a consolidated unit control center for the 21st Maintenance Group.

Mission Operations Cell—The Battle Staff element responsible for planning, coordinating, and directing all aspects of the wing operational mission. It contains operations and plans personnel.

Operations Squadron—A space warning, space control, or operations support squadron under the 21st Operations Group.

Readiness Condition—Commonly called LERTCONs, the seven Readiness Conditions are divided into five Defense Conditions (DEFCONs) and two Emergency Conditions (EMERGCONs).

Significant Event—An event that will affect or has affected the status or capability of a 21 SW unit, and must be reacted to by the wing Battle Staff or Crisis Action Team. A wide range of events can fit into this category, from a natural disaster at Peterson AFB to failure of a system at a wing GSU.

Space Control Team—A cross-functional specialty team that interacts with space control squadrons and coordinates unit mission activities and status for the Battle Staff. The SCT consists of operations, plans, maintenance, and mission support personnel with a team leader. The SCT falls under the operational control of the Mission Operations Cell Director.

Survival and Recovery Cell—The SRC is responsible for the protection and operability of Peterson AFB. It provides Battle Staff direction and support for response to and recovery from disasters, major accidents, or other incidents on Peterson AFB or within the Peterson AFB disaster and accident response area of responsibility.

Unit Control Center—A contingency staff within a unit (normally a squadron or staff agency) that monitors unit resources and capability and coordinates unit activities during a crisis or contingency. UCCs are primarily formed by organizations on Peterson AFB or Cheyenne Mountain AFS. UCCs support the Battle Staff in planning, directing, coordinating, and controlling unit activities with their respective Battle Staff cell.

Attachment 2

COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

Changes in wing Readiness Condition (LERTCON), Force Protection Condition (FPCON) or Information Operations Condition (INFOCON).

Receipt of Emergency Action Messages.

Wing sensor Operations Capability (OPSCAP) changes that affect overall mission accomplishment.

Changes to intelligence factors or indicators.

False reports from wing sensors.

Major accidents, incidents, injuries, or fatalities involving civilian or military personnel, equipment, or facilities at Peterson AFB or at one of the wing's GSUs.

Deployment tasking, including Warning Orders, Alert Orders, and Execution Orders.
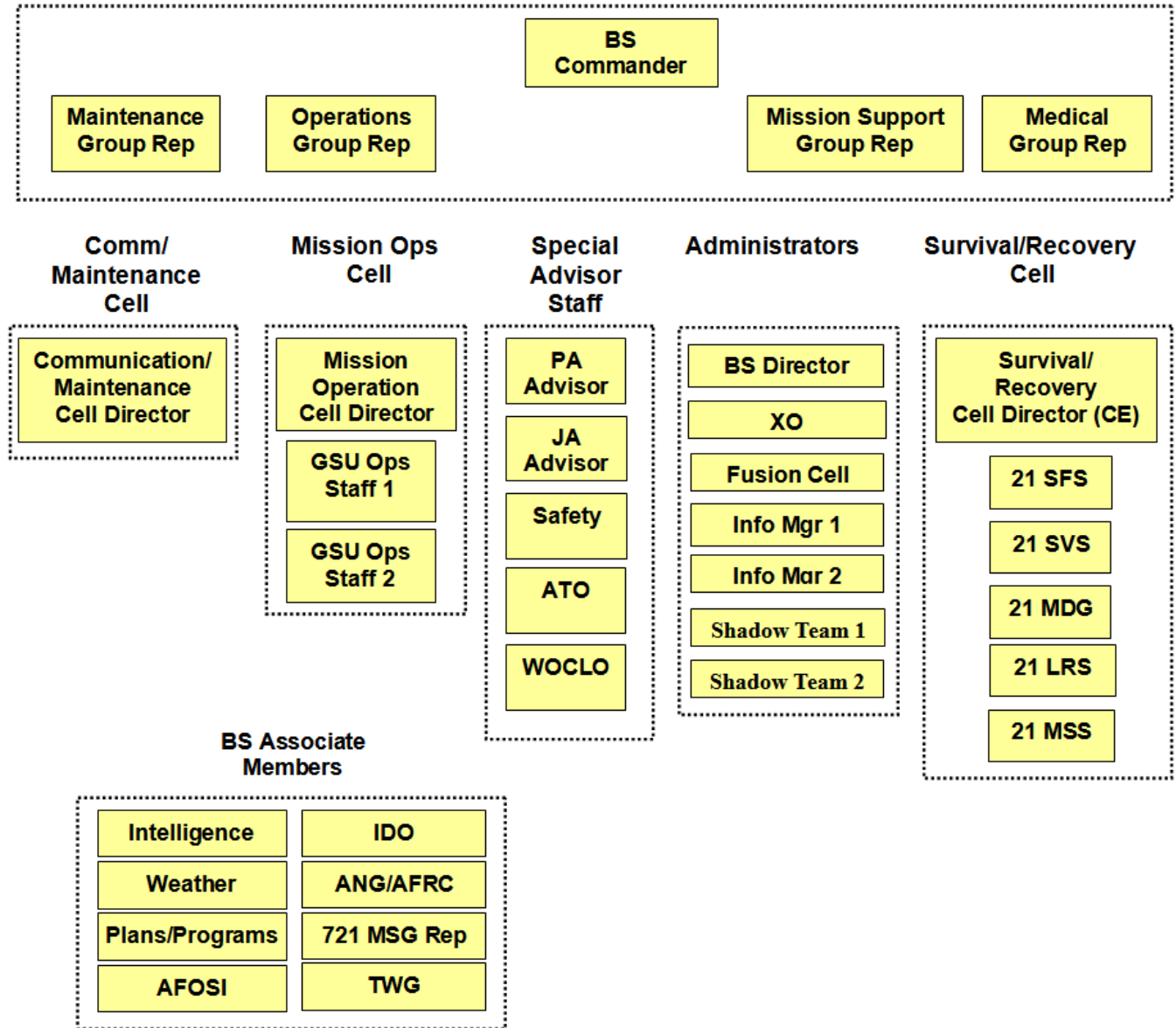
Events likely to generate an Operational Event/Incident Report (OPREP) or out-of-cycle Commander's Situation Report (SITREP) from any wing unit.

Changes to the JSPOC Space Tasking Order affecting 21 SW.

Natural disasters and severe weather affecting Peterson AFB or one of the wing's GSUs.

Attachment 3

ORGANIZATIONAL CHART
21 SW BATTLE STAFF

Attachment 4

BATTLE STAFF PERSONNEL REQUIREMENTS MATRIX

BS Position	Team Requirement/Tasked Organization/Totals in 24 hr Period
Command Cell	
BS Commander	1 Per Team - 21 SW CC/CV/IMA (A, B, C Teams = 3 in 24 hrs)
Operations Group	1 Per Team - 21 OG/CC/Deputy (A, B, C Teams = 3 in 24 hrs)
Mission Support Group	1 Per Team - 21 MSG/CC/Deputy (A, B, C Teams = 3 in 24 hrs)
Maintenance Group	1 Per Team - 21 MXG/CC/Deputy (A, B, C Teams = 3 in 24 hrs)
Medical Group	1 Per Team - 21 MDG/CC/Deputy (A, B, C Teams = 3 in 24 hrs)
Special Advisor Staff	
Judge Advocate	1 Per Team - 21 SW/JA/Reps (A, B, C Teams = 3 in 24 hrs)
Public Affairs	1 Per Team - 21 SW/PA/Reps (A, B, C Teams = 3 in 24 hrs)
Safety	1 Per Team - 21 SW/SE/Reps (A, B, C Teams = 3 in 24 hrs)
Anti-Terrorism Officer	1 Per Team - 21 SW/ATO/Reps (A, B, C Teams = 3 in 24 hrs)
WOC Liaison Officer	1 Per Team - 21 SW/DOC/Reps (A, B, C Teams = 3 in 24 hrs)
Cells	
Mission Operations Cell Director	1 Per Team - 21 OG/Reps (A, B, C Teams = 3 in 24 hrs)
GSU Operations Staff	2 Per Team - 21 OG/Reps (A, B, C Teams = 6 in 24 hrs)
Comm/Maintenance Cell Director	1 Per Team - 21 MXG/Reps (A, B, C Teams = 3 in 24 hrs)
Mission Support Cell Director	1 Per Team - 21 MSG/Reps (A, B, C Teams = 3 in 24 hrs)
Mission Support Cell Staff	1 Per Team - 21 MDG/Reps (A, B, C Teams = 3 in 24 hrs) 1 Per Team - 21 SFS/Reps (A, B, C Teams = 3 in 24 hrs) 1 Per Team - 21 LRS/Reps (A, B, C Teams = 3 in 24 hrs) 1 Per Team - 21 SVS/Reps (A, B, C Teams = 3 in 24 hrs) 1 Per Team - 21 MSS/Reps (A, B, C Teams = 3 in 24 hrs)
BS Director	1 Per Team - 21 OG/Reps (A, B, C Teams = 3 in 24 hrs)
BS Executive Officer	1 Per Team – 21 MXG (A Team = 1 in 24 hrs), 21 OG (B Team = 1 in 24 hrs), 21 MSG (C Team = 1 in 24 hrs)
Fusion Cell	1 Per Team – 21 MSG/Rep (A Team = 1 in 24 hrs), 21 MXG/Rep (B Team = 1 in 24 hrs), 21 OG/Rep (C Team = 1 in 24 hrs)
Information Managers	2 Per Team – 21 MSG/Rep (A Team = 2 in 24 hrs), 21 MDG/Reps (B Team = 2 in 24 hrs), 21 OG/Rep (C Team = 2 in 24 hrs)
"Hot Back-Up"/Alt BS Shadow Team	2 Per Team - 21 MXG/Rep (A Team = 2 in 24 hrs), 21 MSG/Rep (B Team = 2 in 24 hrs), 21 MDG/Rep (C Team = 2 in 24 hrs)
* Total	27 Members per Team

Shift Times: **(**members need to arrive 15 minutes early for change-over)
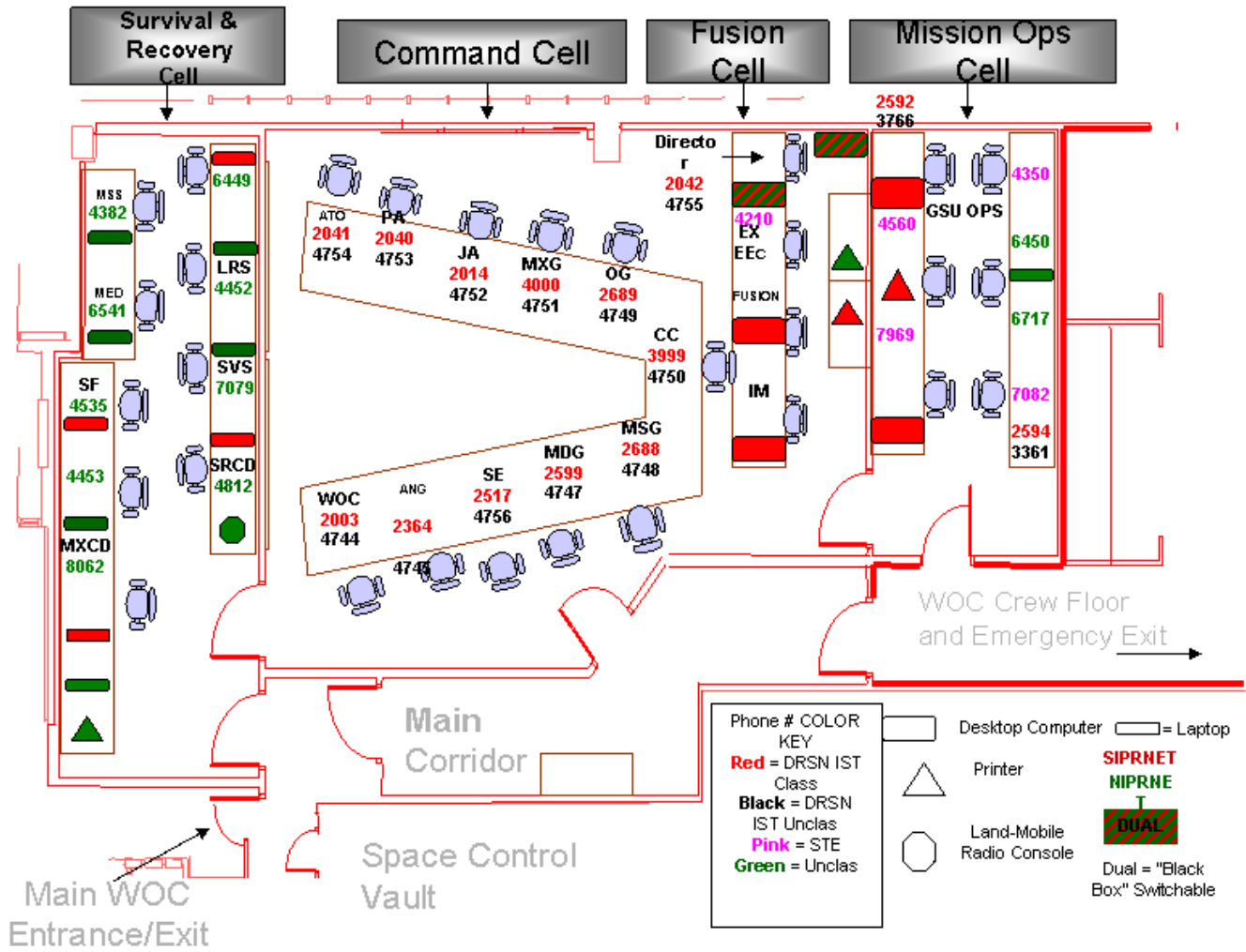
A Team: 0700-1500

B Team: 1500-2300

C Team: 2300-0700

* Note: Each position on the Battle Staff is required to have one (1) alternate individual designated per position. Designating a different representative for each alternate position is optimal, but not required, i.e. you can have the same alternate for A, B, and/or C teams. You cannot designate the same alternate for multiple positions, i.e. 21 OG is required to have two personnel fill two billets for the GSU Ops Staff for each team. The same individual cannot backup two billet requirements, so a second rep must be designated.
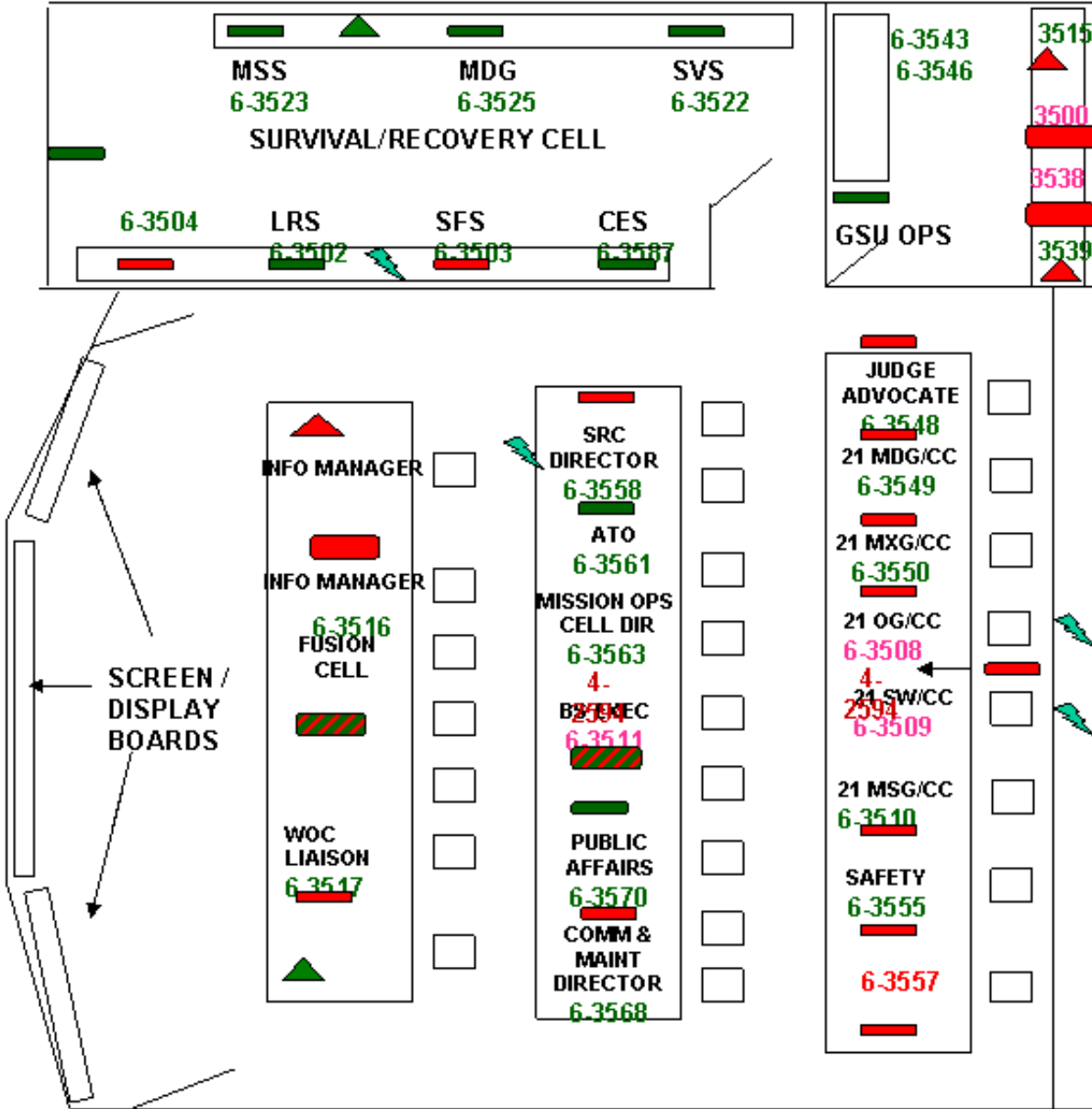
Attachment 5

BATTLE STAFF SEATING CHART, PRIMARY LOCATION

Attachment 6

ALTERNATE BATTLE STAFF SEATING CHART

MSS
6-3523

MDG
6-3525

SVS
6-3522

SURVIVAL/RECOVERY CELL

6-3504

LRS
6-3502

SFS
6-3503

CES
6-3587

6-3543
6-3546

3515

3500

3538

GSU OPS

3539

INFO MANAGER

INFO MANAGER
6-3516
FUSION
CELL

WOC
LIAISON
6-3517

SCREEN /
DISPLAY
BOARDS

SRC
DIRECTOR
6-3558

ATO
6-3561

MISSION OPS
CELL DIR
6-3563
4-
BSTEC
6-3511

PUBLIC
AFFAIRS
6-3570

COMM &
MAINT
DIRECTOR
6-3568

JUDGE
ADVOCATE
6-3548

21 MDG/CC
6-3549

21 MXG/CC
6-3550

21 OG/CC
6-3508
4-
21 SW/CC
2591
6-3509

21 MSG/CC
6-3510

SAFETY
6-3555

6-3557

= Land-Mobile Radio External
Antenna

Attachment 7

BATTLE STAFF PAGER ALERT CODES

<u>**Code**</u>	<u>**Description**</u>
111	BS members report as soon as safely possible to the <u>primary</u> Battle Staff location (Building 845). The goal during duty hours is 30 minutes; goal for off-duty hours is 60 minutes.
111HHMM	BS members report to the <u>primary</u> Battle Staff location at the specified (local) time. Example: Receiving "1111900" would direct reporting to the primary location at 1900L.
222	BS members report as soon as safely possible to the <u>alternate</u> Battle Staff location (Basement of Building 1158). The goal during duty hours is 30 minutes; goal for off-duty hours is 60 minutes.
222HHMM	BS members report to the <u>alternate</u> Battle Staff location at the specified (local) time. Example: Receiving "2222100" would direct reporting to the alternate location at 2100L.
333	Places BS members on six-ring alert immediately.
333HHMM	Places BS members on six-ring alert, effective at the specified (local) time.
444	Call the Wing Operations Center for instructions (556-4555 / 4660 / 4610). *NOTE:* This is transmitted to pass information that doesn't fit into one of the above categories.

Attachment 8

SAMPLE BATTLE STAFF APPOINTMENT LETTER

MEMORANDUM FOR 21 SW/DOC   1 May 05

FROM: 21 SVS/CC

     175 East Stewart Avenue

     Peterson AFB CO 80914-1650

SUBJECT: Wing Battle Staff Assignments and Entry Access List

The following individuals from the 21st Services Squadron are appointed to the wing Battle Staff with team and position assignments as indicated:

NAME	RANK	Last 6 SSAN	CLEARANCE	TEAM / POSITION
Jane M. Jones	Capt	45-6789	Top Secret	A Team / SVS Rep
John Q. Smith	GS-11	65-4321	Top Secret	B Team / SVS Rep
Robert D. White	Maj	89-4432	Top Secret	Alternate SVS Rep
Maria N. Brown	SSgt	92-1921	Secret	B Team Info Manager
Fred A. Peters	MSgt	94-9582	Top Secret	Space Control Team
David D. Davis	1Lt	49-5939	Secret	Alt Space Control

Others requiring Battle Staff access (provide justification for each):

NAME	RANK	Last 6 SSAN	CLEARANCE	TEAM / POSITION
John L. Doe	Lt Col	58-5481	Top Secret	Commander
Mary L. Black	GS-13	49-5923	Top Secret	Chief of Operations
James N. Jones	SMSgt	94-4921	Top Secret	NCOIC, Operations

POC for any questions is Maj White at 556-9899.

Original Signature Required

JOHN DOE, Lt Col, USAF

Commander, Unit

I have verified the security clearances of the above individuals. If you have any questions, I may be contacted at 556-1234.

Original Signature Required

JILL A. JONES, MSgt, USAF

Unit Security Manager

In accordance with the Privacy Act of 1974 and AFI 33-332, Air Force Privacy Act Program, this information is private and will not be released to the general public without the consent of the individual(s) concerned.