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21ST SPACE WING**

21ST SPACE WING INSTRUCTION 10-221

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Operations

CRISIS ACTION TEAM OPERATIONS

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This instruction implements Air Force Publishing Directive (AFPD) 10-2, *Readiness*. This instruction aligns with AFI 10-2501, Air Force *Emergency Management (EM) Program Planning and Operations*. It describes 21 SW Crisis Action Teams (CATs) roles and responsibilities in implementing the Air Force Incident Management System. It applies to the 21st Space Wing (21 SW) units. It does not apply to the ANG or AFRC. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF 847, *Recommendation for Change of Publication*; route AF 847s from the fields through the appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS). Units may supplement this instruction to establish specific procedures or requirements.

SUMMARY OF CHANGES

This publication is substantially revised and should be completely reviewed. It updates wing policies and procedures to respond to, direct and execute time-sensitive peacetime and wartime operations through the use of the 21 SW/CC and contingency staffs. These operations are necessary to support war plans or periods of increased readiness, or respond to major accidents or disaster situations. This instruction changes the 21 SW Crisis Action Team's composition, roles and responsibilities.

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1. General. When formed, the 21 SW Crisis Action Team (CAT) provides 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.

2. CAT Organization and Functions.

2.1. The CAT is organized to respond to the commander's needs which could range from a fully formed staff or from selected members required for a limited situation. The staff is convened or placed on alert as directed by the commander or designated alternate. The staff maintains the ability to conduct 24-hour operations and normally consists of two "A" and "B" teams, see Attachment 2, *Crisis Action Team Personnel Requirements Matrix*. Commanders, with the approval of the CAT CC, may add or omit members due to changing requirements. The commander can assess a limited situation and direct a full activation or a smaller staff consisting of specific members to respond to the situation. Conversely, manning can also be reduced to manage a situation not requiring the entire staff. The command cell determines the CAT composition. The CAT is normally composed of the command cell and special advisory staff. In addition there are CAT associate positions that provide specific expertise as required.

2.2. Command Cell: The Command Cell is composed of the Commander, Vice Commander, Operations Group Commander (OG/CC), Mission Support Group Commander (MSG/CC), Medical Group Commander (MDG/CC), 721st Mission Support Group Commander (721 MSG/CC) and the 821st Air Base Group Commander (821 ABG/CC). The 721 MSG/CC or designated representative may be required to report to the Peterson CAT for support. If the CAT is activated, the 721 MSG/CC or designated representative and the 821 ABG/CC or designated representative must be in contact with the 21 SW CAT at all times

unless directed otherwise. The 302d Air Wing/CC may be asked to attend based on the incident. The Command Cell executes overall command and ensures the wing's mission, support functions, and survivability continues to the maximum extent possible.

2.3. Special Advisory Staff (SAS). The CAT is supported by a SAS. The SAS are full-time trained CAT members tasked to provide functional area expertise. The SAS normally consists of experienced representatives from the Anti Terrorism Office (ATO), Staff Judge Advocate, Safety, Public Affairs, as required Group Liaison Officers (LNOs), SFS LNO, Entry Controllers, Computer Support Team (CST), Hot Back-Up team, Director, Deputy Director, Command Chief and the CSRCP LNO. Commanders, with approval from the CAT CC, may adjust the SAS according to requirements.

2.4. CAT Associate Positions.

2.4.1. Associates members are not sitting members of the CAT, but are available to provide necessary briefings or updates. Associate members are not initially trained. These members operate out of their respective work areas. Base mission partners may be Associates for base emergencies affecting their operations. The commander may add or omit associate members as required. The following organizations are full-time CAT Associates:

2.4.2. Intelligence Flight (21 OSS/IN) provides intelligence updates and potential threats.

2.4.3. Weather Flight (21 OSS/OSW) provides weather updates for 21 SW Area of Responsibility.

2.4.4. 21 SW Installation Deployment Officer (21 LRS/LGR) provides information on deployment requirements.

2.4.5. 8 FIS, AFOSI provides potential foreign or domestic terrorist threat assessments and recommended courses of action.

2.4.6. 21 SW Plans and Programs office (21 SW/XP) provides crisis action planning expertise.

2.4.7. Threat Working Group (TWG) to include 21 SW Information Assurance informs the command cell with threats to the 21 SW installations, GSUs and CMAFS.

2.4.8. Bioenvironmental briefs the CAT on bioenvironmental issues affecting the wing and or the area of responsibility.

2.4.9. Explosive Ordnance Disposal (EOD) briefs the CAT on actions taken on any explosive devices.

3. CAT Locations. The primary location for the 21 SW CAT is HQ 21st Space Wing, Building 845, Room 150. The secondary location is Voyager Hall, Building 1158, Room 103. Some situations may require the commander to designate the use of virtual software or web-based software such as Defense Collaboration Service (DCS) and or through a teleconference. This situation may allow CAT members to remain at their current location.

4. Roles and Responsibilities:

4.1. 21 SW/CC:

- 4.1.1. Activate, deactivate and monitor the Emergency Operations Center (EOC), during response to and recovery from major accidents, incidents, or disasters on or off Peterson AFB within Peterson AFBs Area of Responsibility (AOR).
- 4.1.2. Direct activation or deactivation of the CAT in response to HHQ direction or local contingencies.
- 4.1.3. Direct CAT activities and implement HHQ and wing directives or plans.
- 4.1.4. Prioritize operational considerations and direct Courses of Action (COA).
- 4.1.5. Approve all Operational Event/Incident Reports (OPREP-3s).
- 4.1.6. Add or omit CAT members as necessary.
- 4.1.7. Task all 21 SW unit commanders and staff agency chiefs to appoint a group level CAT Group POC as liaison for matters pertaining to CAT operations.
- 4.1.8. Provide a CAT manager responsible for the overall administration and training management of the CAT.

4.2. **21 SW/CV.** Perform duties outlined in paragraph 4.1. upon the absence of the 21 SW/CC.

4.3. CAT Program Manager:

- 4.3.1. Develop and conduct initial and recurring CAT training.
- 4.3.2. Manage and maintain CAT checklists, job aids, electronic files, notebooks, et cetera, at all applicable operating locations.
- 4.3.3. Maintain operational capability at the alternate facilities.
- 4.3.4. Develop and maintain the CAT recall roster.
- 4.3.5. Develop and maintain database of CAT trained personnel.
- 4.3.6. Ensure CAT staff members are aware of new DoD, AF, AFSPC requirements pertaining to CAT instructions and management.
- 4.3.7. Provide assistance to CAT members in the execution of their responsibilities.
- 4.3.8. Provide guidance to CAT command cell of all AFSPC Emergency Action (EA) requirements.

4.4. CAT Members Responsibilities:

- 4.4.1. Activate their functional area staff when required.
- 4.4.2. Coordinate and track actions for which they are designated OPR, including coordination with OCRs and appropriate activities within the 21 SW and external military and civil agencies.
- 4.4.3. Prepare message traffic implementing actions for which they are designated OPR.
- 4.4.4. Assist the CAT Director in preparing briefings.

4.4.5. Ensure Readiness Condition (LERTCON), Force Protection (FPCON), and Information Condition (INFOCON) actions are completed.

4.4.6. Provide Situation Report (SITREP) inputs at designated times.

4.4.7. Provide the appropriate expertise to plan, direct and execute C2.

4.4.8. Report directly to the directed facility when notified of a CAT recall and later notify their unit for accountability.

4.4.9. Provide advice and guidance to 21 SW leadership with respect to crisis situations across the spectrum of conflict.

4.5. **CAT Group POC:**

4.5.1. Ensure all CAT positions as stated in Attachment 2, are staffed with A and B team representatives as well as alternates for their respective Group.

4.5.2. Work with the 21 SW CAT program manager ensuring group's maintain required members.

4.5.3. Ensure all newly appointed CAT members receive required training prior to initial CAT training.

4.6. **21 SW/WSA:**

4.6.1. Provide CAT members as directed by attachment 2.

4.6.2. Provide 21 SW/JA CAT representatives to advise on legal obligations and ramifications of CAT decisions and actions. 21 SW/JA will:

4.6.2.1. Provide guidance on National Defense Area (NDA) requirements.

4.6.2.2. Provide guidance for Defense Support to Civilian Authorities (DSCA) requests.

4.6.3. Provide 21 SW/SE CAT representatives to advise regarding safety issues and risk management for the entire scope of wing functions.

4.6.4. Provide 21 SW/PA CAT representatives to advise 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.

4.6.5. Provide CSRCP CAT representatives to:

4.6.5.1. Serve as liaison between the CSRCP and CAT for communications and reporting.

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

4.6.5.3. Receive, process, and disseminate all LERTCON changes, FPCON changes and INFOCON changes.

4.6.5.4. Maintain a 24-hour capability to recall the CAT and wing personnel in a timely manner. When directed, execute CAT and wing recalls IAW this instruction and 21 SWI 10-218, Alert Notification/Recall Procedures, to include all pertinent supplements.

4.6.5.5. Provide base notification of incidents or emergency situations using GIANT VOICE, AtHoc or other base networks under 21 SW/CSRCP control.

4.7. CAT Director:

4.7.1. Ensure implementation and reporting of 21 SW/CC directions and orders.

4.7.2. Ensure appropriate implementation of LERTCON, FPCON, or INFOCON actions.

4.7.3. Facilitate checklist processing and ensuring completion of action items to include status briefings.

4.7.4. Ensure proper OPSEC procedures are followed while the CAT is activated and upon deactivating.

4.7.5. Be in the grade of an O-4 or O-5.

4.8. CAT Deputy Director:

4.8.1. Assist the Director by coordinating all activities and ensuring the CAT runs efficiently.

4.8.2. Perform Director duties in the absence of the primary director IAW with paragraph 4.7.

4.8.3. Manage information flow within the CAT by distributing action and information items to the appropriate advisors, and entering or updating information.

4.8.4. Maintain overall situation awareness of checklist status (open/holding/closed), battle rhythm events, Dead Injured Missing (DIM/DIME.), FPCON, INFOCON, LERTCON attainments and report suspense times for the command cell.

4.8.5. Coordinate and display situation awareness tools (logs, briefings, checklists, etc.).

4.8.6. Ensure briefings are current and presented at the set interval, or a time directed by the Command Cell.

4.8.7. Ensure the Fusion Cell (FC) has identified all action items and that POCs are working to accomplish these action items.

4.8.8. Ensure all required 21 SW Form 37s, Crisis Action Team, are provided to the commanders and the CSRCP. The 21 SW Form 37 provides a detailed description of the event. As a minimum, ensure a copy is provided to the Director, the Fusion Cell and the CSRCP.

4.9. 21 OG/CC:

4.9.1. Provide information on the overall direction of the wing operational mission through operations squadrons.

4.9.2. Provide information on intelligence and weather support through the 21st Operations Support Squadron (21 OSS).

4.9.3. Receive 21 OG specific inputs and brief the command cell when appropriate. Where needed, request assistance/support from the command cell.

4.9.4. Appoint a Group POC as identified in paragraph 4.5.

4.10. 21 MDG/CC:

4.10.1. Provide overall direction and status of wing medical resources and capabilities.

4.10.2. Provide information on Peterson AFB clinic contingency medical response activities, including casualty treatment and transport, critical incident stress management, bioenvironmental engineering, and public health.

4.10.3. Provide status of medical capabilities.

4.10.4. Appoint a Group POC as identified in paragraph 4.5.

4.11. 721 MSG/CC:

4.11.1. Provide overall direction and Cheyenne Mountain AFS mission status through the 721 MSG.

4.11.2. Provide CAT/CC situation awareness inputs involving 721 MSG.

4.11.3. Appoint a Group POC as identified in paragraph 4.5.

4.12. 21 MSG/CC:

4.12.1. Provide 21 SW/ATO CAT representatives to advise the appropriate force protection condition recommendations and courses of action. The ATO representative provide interface with the CAT and the 21 SW Threat Working Group (TWG).

4.12.2. Deliver information on status of Peterson AFB mission support functions.

4.12.3. Provide information on 21 SW weapon system maintenance and communications support across the wing and any wing-level actions required, such as requests for emergency depot-level maintenance.

4.12.4. Provide information on the network status and infrastructure throughout the wing as well as coordinate any communications issues, requirements, and repairs.

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

4.12.6. Provide the command cell an operational impact relating to INFOCON changes.

4.12.7. Provide communications/information systems status and capabilities and INFOCON COAs.

4.12.8. Ensure high priority maintenance or restoration of CAT communications and information systems.

4.12.9. Provide information on construction, services, commodities and information technology contracting support.

4.12.10. Appoint a Group POC as identified in paragraph 4.5.

4.13. 21 OG LNO:

- 4.13.1. Provide operations group expertise to the OG commander.
- 4.13.2. Communicate all required actions with the OG/GCC/UCCs.
- 4.13.3. Provide liaison between the CAT and the 821 ABG/CC through 12 SWS.
- 4.14. **21 SFS LNO:**
 - 4.14.1. Monitor on-going base security, defense, and law enforcement activities throughout 21 SW.
 - 4.14.2. Advise 21 MSG/CC on Peterson AFB or GSU security and law enforcement issues.
 - 4.14.3. In concert with the Anti-Terrorism Officer and TWG, recommend FPCON COAs.
- 4.15. 721 MSG LNO:
 - 4.15.1. Provide 721 MSG specific expertise to the CAT.
 - 4.15.2. Ensure cross flow of information to the 721 MSG/CC and the CAT.
- 4.16. 21 MSG LNO:
 - 4.16.1. Provide 21 MSG expertise to the CAT and specifically to the 21 MSG/CC.
 - 4.16.2. Ensure all 21 MSG specific checklist items are completed.
 - 4.16.3. Ensure 21 MSG units have attained all directed FPCONs/INFOCONs.
 - 4.16.4. Coordinate 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.
- 4.17. CAT Fusion Cell (FC):
 - 4.17.1. Consolidate inputs and maintain the situation briefings.
 - 4.17.2. Display the briefings, logs, and any special software the staff uses for situation awareness.
 - 4.17.3. Annotate and provide a listing of all staff action items. Provide director/deputy director updates on action item status. Ensure action item OPRs accomplish and provide responses to the commander.
 - 4.17.4. Ensure required CAT Directives are submitted and received IAW established checklists and commander's requirements.
 - 4.17.5. Maintain a log and status of all CAT Directives submitted during the course of the contingency.
 - 4.17.6. During the course of activation, display OPSEC information using the OPSEC rotating slides.
 - 4.17.7. Assist in the initial setup of the CAT. These duties include but are not limited to:
 - 4.17.7.1. Position checklist binders at each position.
 - 4.17.7.2. Update status boards to reflect current status.

- 4.17.7.3. Key STE phones with fortezza cards.
 - 4.17.7.4. Enable/Disable red switch phones.
 - 4.17.7.5. Accomplish time hack of clocks.
 - 4.17.7.6. Ensure members sign in as they arrive.
 - 4.17.7.7. Ensure the box lunch menu is passed around for CAT members. Provide the 21 SW MSG LNO the appropriate completed box meal form.
 - 4.17.7.8. Prepare briefings. Normal 21 SW briefings are the IMMEDIATE, QUICK LOOK and READINESS BRIEFINGS.
- 4.18. CAT Entry Controller (EC):
- 4.18.1. Report directly to the CAT upon direction to activate.
 - 4.18.2. Provide entry control to the CSRCP and CAT facility.
- 4.19. CAT Hot Back Up Team:
- 4.19.1. Report directly to the CAT location upon direction to activate.
 - 4.19.2. Receive appropriate briefings and then report to the alternate location using the Hot Back Up checklist.
 - 4.19.3. Stand-up and secure the alternate facility by opening the safes, ensuring the computers are operational and ensuring the unclassified/classified phones and a/v equipment are operational.
 - 4.19.4. Maintain situational awareness by calling primary CAT to receive current status updates of events and inputs.

5. CAT Activation.

- 5.1. The 21 SW/CC decides and directs a CAT recall through the CSRCP in response to a contingency. Each organization supporting the CAT requires developing internal procedures to recall CAT members within their organizations IAW this instruction and 21 SWI10-218. Crisis Action Team members report immediately and safely to the designated location. The goal is to report within one hour of recall, unless notified otherwise. Depending on the situation, the 21 SW/CC may activate both **A** and **B** teams, or only one team, and/or only a select few.
- 5.2. Upon a 21 SW/CC recall, the CSRCP contacts the 21 SW group commanders, the Wing Staff Agency and the CAT Directors. Commanders are to initiate telephonic recall of CAT members using procedures noted in **Paragraph 5.1** and the CAT recall roster.
- 5.3. Alternate team members, referred to as “C” team member, report for duty if primary representatives are not available. Crisis Action Team Group POCs need to know the status of all respective CAT members. The commander should have the capability to request support/advice from any team member for any type of contingency. Therefore it is imperative that members notify their alternates of availability. Members need to report to the primary, alternate, offsite locations or virtually as required.
- 5.4. Primary and alternate members inform the respective group POC when they become unavailable for CAT duties.

5.5. When the command cell approves the battle rhythm and shift schedule, the relief team normally is released into a rest period (if initially recalled). If necessary, a relief team member is used as substitutes for their opposite team counterparts if the primary is unavailable.

5.6. The 21 SW/CC declares the CAT activated when it is formed, updated, and assumes responsibility for the situation. At times the 21 SW/CC deems a complete team is not necessary, the CAT can be considered activated if only one person is required. If not previously directed, the 21 SW/CC or 21 OG/CC determine the requirement for operations squadrons to form.

5.7. If required, the CSRCP immediately notify HQ AFSPC Command Center, Joint Space Operations Center (JSpOC) and GSUs of CAT activation time and reason. The CSRCP also advise the same units of deactivation.

6. CAT Information Flow and Communications.

6.1. Information Flow.

6.1.1. The CAT coordinates its actions closely with the CSRCP through the CP Liaison. The CSRCP is the focal point for up-channeling information to HHQ and track events in parallel to the CAT to determine OPREP-3 requirements. All information/actions requiring CSRCP involvement needs to go through the CSRCP Liaison.

6.1.2. All significant events and taskings received are initially documented on a 21 SW Form 37, 21 SW, *Crisis Action Team*.

6.1.3. The 21 SW Form 37 is prepared with a minimum of three copies (original plus two copies) for the director, fusion cell and the CSRCP. All times are annotated in Universal (Zulu) Time. The fusion cell ensures any required information is entered into the status briefing and the events log and other locations as necessary. If using the electronically devised 21 SW Form 37, the fusion cell ensures all members are in receipt.

6.1.4. All CAT personnel complete the 21 SW Form 37 with as much detail as possible about the event or tasking being documented. Complete all pertinent blocks and the appropriate security classification (Unclassified, Confidential or Secret), and be annotated at the top and bottom. As a minimum, the form is marked "For Official Use Only." A significant event is an event that affects or has affected the status or capability of a 21 SW unit, and be acted upon.

6.1.5. The form is then provided immediately to the deputy director. The deputy ensures the form is legible and classification markings are annotated. The form is then provided to the director. The director determines whether the command cell needs to be notified of the event or tasking. The form is then provided to the fusion cell. The fusion cell ensures all required copies are accomplished and provided to the appropriate personnel. The fusion cell is then issue a form number log the information and update any required status displays.

6.1.6. Checklists. If the director determines the need to notify the command cell, the director obtains the CAT members attention and briefs the input leading the command cell and SAS personnel through the appropriate checklist. If using an electronic version, the fusion cell displays the checklist using available projectors and accomplishes the

checklist with the team. Members may use the unclassified hard copy checklists for note taking, etc.

6.1.6.1. The use of checklists, whether electronic or hard copy in response to events or incidents is mandatory. These checklists provide a list of general actions necessary to gather information, assess impacts, develop courses of action, and respond to or recover from a given situation. Checklists are developed from approved functional and operations plans, instructions, or other directives. Checklists are only a means to guide the staff through logical situations. The use of checklist is not the only means to analyze a situation. If more information is required, the Director, upon commander approval, may pause in the checklist, have the appropriate OPRs obtain more information and come back to the checklist at a specified time. Or, rather than keeping the checklist open, the Director may assign the open checklist action to the OPR and close the checklist. The fusion cell identifies the open action item, the OPR and the suspense time.

6.1.6.2. Checklists are designed for use by CAT members but other units may use them for information purposes and as a means to devise their unit specific checklists.

6.1.6.3. Online collaboration is a key element of CAT information flow and communication with the EOC and UCCs. CAT members are trained in the use of the Defense Collaboration Service (DCS) tool. Units always need to practice communications security when using unclassified chat rooms. Telephonic communication is a means if chat rooms are unavailable. CAT personnel normally use the NIPR or SIPR for status briefings, log preparations and to provide the commanders common operating pictures. However, these networks systems cannot be relied upon as the only source of communication. Hard copy checklists and telephones may be the only choice when there is a communications loss. If telephonic communications are unavailable, runners are dispatched to the CAT facility for staff directive actions.

6.1.6.4. CAT members identify unit/installation applicability/non-applicability directives. As an example, a directive implementing FPCON change due to a local threat analysis may not apply to the 821 ABG or Cheyenne Mountain AFS however these installations are notified of any 21 SW actions.

6.2. Communications Requirements: The following minimum communications is maintained at both the primary and alternate CAT locations:

6.2.1. Administrative and secure telephones, secure and non-secure computers 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. Training Requirements.

7.1. The CAT program manager is responsible for establishing and conducting general CAT member training. The manager ensures representatives are trained on the procedural

operations of the CAT, to include organization, member responsibilities, and overview of facilities.

7.2. The CAT program manager may provide training assistance for unit contingency staffs regarding their command and control CAT relationships.

7.3. General training of 21 SW CAT members consists of two areas: Initial and Recurring training.

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

7.3.1.1. Composition of CAT duties/functional responsibilities of its members.

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

7.3.1.3. Communication systems and information flow.

7.3.1.4. Operations and communications security vulnerabilities and procedures.

7.3.1.5. Significant event and checklist processing.

7.3.1.6. FPCON, INFOCON and LERTCON changes and attainment.

7.3.1.7. Evacuation and relocation to alternate facilities.

7.3.1.8. Briefing and report requirements and construction.

7.3.1.9. OPLAN Taskings.

7.3.1.10. SITREP reporting procedures.

7.3.1.11. Maps. All personnel should be familiar with the standard GEOBASE format.

7.3.1.12. Checklist Markings. To aid in situation awareness and crew position changeovers, it is recommended that CAT members use and understand the following standard markings:

7.3.1.12.1. A “C” indicates the step was accomplished. A check mark may be used in lieu of the “C” if using hard copy checklists.

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

7.3.1.12.3. An “N” indicates the step is not applicable/not required.

7.3.1.12.4. A “P” indicates a checklist step was previously accomplished.

7.3.1.12.5. An “S” indicates that the checklist step is to be simulated.

7.3.1.12.6. Members may not proceed from one step to the next without appropriately marking each step.

7.4.1. Recurring Training (RT) is conducted for CAT members and focuses on new 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 in paragraphs 7.3.1.1 thru 7.3.1.13.6. Recurring training will consist of:

7.4.1.1. FPCON, INFOCON, or LERTCON changes.

7.4.1.2. Major Accident Response.

7.4.1.3. Natural Disaster Response.

7.4.1.4. CAT evacuation and relocation.

7.4.1.5. CAT checklists.

7.4.2. Associate Training.

7.4.2.1. Associate members are not required to attend training.

7.4.2.2. Document CAT 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 CAT duties.

8. Operations Security (OPSEC).

8.1. CAT members follow strict OPSEC procedures at all times. It is the responsibility of all personnel to properly safeguard sensitive and classified material and dispose of such information when no longer needed. Personnel should be aware of the adversarial threat to 21 SW systems, mission, and personnel.

8.1.1. CAT members practice the “need-to-know” principle when discussing sensitive unclassified information over non-secure lines.

8.1.2. Reduce indicators that could reveal the nature of operations.

8.1.3. Use door locks, sound masking, and red lights to provide security for and awareness of classified briefings or group discussions taking place inside the facility. If equipped, use the push to talk handsets.

9. Communications Security (COMSEC).

9.1. CAT members never discuss or talk around classified information on any unsecure telephone.

9.2. Members ensure all two-way communication devices are secured in the main facility corridor of the CSRCP prior to entering any areas or the CSRCP crew floor.

9.3. Members will state to all in the vicinity “Line Up” 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 “Line Down.” Personnel will not open a non-secure line when a secure call or discussion is in progress.

9.4. Members 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 cleared to open a non-secure line when the secure line is down.

10. Crisis Action Team Briefing Requirements.

10.1. Briefings inform members of tasking, current situation and status, and limitations affecting task accomplishment. There are three standard briefings conducted within the CAT, the Immediate, the Quick Look and the Readiness Status Briefing. The 21 SW/CC may include or delete briefings as necessary depending on the situation.

10.2. The Immediate Briefing provides the CAT a rapid overview of the situation as members arrive and sign in.

10.3. The Quick Look Briefing is provide to summarized the situation that caused activation, including known information, potential courses of action, response requirements and or capabilities.

10.4. The Readiness Status Briefings takes place at regular intervals or as directed as part of the battle rhythm. Readiness briefings are a review of current and projected operations and status across the wing.

10.5. Briefing compilation is the responsibility of the fusion cell and inputs are coordinated with the director and deputy director. If required the fusion cell ensures all associates are notified of scheduled briefing times and time changes. Associates notify any outside agencies of the briefing times for their specific area.

10.6. The director and deputy director ensures the facility is secure prior to presentation of any unclassified or classified briefings.

11. Battle Rhythm. The 21 SW battle rhythm is based on the situation and the direction of the commander. The battle rhythm ensures members are aware of the reporting timelines, member rest period and the required briefing times.

12. Physical Security / Entry Control.

12.1. The CSRCP crew is responsible for controlling entry to the primary and alternate facilities during normal operations. The CSRCP may authorize the CAT entry control members to control entry when the CAT is activated. Prior to assuming entry control, the CSRCP crew briefs the entry controller on his/her responsibilities and provides all required Entry Authority Lists, badges and AF 1109, *Visitor Register Log*.

12.2. Entry. The CSRCP determines requirements for CSRCP and CAT security. The primary facility at Building 845, consisting of the CSRCP and CAT rooms, is designated a Protection Level 3 (PL 3) restricted area. All members must have and display a valid Automated Entry Control Card (AECC) while in the restricted area. Those without an AECC must be signed in on a visitor register and escorted while in the restricted area. The alternate facility at Building 1158 is a PL 4 area until the CSRCP is activated at that location. When activated, Building 1158 CSRCP and CAT areas are designated a PL 3 restricted area and all rules apply for a restricted area.

DOUGLAS A. SCHIESS, Colonel, USAF
Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, 24 January 2007

AFI 10-206_AFSPCSUP, *Operational Reporting*, 19 November 2014

Prescribed Forms

21 SW Form 37, *21 SW Crisis Action Team*

Adopted forms

AF 847, *Recommendation for Change of Publication*

AF 1109, *Visitor Register Log*.

Abbreviations and Acronyms

AECC—Automated Entry Control Card

AFSPC—Air Force Space Command

ANG—Air National Guard

ATO—Anti-Terrorism Officer

CAT—Crisis Action Team

CAT D—Crisis Action Team Directive

CCIR—Commander's Critical Information Requirements

COMSEC—Communications Security

CSRCP—Colorado Springs Regional Command Post

CST—Client System Technician

C2—Command and Control

DEFCON—Defense Condition

DRF—Disaster Response Force

EAL—Entry Access List

EMERGCON—Emergency Condition

EOC—Emergency Operations Center

FC—Fusion Cell

FPCON—Force Protection Condition

GCC—Group Control Center

GSU—Geographically Separated Unit

HHQ—Higher Headquarters
IC—Incident Commander
IDO—Installation Deployment Officer
INFOCON—Information Operations Condition
IRE—Initial Response Element
IT—Initial Training
LERTCON—Readiness Condition
LIMFAC—Limiting Factor
LMR—Land-Mobile Radio
OPCON—Operational Control
OPORD—Operations Order
OPLAN—Operations Plan
OPREP—3 -Operational Event/Incident Report
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
UCC—Unit Control Center

Terms

Crisis Action Team—A team formed by the 21 SW/CC 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 the 21 SW, the wing CAT is divided into two teams; “A” and “B” teams with appropriate alternates.

Crisis Action Team Associate—An organization that does not provide sitting representatives to the CAT, but these representatives are present when necessary to receive or provide briefings and updates. Otherwise, associates operate out of their respective work areas. Examples include Intelligence, Weather, and AFOSI.

Command Cell—The CAT command element providing overall command of and direction regarding wing mission execution. The Command Cell consists of the 21 SW/CC/CV, Operations Group Commander, Mission Support Group Commander, and Medical Group Commander. As necessary the 302 AW/CC may be notified and asked to provide 302 AW expertises.

Fusion Cell—The CAT element that consolidates inputs and compiles them into an overview of wing status and capability for the Command Cell.

Group Control Center—A center established to provide direction and or information to the Unit Control Centers. Normally the GCC receives data from the CAT, and re-issues to the UCCs. The UCCs accomplish all GCC directed actions. Once complete, the UCC notifies the GCC who notifies the CAT.

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 CAT. 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. The SCT consists of operations, plans, maintenance, and mission support personnel with a team leader. The SCT falls under the operational control of the Operations Group Commander.

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 Group Control Centers in planning, directing, coordinating, and controlling unit activities.

Attachment 2

CRISIS ACTION TEAM PERSONNEL REQUIREMENTS MATRIX

A2.1. Shift Times: (members need to arrive 15 minutes early for change-over)

A2.2. A Team: Dependent on recall time, normally 12 hour shifts, B Team: Dependent on recall time, normally 12 hour shifts. * Note: Each position 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, and/or B team. The same individual cannot backup two billet requirements, so a second representative must be designated.

A2.3. Position Team Requirement/Tasked Organization/Totals in 24 hr Period

A2.3.1. Command Cell

- A2.3.1.1. Commander - 1 Per Team - 21 SW CC/CV/IMA (A, B)
- A2.3.1.2. Operations Group- 1 Per Team - 21 OG/CC/Deputy (A, B)
- A2.3.1.3. Mission Support Group- 1 Per Team - 21 MSG/CC/Deputy (A, B)
- A2.3.1.4. Medical Group 1 Per Team - 21 MDG/CC/Deputy (A, B)
- A2.3.1.5. Command Chief

A2.3.2. Special Advisor Staff

- A2.3.2.1. Judge Advocate- 1 Per Team - 21 SW/JA (A, B)
- A2.3.2.2. Public Affairs - 1 Per Team - 21 SW/PA (A, B)
- A2.3.2.3. Safety-1 Per Team - 21 SW/SE (A, B)
- A2.3.2.4. Anti-Terrorism Officer-1 Per Team - 21 SW/ATO (A, B)
- A2.3.2.5. CSRCP Liaison Officer-1 Per Team - 21 SW/CSRCP (A, B)
- A2.3.2.6. Security Forces- 1 Per Team - 21 SW/SFS (A, B)
- A2.3.2.7. OG LNO – 1 Per Team – 21 OG (A, B)
- A2.3.2.8. MSG LNO – 1 Per Team – 21 MSG (A, B)
- A2.3.2.9. 721 MSG LNO – 1 Per Team – 721 MSG (A, B)
- A2.3.2.10. Director- 1 Per Team - 21 OG/CC (A, B)
- A2.3.2.11. Deputy Director- 1 Per Team - 21 OG/CC (A, B)
- A2.3.2.12. CST- On Call available through CAT recall roster - 21 MSG (A, B)
- A2.3.2.13. Fusion Cell - 4 Per Team – Two 21 OG members, One 21 MDG, One 21 SW/DS (A, B)
- A2.3.2.14. Entry Controller 1 Per Team - 21 MSG (A, B)
- A2.3.2.15. Hot Back-Up-2 Per Team - 21 MSG (A, B)