



UNITED STATES MARINE CORPS
MARINE CORPS AIR STATION NEW RIVER
PSC BOX 21001
JACKSONVILLE, NC 28545-1001

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01 JUL 2024

AIR STATION ORDER 5000.12

From: Commanding Officer, Marine Corps Air Station New River
To: Distribution List

Subj: ESTABLISHING DIRECTIVE

Ref: (a) Marine Corps Manual
(b) Air Station Order 1601.7Y
(c) Joint Publication 1-02

Encl: (1) MCAS NR COMREL ORG Chart
(2) Meeting Matrix

1. Situation. Marine Corps Air Station (MCAS) New River and Headquarters and Headquarters Squadron (H&HS) chains of command and associated authorities are not clearly defined, resulting in challenges in maintaining unity of command and unity of effort due to competing guidance received from different leaders. Furthermore, command and program management are strained due to blended responsibilities, and lack of available resources making it difficult to optimize performance and compliance with the Department of Defense, Department of the Navy, and Marine Corps Governing Directives.

2. Mission

a. MCAS New River provides aviation support, logistical support, and force protection to tenant units in order to generate operational readiness and project combat power in support of global force management. Sustainment infrastructure and community services increase collective readiness that contribute to combat capable forces and promotes quality of life (QOL) for II Marine Expeditionary Force and other military forces, tenant commands, personnel, and their families.

b. H&HS, MCAS New River, provides leadership, training, and administrative support to Service Members and families; as well as operational support airlift (OSA) to United States Transportation Command and Headquarters Marine Corps (HQMC) in order to support station requirements and the Joint Operational Support Airlift Center (JOSAC).

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. This establishing directive provides a baseline to describe how Station and H&HS manage the multitude of requirements that exist in each unit and collectively. No single document can capture every unique situation that may develop, and the staff and

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subordinate command will use their best judgment to work through situations not specifically defined within this directive. After convening an operational planning team consisting of Station and H&HS staff, this directive accomplishes the following end state:

(a) Establishes the command relationship between MCAS New River and H&HS New River to formalize how two units sharing a Monitored Command Code achieve unity of command and unity of effort.

(b) Provides policy to govern roles and responsibilities while identifying communication pathways and coordinating responsibility for steady state operations.

(c) Develops clear reporting chains for personal and professional matters as well as program and task management to ensure compliance with Higher Headquarters (HHQ) guidance and directives.

(2) Concept of Operations. As a baseline concept, the following themes are present throughout the command relationship:

(a) Station is primarily responsible for all matters "up and out," generally focused on tenant and transient operations, Marine Corps Installations East (MCIEAST) coordination, and community engagements.

(b) H&HS is primarily responsible for all matters "down and in," generally focused on good order and discipline, Service Member welfare, and career progression.

(c) Station has operational control (OPCON) over all uniformed Service Members and assigned civilian employees, with exceptions found in enclosure (1).

(d) H&HS has administrative control (ADCON) over all uniformed Service Members.

(e) Station and H&HS staff must be prepared to respond to requirements from both commands.

(f) There are programs and functional areas required by both commands that are managed by only one command. Examples include:

1. Unit Personnel Family Readiness Program
2. Suicide Prevention Program Officer
3. Casualty Assistance Calls Officer
4. Sexual Assault Prevention and Response
5. Substance Abuse Control Officer
6. Force Preservation Council

b. Tasks. The following paragraphs represent a general description between Station and H&HS. This section is not exhaustive, rather a framed starting point.

(1) S-1 Administration

(a) Station. Provides military manpower service to the Station in the areas of Tables of Organization and Equipment Change Request

management, military staffing, Fleet Assistance Program (FAP), Individual Mobilization Augmentation (IMA) Detachment management, Individual Augmentee taskers, and personnel accountability. Areas of overlapping responsibility with H&HS S-1 are military staffing, FAP, IMA, and personnel accountability. Civilian manpower management is a function of the Station with civilian personnel assigned to H&HS. All other functions to include staffing/recruitment, position management, performance management, training, benefits and employee programs, classification, labor and employee relations/Equal Employment Opportunity will reside at the O6-level command. The Identification Card Center management of employees and functions are Station S-1 responsibilities.

(b) H&HS. The squadron S-1 office is responsible for reporting at the unit level and the focal point for administrative matters-primarily, manpower and administration. The S-1 plans, coordinates, or executes across all four functions of administration: general, personnel, operational, and manpower. The primary functions performed to better serve the Marines include, but are not limited to: personnel accountability, processing and tracking of general correspondence pertaining to the individual Marine; management of the squadron's policies and directives, awards management, promotions, legal administration, leave and liberty, performance evaluations, unit postal affairs, casualty reporting, managing defense travel system tier I support, (temporary duty) travel for both uniformed members and civilian employees, managing reassignment (permanent duty) travel, maintaining electronic personnel and pay records, and liaising with the regional personnel administration center via the electronic personnel administrative request. Interaction with Station S-1 is limited to military staffing, requesting FAPs, employing IMA pilots, and daily personnel accountability. H&HS supervisors of civilian employees perform time and attendance and performance management duties.

(2) Security Management Office. The Security Management Office manages the information and personnel security programs for MCAS New River and provides classification and vetting guidance, education, and training support to the Commands. The Station Security Manager serves as the direct advisor and representative for the Commanding Officers in matters regarding the eligibility of personnel to access classified information and to be assigned to sensitive duties.

(a) Station. Manages the information and personnel security program. Conducts vetting on all Service Members, federal employees, and contractors assigned to the unit. Designates civilian position sensitivity for all federal employees. Provides security guidance to all professional service contracts at Station Headquarters. Provides classification guidance to staff sections and accounts for all classified material in the command. Serves as the installation mission partner affiliation sponsor manager and assists tenant commands with contractor affiliation sponsorships. Serves as the insider threat liaison between HQMC insider threat hub and Station. Manages installation debarments and the station interactive customer evaluation (ICE) site. Manages the unit's foreign travel program. Is the liaison for the MCIEAST Inspector General for Commanding General Inspection (CGI) coordination.

(b) H&HS. Responsible for the force preservation council and Substance Abuse Program, which supports the station's information and personnel security program and HQMC's insider threat program. H&HS maintains awareness of blotter activity and updates the Station Security Manager

regarding reportable incidents. Responsible for physical security of H&HS spaces. H&HS relies on the Station Security Manager for advice on all personnel security issues pertaining to Service Members. Civilian and contractor personnel security matters are addressed with the Station Commander, human resources, and contracting officer representative.

(3) S-3 Operations. The operations department supports and enhances the MCAS New River mission with planning, mission assurance, and flight activity support. Additionally, the operations center serves as the command post at the direction of the commander and any time there are emergency operations.

(a) Station. Provides, manages, directs, and coordinates a variety of airfield support operations and provides oversight to personnel and programs. Establishes methods of information process control within the operations department staff to capture and fuse information concerning requests and processing of Air Station event planning data included but not limited to: letters of instruction, orders and direction, planning meeting scheduling, and milestone task tracking. Provides oversight in the maintenance of a calendar of events, programs, projects, and meetings with suspense, execution dates, and deadlines. Manages the elements within mission assurance. Develops installation-level contingency, emergency plans and supporting documents. Serves as operations security coordinator. Executes, coordinates, manages, and maintains long and short-range contingency emergency plans. Coordinates exercises to include conceptual preparation, planning, and milestone creation. Determines objectives and provides the Commanding Officer with required information and advice concerning critical vulnerabilities and other critical infrastructure program risks and their mitigation plans. Provides Antiterrorism and Force Protection, Operations Security, and command historical CGI program management on behalf of H&HS.

(b) H&HS. As the reporting custodian for OSA aircraft, H&HS conducts logistics and administrative support flights as directed by the JOSAC and the Deputy Commandant for Aviation. The flight hour program, scheduling, and aircrew training are all directed and overseen by the H&HS Operations Officer. The H&HS Operations Officer acts as a liaison between Station S-1 and the IMA aircrew in order to schedule and certify drill periods. As the technical point of contact, the H&HS Operations Officer acts as the liaison between contract maintenance and HQMC for quality control of the maintenance effort. The S-3 Ground Training (S-3T) section manages service-directed training requirements for both Station and H&HS Marines through the following programs: Unit Training Management, Physical Fitness and Combat Fitness Testing, Marine Corps Physical Fitness and Force Fitness Instructor Program, Marine Corps Water Survival Training Program, Marine Corps Martial Arts Program, Body Composition Program, Remedial Conditioning Program, and Marksmanship Program. The S-3T also facilitates Marines attending formal and local schools to meet military occupational specialty and professional education requirements. H&HS assigns Marines to the destructive weather shelter/crises management teams annually and the security augmentation force as required to support Station requirements.

(4) S-4 Logistics. Provides timely logistical and supply services, safe and accurate ordnance delivery operations, timely maintenance management, and the highest QOL for enlisted bachelor housing. Liaises with appropriate MCIEAST entities for motor transport support, food services, contracting, ground fuel, and transient and family housing.

01 JUL 2024

(a) Station. Provides logistic services for the Station and supports logistical requirements for H&HS. This includes, but is not limited to, managing T/E organic and garrison property accountability, processing Global Combat Support System (GCSS) requisitions, coordinating and storing personal effects, handling logistical contracts, and providing any credit card purchases. Provides H&HS vehicle support, barracks management, maintenance management services, P-19R vehicle maintenance, and grounds maintenance equipment.

(b) H&HS. H&HS does not have a staffed S-4 department and relies on Station support for logistics and supply requirements, but H&HS provides periodic augment personnel to facilitate Station S-4 requests. Provides T/E detailed support to H&HS for Field Supply and Maintenance Analysis Office inspections, Supply Maintenance Analysis Team inspections, maintaining ammunition accountability/issue, Consolidated Memorandum Receipt for H&HS property, and GCSS input for all H&HS equipment.

(5) Installation and Environment. Provides effective planning, construction oversight, facility and infrastructure repairs, facility modifications, and minimizes environmental impacts while supporting the air station and the warfighter through continuous process improvements.

(a) Station. Facilitate the need for new facilities and repair of existing requirements and coordinates space assignments as directed by Station Command. Ensures that all requests comply with applicable regulations. Provides documentation for all planning objectives and tracks progress for future requirements and implementation. Coordinates squadron compliance with collection and disposal of hazardous materials.

(b) H&HS. Provides administrative control for the Marines assigned to the consolidated hazardous material reutilization and inventory management program. Liaises with Station Installation and Environment to monitor progress of facilities service requests.

(6) Safety. Enculturates a safety mindset in every member of the command ensuring Marines, Sailors, and civilians are accountable for the safety of themselves and others. Enables mission readiness by imbedding safety as an essential component in all its products and services. Safety begins and ends with operational excellence, engaged leadership, and the consummate professional.

(a) Station. The safety department executes a safety management system using four pillars: policy and leadership; risk management; safety assurance; safety promotion and training for tenant units and subordinate element missions. The explosives safety officer conducts multiple explosive safety assessments for tenant units throughout the year. The Aviation Safety Officer (ASO) serves as the aviation safety subject matter expert on behalf of the Installation Commander and is the primary point of contact for all aviation safety related concerns associated with the operation of MCAS New River. The ASO conducts quarterly aviation safety councils, a forum in which tenant commands and airfield operations safety representatives collaborate to mitigate identified hazards and to refine processes and procedures to maximize safety awareness.

(b) H&HS. The Department of Safety and Standardization consists of the Aviation Safety, Ground Safety, Medical Surveillance, and Naval Air Training Operating Procedures Standardization (NATOPS) programs. The ASO is

responsible for managing the squadron aviation mishap response plan, management and training of the aviation mishap board, and daily review of the squadron flight schedule. The ASO is also responsible for the conduct of monthly aviation safety councils, human factors boards, and standardization board as it pertains to squadron flight operations. The NATOPS program consists of the management of aircrew NATOPS training jackets, management of the documentation of aircrew readiness in the Marine Sierra Hotel Aviation Readiness Program, and the management of all NATOPS related publications. The ASO is the liaison between H&HS, the Naval Safety Center, and the C-12 Model Manager. The Ground Safety Officer and Ground Safety Manager are responsible for managing all ground safety requirements and training for H&HS Marines to include medical surveillance, operational risk management, and the Motorcycle Mentorship Program.

(7) Innovation and Readiness. Identifies readiness inhibitors and introduces innovative, efficient solutions to overcome prioritized readiness degraders in order to increase Station and tenant unit readiness, enhancing combat power generation in support of global force management. Performs management of all support agreements, intergovernmental service agreements, and the Common Output Levels of Service (COLS) program.

(a) Station. Uses independent and objective research, analysis, and modeling to help the command team define requirements and resources, assess performance of plans, operations, and processes, and analyzes innovative and tip of the spear mission success. In addition, support agreements are used to maintain clearly defined relationships between the command deck and other entities.

(b) H&HS. Provides input to COLS taskers as required for Command Support and Military Training sub-functional areas. Provides responses to support agreement reviews as requested.

(8) Comptroller. Performs financial management in order to provide the Commanding Officer with factual data essential for effective management control. Translates program requirements into a viable financial plan and formulates MCAS New River's budget; compares program performance with the financial plan; analyzes the variances and determines where financial adjustments may be required. Performs budgeting, accounting, finance, resource evaluation and analysis, and provides civilian payroll support.

(a) Station. Manages Operations and Maintenance (O&M), Marine Corps appropriations on behalf of the Commanding Officer for the purpose of civilian labor and base operating support. This is executed by conducting the functions of planning and programming funding, formulating a budget, executing the budget, managerial accounting, financial recording and reporting. Manages the commander's risk management and internal controls program, audit readiness, formal reviews, and internal evaluation and analysis. Manages the commander's defense travel system tier II help desk that serves all MCAS New River headquarters and tenant command's defense travel administrators.

(b) H&HS. Manages O&M Navy appropriations on behalf of the Commanding Officer to support the C-12 flight hour program, aircrew equipment, and travel.

(9) Legal. Provides efficient, professional legal advice and guidance in direct support of MCAS New River as well as H&HS. To maintain

the highest standards of professionalism, ethics, confidentiality, trust, and accountability in the provision of legal services.

(a) Station. The Station Commanding Officer holds both General Court Martial Convening Authority and Special Court Martial Convening Authority (SPCMCA). Provides administrative and legal advice to the Installation Commanding Officer, Officer in areas of civil law, civil processing, administrative law, military justice, ethics, post-trial review, claims, investigation, and other legal matters.

(b) H&HS. The H&HS Commanding Officer holds SPCMCA. H&HS S-1 interacts with the Station Staff Judge Advocate on all legal matters to include preparation of non-judicial punishment, courts-martial, Judge Advocate General investigations, law enforcement investigations, and monitoring of the police blotter.

(10) S-6 Communications & Information Systems. Advises the Commanding Officer and staff on all matters pertaining to installation communications according to current orders and directives.

(a) Station. Serves as the communication department head and provides communications capabilities and support to tenant commands in matters dealing with contracts, procurement, and budget to ensure cost-effective support of programs and policies are maintained. Plans the installation, operation, and maintenance of all communications equipment to include secure and non-secure data network infrastructure and telephone switching requirements supporting exercises, events, operations, and destructive weather events. Oversees all planning and development for courses of action to support the execution and follow-on improvements to the installation's communications infrastructures. Supports service desk and the communications-electronics maintenance section.

(b) H&HS. H&HS does not have a staffed S-6 section and relies on the Station S-6 for communications and information technology support. H&HS provides command oversight for consolidated memorandum receipts and maintenance management.

(11) Adjutant. Processes, reviews, and/or creates correspondence for the MCAS New River Station Commanding Officer or Executive Officer in a timely manner in order to meet designated timelines. Manages the station's records, reports, directives, forms, voting, Freedom of Information Act (FOIA), casualty affairs, and awards programs in accordance with functional area checklists. Additionally, Installation Postal Affairs and the Official Mail Management Program are the responsibility of the Adjutant Department.

(a) Station. Act as program manager for records, reports, directives, forms, voting, FOIA, casualty affairs, and awards programs. Reviews all correspondence prior to the signature of the Commanding Officer or Executive Officer of MCAS New River. Manages all responsibilities associated with Installation Postal Affairs.

(b) H&HS. H&HS S-1 interacts with the Station Adjutant section for records management, directives, and military awards. The Station Adjutant section processes all correspondence from H&HS to HHQ.

(12) Command Duty Officer. The Command Duty Officer (CDO) is a function of MCAS New River as an installation command. The CDO represents

01 JUL 2024

the Commanding Officer of MCAS New River in his or her absence and reports directly to the MCAS New River Executive Officer. CDO responsibilities are provided per reference (b).

4. Coordinating Instructions. Often, Station and H&HS elements execute their duties concurrently to support the Commanding Officers' decision-making processes. Before pushing guidance out to the subordinate sections and Marines, maximum effort to cross-coordinate shall be made by both commands and staff.

a. Fitness Report (FITREP). The FITREP reporting chain should follow the chain of command, unless authorized to deviate per enclosure (1).

b. Meeting Matrix. The Meeting Matrix, provided as enclosure (2), should be used to ensure all departments are attending required meetings.

5. Command and Signal

a. Succession of Command. The succession of command is as follows:

(1) Station

(a) Station Commanding Officer.

(b) Station Executive Officer.

(c) Station Operations Officer.

(d) H&HS Commanding Officer.

(2) H&HS

(a) H&HS Commanding Officer.

(b) H&HS Executive Officer.

(c) Station Executive Officer.

(d) Airfield Operations Officer.

b. Command. This establishing directive is applicable to all personnel assigned or attached to Unit Identifying Code M02206.

c. Signal. This establishing directive is effective on the date signed.



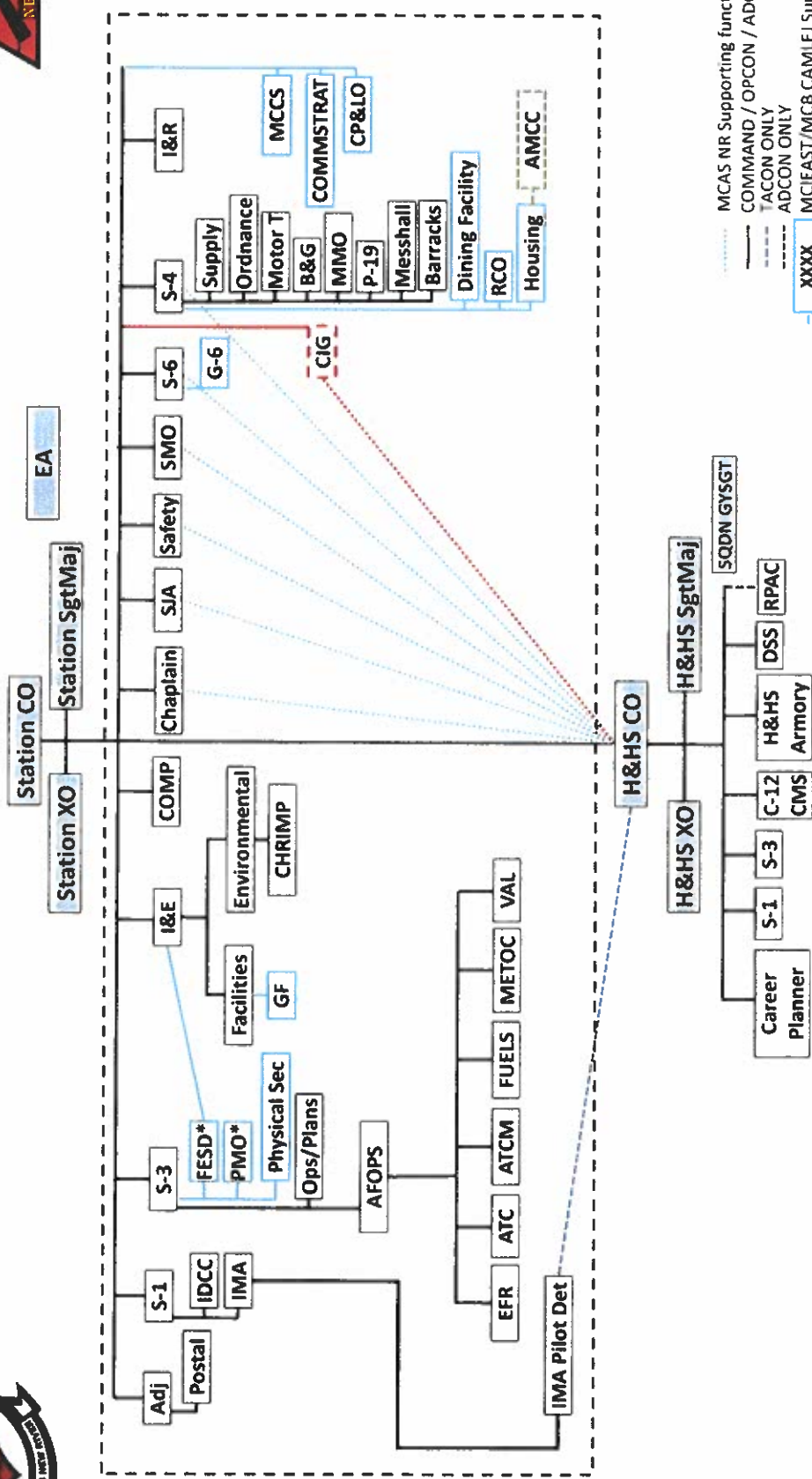
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Meeting Matrix

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Notes:

- 1) Legend: "C" = Meeting Chair, "R" = Required Attendee, "A" = As Required, "X" = Unauthorized