

**BY ORDER OF THE COMMANDER
45TH SPACE WING**

**45TH SPACE WING INSTRUCTION
10-101**



13 JULY 2016

Operations

**CRISIS ACTION TEAM
(CAT) OPERATIONS**

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This instruction implements policy for Crisis Action Team (CAT) Operations. This publication combines policy prescribed by Air Force Instruction (AFI) 10-206 *Operational Reporting*, AFI 10-207 *Command Post*, AFI 10-2501 *Air Force Emergency Management Program Planning and Operations*, AFI 36-3803 *Personnel Accountability in Conjunction with Natural Disasters or National Emergencies*, Air Force Manual (AFMAN) 10-2502 *Air Force Incident Management System (AFIMS) Standards and Procedures*, AFMAN 10-2504, *Air Force Incident Management Guidance for Major Accidents and Natural Disasters*. It applies to 45 SW and subordinate units, including tenant units. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. This publication may not be supplemented or further implemented/extended. Submit requests for waivers through the chain of command to the Publication OPR.

SUMMARY OF CHANGES

This publication has been substantially revised and must be completely reviewed. It specifies guidance for wing-level Battle Staff and Crisis Action Team operations, and requirements for group/squadron-level Control Centers. It further defines several Battle Staff positions to include the Battle Staff Director (BSD) and Exec positions and revises some assigned manning

procedures and responsibilities. It also adds references to the integrated electronic command and control system (Shark Command and Control System (SC2S)). Defines the roles and responsibilities of 45 OSS/OSOC. Updates all references of Support Battle Staff (SBS) and Crisis Action Team (CAT) further defining the responsibilities of the CAT. Changes the names of the Senior Battle Staff from A/B Team to Blue/Silver Team. Deletes all references to the Battle Staff Working Group (BSWG) and the Senior Duty Officer (SDO). Deletes all references to Space Emergency Action Messages (SEAMS) in accordance with AFSPC C2CIF 06-018, directing all 14 AF wings to destroy EAP VOL 1 & VOL 2.

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1. General. This instruction provides guidance for the 45 SW/CC to plan, direct, and coordinate forces in response to contingencies, crises, natural/manmade disasters, or wartime situations. The CAT is a command and control function normally activated for a specific incident with the overall purpose to focus on the mission execution and not the management of the incident. This guidance applies to all 45 SW units, Mission Partners, and Tenant Organizations.

1.1. The 45 SW Operations Group (OG) is responsible for managing and implementing CAT processes through the 45 OSS/OSO.

2. CAT Roles and Responsibilities. The CAT develops courses of action and executes the commander's and higher headquarters directives. When notified of a contingency or situation

that has occurred or is occurring, the 45 SW Commander, or designated representative, will identify the appropriate agencies whose attendance is necessary.

2.1. The CAT responds to the 45 SW Commander's needs and can range from a fully formed CAT, to one consisting of only those individuals required for a developing situation. Nominally the fully formed CAT is made up of the 45 SW Commander, commander's senior staff (generally Group Commanders), tenant wing commanders and Special Staff members, CAT Support Staff, Subject Matter Experts (SMEs) and Mission Partners and is scalable and tailorable at the discretion of the 45 SW Commander for crises, contingencies, exercises, and certain wartime operations.

2.2. The CAT directs strategic actions supporting the installation's mission via the Command Post (CP).

3. CAT Recall/Activation. The CAT is activated to provide base level command, control, to inform higher headquarters and comparable civilian agencies, and coordinate the incident response. The CAT is responsible for providing information to higher headquarters via Command Post submitted reports. The Command Post is responsible for providing the communication link. The CAT is also activated for specific incidents to command, control, and coordinate required support or at the discretion of senior wing leadership.

3.1. When deemed necessary by the 45 SW/CC, or designated representative, a recall of the CAT and any designated augmentees will be initiated by the CP.

3.1.1. The CP controllers will initiate CAT recall via AtHoc. In case of AtHoc system outage, CP controllers will initiate pyramid recall procedures to make the notification to the CAT Commander's Senior Staff, Subject Matter Experts, Mission Partners, and the CAT Support Staff as required.

3.1.2. When recalled to the CAT, report as soon as possible, but NLT the reporting time in the CAT recall message.

3.1.3. Upon activation of the CAT, the Command Post will call the on-duty CAT Team Lead, the CAT Director (CATD), and CAT Manager to inform them of the CAT recall.

3.1.3.1. The CAT Team Lead will continue the notification process and recall the appropriate CAT Support Staff members.

3.1.4. 45 OSS/OSO will provide a recall roster to the 45 SW Command Post quarterly, or as required by updates to support staff teams.

3.2. The primary CAT location is in building 423. The alternate CP is located in building 603.

3.2.1. CAT and CP functions may be transferred to the alternate CP location, in case of evacuation (i.e., bomb threats, fire, power outages).

3.2.2. Several times during the year local exercises are conducted, some of which may require operation from the alternate CAT and CP locations. To aid in this function, the Commander's Senior Staff is organized in two teams (A and B). This construct allows for 24-hour coverage, if necessary, and the teams will operate on 12-hour shifts. All designated positions must ensure a representative is present for the appropriate shift.

3.2.3. In the event of an evacuation due to a hurricane, the Commander's Staff is organized in two teams (Silver and Blue). Both teams will deploy to their respective locations as outlined in applicable HURCON checklists.

4. CAT Member Responsibilities. The following is a comprehensive but not all-inclusive list of CAT members and their designated roles and responsibilities. Team members must be ready to support Wing/HHQ directives in unforeseen circumstances.

4.1. The 45 SW Commander/Vice Commander.

4.1.1. Focuses CAT on overall mission accomplishment. Serves as CAT Director or can appoint designated representative to serve as CAT Director to exercise leadership of the CAT.

4.1.2. Provides overall guidance in response to the contingency or crisis (while allowing the Emergency Operations Center to manage the incident).

4.1.3. Ensures implementation of HHQ-directed OPLANs/OPORDs.

4.1.4. Provides direction and information to subordinate unit commanders and tenant units.

4.1.5. Approves required up-channel reporting.

4.1.6. Ensures proper security for wing assets (HURCON, INFOCON, FPCON, etc.).

4.1.7. Coordinates/informs, as appropriate, with media and local/state authorities, regarding installation actions.

4.1.8. Determines need to activate/deactivate the Emergency Operations Center (EOC), Unit Control Centers (UCC) and Group Control Centers (GCC),

4.1.9. Monitors the EOC, UCCs, GCCs and Incident Commander (IC) during response and recovery.

4.2. Commander's Senior Staff: (OG/CC/CD, LCG/CC/CD, MDG/CC/CD, MSG/CC/CD, SW/CCC, SW/SE).

4.2.1. Serves as senior members of the CAT.

4.2.2. Advises and formulates the commander on matters pertaining to the status of forces, resources and mission-related activities of their respective organizations.

4.2.3. Reference OPLAN supporting checklists (i.e. IEMP) for wing wide coordinated and approved actions to complete. These checklists provide a clear understanding of actions being taken at the functional and tactical levels of the C2 structure.

4.3. Subject Matter Experts: (Representatives from CES, FSS, ATO, SFS, WS, PA, SCS, OSI, JA, CONS, CPTS, HRT and Intel).

4.3.1. Advises the Wing Commander and Commander's Senior Staff on matters pertaining to their mission-related activities and respective organizations.

4.3.2. Assists with decision making and checklist completion.

4.4. Mission Partners: (Representatives from NOTU, DEOMI, 920 RQW, and AFTAC). Advise the Wing Commander and Commander's Senior Staff on matters pertaining to their mission-related activities and respective organizations.

4.4.1. Assists with decision making and checklist completion.

4.4.2. Coordinates efforts and movements with the 45 SW.

4.5. Command Post Liaison.

4.5.1. Coordinates and provides CP support to the CAT.

4.5.2. Advises the 45 SW/CC and CAT Support Staff on matters pertaining to command and control.

4.5.3. Coordinates outgoing message traffic (e.g., AtHoc Messages, SITREPs, OPREPs) and obtain 45 SW/CC approval of all CAT-related outgoing message traffic.

4.6. CAT Director.

4.6.1. The 45 SW/CC or 45 SW/CV serves as the CAT Director or can appoint a designated representative.

4.6.2. Directs required actions contained in unit support plans and levels of support to the Incident Commander through the EOC Director during contingency operations (via update briefings) based on mission needs, acceptable levels of risk, and commander's intent. The Incident Commander will weigh the risk and incorporate commander's intent to the Incident Action Plan.

4.6.3. Ensures accomplishment of all tasked missions according to the commander's intent and the appropriate degree of readiness of subordinate units.

4.6.4. Monitors the status of assigned aircraft, aircraft launches and recoveries, and unit deployment operations through the deployment control center.

4.6.5. Ensures timely submission of required operations and situation reports through the CP.

4.6.6. Performs additional actions as directed by the commander.

4.6.7. The CAT Director shall appoint a CAT manager with a CAT Support Staff (CAT SS) dedicated cadre (when activated) whose duties are administrative in nature.

4.7. CAT Manager.

4.7.1. Maintains and provides CAT training, resources, documentation and guidance. Other wing organizations may be tasked to support CAT equipment maintenance/upgrades, organization and evaluations of the CAT.

4.7.2. CAT Program Manager will maintain the CAT on call schedule for CAT Support Staff and a roster for all CAT Senior Staff.

4.8. CAT Team Lead (CAT/TL).

4.8.1. CAT TLs are typically mid-level to senior CGOs. They have overall responsibility for their CAT Support Staff. They are also responsible for:

- 4.8.2. Provides situation, update and changeover briefings to the CAT and monitor the status boards and charts for current updates as necessary.
 - 4.8.3. Ensures primary/alternate CAT areas are set up for proper operations, and ensures computer, information and communications security (OPSEC/COMPUSEC/INFOSEC/COMSEC) procedures are followed at all times.
 - 4.8.4. Coordinates with 45 SW Mission Support Group for evacuation transportation, gear and supplies if required for evacuation/relocation.
 - 4.8.5. Guide 45 SW/CC through CAT checklist steps, maintain situational awareness of actions taken, completed and pending.
 - 4.8.6. Maintain overall control of the CAT by regulating noise levels, enforcing scheduled timelines and directing Assistant Lead/Executive Officer actions.
 - 4.8.7. Report any communication or equipment issues to the proper agencies and inform 45 OSS/OSO of the issue.
- 4.9. CAT Assistant Team Lead (CAT/ATL).
- 4.9.1. CAT/ATLs perform administrative duties as required or assigned by the 45 SW/CC and CAT Team Lead. CAT/ATLs are also responsible for:
 - 4.9.2. Assists in the initial set-up of the CAT area.
 - 4.9.3. Maintains logs and record copies of all outgoing message traffic and AtHoc messages regarding the contingency or crisis.
 - 4.9.4. Researches and develops briefing charts for inclusion in required CAT Support Staff briefings and be responsive to the direction of the Commander's Senior Staff and the CAT Team Lead.
 - 4.9.5. Update CAT Support Staff display boards and charts (e.g., CAT Support Staff logs, INFOCON status, FPCON status, HURCON status, Creston).
- 4.10. CAT Support Staff.
- 4.10.1. The CAT Support Staff is comprised of a CAT Team Lead (CAT/TL), CAT Assistant Team Lead (CAT/ATL) and CAT Executive Officer (CATX). The support staff is normally a compilation of knowledgeable personnel designated by units across the installation.
 - 4.10.2. The CAT Support Staff is composed of three CAT Support Teams, each consisting of: CAT/TL, CAT/ATL and CATX. There will also be an extra three members for additional support in the event of a heavy operations tempo or absence of personnel. The teams rotate shift responsibility each month.
 - 4.10.3. Provides dedicated CAT data, information, and knowledge management services to the CAT.
 - 4.10.4. Providing user assistance for common software applications (e.g. Microsoft Word, Power Point Excel, television, etc.).
 - 4.10.5. Providing user assistance for support staff equipment (e.g. copy machines, printers, phones, etc.).

4.10.6. Organizing an overall information management plan (IMP) for the commander. The IMP should address:

4.10.7. Business rules for lifecycle management information.

4.10.7.1. Processes for receiving, processing and distributing CAT directives to the C2 nodes and the installation.

4.10.7.2. Activity log and suspense management.

4.10.7.3. Information disseminating methods and procedures (e.g., DCO, SharePoint websites, shared drives, meet-me-nets etc.).

4.10.7.4. Support for briefings and phone/e-mail listings.

4.10.7.5. Providing contact rosters of all CAT Support Staff personnel to the CP controllers and the EOC.

4.10.8. CAT Support Staff will be required to participate in refresher training at the start of an on-duty month with 45 OSS/OSO.

4.10.9. Provide escort for CAT visitors/uncleared personnel.

4.11. CAT Executive Officer (XO).

4.11.1. Performs additional administrative duties as required or assigned by the 45 SW/CC and CAT Team Lead. CAT/ATLs are also responsible for:

4.11.2. Assists in the initial set-up of the CAT area.

4.11.3. Assists the CAT Team Lead and Assistant Lead in planning, controlling, coordinating and directing activities required to accomplish the CAT mission.

4.11.4. Researches and develops briefing charts for inclusion in required CAT Support Staff briefings and be responsive to the direction of the Commander's Senior Staff and the CAT Team Lead.

5. Command Post Controllers. Serve as the Wing Commander's primary focal point for command and control of assigned units. The command post is the responsible agency for notification and warning per AFI 10-207. Although located in the CP, the CP is separate from the CAT. This does not prohibit partnership and cross flow of ideas with the CAT.

5.1. Act as the interface between the CAT and the 14th Air Force/AFSTRAT Air and Space Operations Center (AOC), Joint Space Operations Center (JSpOC), Air Force Space Command (AFSPC) Command Center, Air Force Service Watch Cell (AFSWC).

5.2. Provide the CAT with information on real time changes in force status, security conditions and other pertinent information.

5.3. Support the CAT in the operational reporting of events/incidents as required by Air Force and AFSPC instructions.

5.4. Oversee entry control procedures of the CAT/CP area.

5.5. The CP Emergency Action Cell will upchannel OPREPs and SITREPs from the CAT to disseminate on a SIPRNET terminal; inputs for reporting will be provided by CAT Support Staff (SITREP) or CC/CV (OPREP).

5.6. Distribute instructional preformatted messages for exercise and real world incidents in accordance with 45 SWI 10-202.

6. Current Operations Flight (45 OSS/OSO). Serve as the office of primary responsibility for managing CAT operations.

6.1. Develop, maintain, and distribute CAT checklists.

6.2. Develop and administer recurring CAT training.

6.3. Develop and maintain a command, control and communications standard operating procedure and common operating picture.

6.4. Develop and maintain CAT Support Staff recall roster and a CAT Senior Staff roster.

6.5. Update AtHoc distro list for CAT members.

6.6. Coordinate with base agencies to support CAT equipment maintenance/upgrades, organization and evaluation.

6.7. Manage and maintain CAT facilities.

7. Manning. All units assigned to the 45th Space Wing will provide manning for CAT operations.

7.1. CAT Support Staff members will be appointed via an appointment letter by their respective commander and will be sent to and maintained by the CAT Manager. The CAT Managers will draft a Senior Staff appointment letter for the 45 SW/CC signature. All appointment letters will be reviewed and updated as needed. Members will report for duty whenever the CAT convenes and/or is activated.

7.2. Appointed personnel must be able to hold their respective CAT position for a minimum of 6 months with no projected PCS, or extended TDYs/deployments. A PCA from one squadron to another does not necessarily constitute release from CAT duty.

7.3. Personnel will notify the CAT Managers at least 60 days prior to PCS/PCA so a replacement can be appointed and trained.

7.4. CAT Support Staff members will notify their respective CAT Team Lead who will in turn notify the CAT Managers for any leave/TDYs/etc. as soon as possible so manning gaps can be filled in the event of CAT activation.

8. Training and Training Responsibility. Specifically, the 45th OSS/OSOC has primary responsibility for establishing, maintaining and documenting CAT training.

8.1. All members assigned to the CAT are required to be current on the following training: Air Force Emergency Response Operations First and Emergency Responders (AERO FERC), Defense Collaboration Services (DCS) Familiarization, local Initial Training and local Recurring Training. Additionally, CAT Support Team members are required to attend monthly refresher training prior to the start of their on-duty month.

8.1.1. Air Force Emergency Response Operations First and Emergency Responders (AERO FERC). The Commander, Commander's Senior Staff, and CAT Support Staff members are required to complete the Air Force Emergency Response Operations First and Emergency Responders (AERO FERC) per AFI 10-2501. This course consists of

two parts; an Advance Distributed Learning Service (ADLS) portion and a classroom portion administered by the 45 SW Emergency Management Flight (45 CES/CEXM).

8.1.2. DCS Familiarization. 45 OSS/OSOC will provide DCS familiarization to all members during Initial Training.

8.1.3. Local Initial Training. This is comprehensive training for all newly assigned CAT members, but is not all inclusive. Upon assignment to the CAT and prior to starting initial training, all members must accomplish AERO C2 training. Initial training will be accomplished within 45 days of the member's assignment to the CAT. Initial training will follow the Initial Plan of Instruction (Attachment B) and will include, but is not limited to, the following topics:

8.1.3.1. CAT Purpose.

8.1.3.2. CAT Policy and Guidance.

8.1.3.3. CAT Composition and the duties and responsibilities of the members.

8.1.3.4. CAT Communication Flow.

8.1.3.5. Sequence of Events in the CAT.

8.1.3.6. Checklist Overview.

8.1.3.7. Evacuation/Relocation Procedures.

8.1.3.8. DCS Familiarization.

8.1.4. Local Recurring Training. Recurring training is conducted for CAT members on a quarterly basis. The training will have three separate parts, a procedure focus section, a checklist focus section and a tabletop exercise. Each section will be instructed over a month, with the tabletop exercise in the final month of the quarter. Recurring training will follow the Annual Plan of Instruction (Attachment C).

8.1.5. Refresher Training. At the start of an on-duty month CAT Support Team members are required to attend refresher training. This training will not only serve as a brief refresher on CAT Support Staff duties, but also serve as a conduit to train support staff members on any new CAT procedures before they are needed to staff the CAT. This training will constantly change depending on what needs to be briefed to the members but should include at least the following:

8.1.5.1. CAT purpose/Communication Flow.

8.1.5.2. CAT Composition.

8.1.5.3. Sequence of Events.

8.1.5.4. Crestron Set Up.

8.1.5.5. Running Slide Set Up.

8.1.5.6. Situation Brief Set Up.

8.1.5.7. On-Duty Month Reminders.

8.1.5.8. Special Interest Items (i.e. action items from exercises).

9. CAT Situational Briefings. Initial and follow-up situation briefings are one of the primary means of providing information to the 45 SW/CC and Commander's Senior Staff.

- 9.1. The CAT Support Staff is responsible for building and facilitating the briefings.
- 9.2. Content and focus of the briefing will be determined by the contingency/situation.
- 9.3. Generally the briefing will consist of the current status, a recap of past events and any open action items.
- 9.4. CAT briefings will be conducted as deemed by the 45 SW Commander, during changeover, after extended pauses in exercises and periodically as required by the EOC. Coordinate a battle rhythm with the EOC to capture and organize assistance to the incident commander.
- 9.5. Special briefings from various staff elements to include but not limited to:
 - 9.5.1. Weather (WS). Current weather and updates.
 - 9.5.2. Office of Special Investigations (OSI). Current threat and updates.
 - 9.5.3. Antiterrorism Office (ATO). Current threat and updates.
 - 9.5.4. Intelligence (OSK). Current intelligence and any updates.
 - 9.5.5. Judge Advocate (Legal). Current Legal implications.
 - 9.5.6. Installation Deployment Officer (IDO). Updates to current/potential deployments.
 - 9.5.7. Group specific. Group-specific actions, status of assets, and other information as required.
- 9.6. CP controllers and/or liaison will provide an informal initial situation brief to the CAT Director and CAT Team Lead upon arrival.
- 9.7. Initial briefing will consist of all relevant information available at the time of CAT Director and CAT Team Lead arrival.
- 9.8. CAT Support Staff will organize the information received for presentation to the 45 SW/CC and Senior Staff.
- 9.9. Briefing Content. The CAT Support Staff and CP Liaison will work together and obtain the information required for the briefing.
 - 9.9.1. The introduction portion of the briefing is static and will not change unless needed.
 - 9.9.2. The CAT Team Lead will provide the introduction of the briefing. This may include but is not limited to:
 - 9.9.3. Roll Call.
 - 9.9.4. Security.
 - 9.9.5. Relocation/Evacuation Procedures.
 - 9.9.6. Readiness Status (INFOCON, FPCON, HURCON).
 - 9.9.7. Open Checklists/Items.

9.9.8. Events Log.

9.9.9. Action Items.

9.9.10. Recall Status.

9.9.11. Group Specific.

9.9.12. The body of the briefing will change as necessary to fit the current situation as indicated in para. 9.5.

10. Checklist. The CAT utilizes checklists to dictate actions during a significant event. Checklist use is mandatory; however, it is not expected to replace sound judgment (Attachment D).

10.1. Checklists are based on Air Force, MAJCOM and base instructions.

10.2. Checklists are reviewed and updated annually by 45 OSS/OSO for currency.

10.3. 45 OSS/OSO is responsible for developing, maintaining and distributing CAT checklists in coordination with the appropriate SMEs.

10.4. The CAT Team Lead will guide the CAT through all checklists and ensure nothing is left out while keeping the CAT on track.

10.5. The checklists are arranged into 4 sections. They are living documents and can change at any time. See attachment D for an example:

10.5.1. Section 1 contains Contingency Procedures. These checklists are for any emergency outside the CAT that does not involve a condition change (i.e. HURCON or FPCON).

10.5.2. Section 2 contains Condition Changes. For these checklists you do not have to run the Contingency Response checklist first (unless something forces a condition change after already running another checklist).

10.5.3. Section 3 contains Emergency CAT Procedures. These are for emergencies specifically in the CAT area. You do not have to run the Contingency Response checklist for an emergency in the CAT. This section also contains relocation maps in the event the CAT is evacuated.

10.5.4. Section 4 contains Administrative Procedures. Most are specifically for CAT Support Staff, but several are tools for everyone in the CAT, such as the DCS login checklist.

11. Nominal Information Flow

11.1. Information flow internal to the CAT:

11.1.1. All information will flow through the CAT Team Lead.

11.1.2. The CAT Team Lead will ensure CAT members receive all necessary information.

11.1.3. The Wing Commander or designated representative will assign tasking/action items to appropriate Office of Primary Responsibility (OPR).

11.2. Information flow external to the CAT:

11.2.1. During an incident, the Emergency Operations Center (EOC) is responsible for up channeling information to the CAT and installation commander, as applicable.

11.2.2. Information will flow from the scene through the Incident Commander to the EOC, and the EOC Director will channel information to the CAT.

11.2.3. The EOC is the C2 support element that coordinates information and resources to support the installation's actions before, during, and after an incident. The EOC is activated and recalled by the Installation Commander. The EOC updates the CAT with continuing incident status and request support through the CAT when on-scene requirements surpass the installation's inherent cumulative capabilities. EOCs may support the Multiagency Coordination System and joint information activities.

11.3. Information distribution. To ease the flow of communication, 45 OSS/OSO will coordinate with EOC to establish a common operating picture (CoP) and communication procedures.

11.3.1. Communication platform and plan must allow for the CAT to communicate with the EOC, and UCCs. Communication with the UCC must also be available when the EOC is not activated (Attachment E).

11.3.2. Current CoP is DCS Web.

11.3.3. The CP Liaison will provide the CAT Team Lead or 45 SW/CC with any updates, as well as recommendations on the criticality of the information.

WAYNE R. MONTEITH,
Brigadier General, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORT INFORMATION***Abbreviations and Acronyms*

ADLS—Advanced Distributed Learning Service

AERO C2—Air Force Emergency Response Operations Command and Control Course

AFIMS—Air Force Incident Management System

AFSPC—Air Force Space Command

AFSTRAT—Air Force Strategic Command

AFSWC—Air Force Service Watch cell

AFTAC—Air Force Technical Application Center

AOC—Air Operations Center

ATO—Antiterrorism Office

CAT—Crisis Action Team

CATD—Crisis Action Team Director

CAT/TL—Crisis Action Team Lead

CAT/ATL—Crisis Action Team Assistant Lead

CATX—Crisis Action Team Executive Officer

CAT SS—Crisis Action Team Support Staff

CC—Commander

CCC—Wing Commander

CCAFS—Cape Canaveral Air Force Station

CD—Deputy Commander

CES—Civil Engineering Squadron

CEXM—Emergency Management Flight

CONS—Contracting Squadron

CoP—Common Operating Picture

CP—Command Post

CTPS—Comptroller Squadron

CV—Vice Commander

C2—Command and Control

DCS—Defense Collaboration Services

DEOMI—Defense Equal Opportunity Management Institute

EOC—Emergency Operations Center
FPCON—Force Protection Condition
FSS—Force Support Squadron
GCC—Group Control Center
HHQ—Higher Headquarters
HRT—Hurricane Recovery team
HURCON—Hurricane Condition
IAW—In Accordance With
IC—Incident Commander
IDO—Installation Deployment Officer
IEMP—Installation Emergency Management Plan
IMP—Information Management Plan
INFOCON—Information Condition
JA—Judge Advocate
JSpOC—Joint Space Operations Center
KSC—Kennedy Space Center
LCC—Launch Control Center
LCG—Launch Group
MAJCOM—Major Command
MDG—Medical Group
MSG—Mission Support Group
NOTU—Naval Ordnance Test Unit
OG—Operations Group
OPLAN—Operation Plan
OPORD—Operation Order
OPR—Office of Primary Responsibility
OPREP—Operational Report
OSI—Office of Special Investigations
OSK—Intelligence
OSS/OSO—Operational Support Squadron/Current Operations
PA—Public Affairs
PCA—Permanent Change of Assignment

PCS—Permanent Change of Station
RDS—Records Disposition Schedule
SCJSHS—Space Coast Junior/Senior High School
SCS—Space Communication Squadron
SE—Safety
SFS—Security Forces Squadron
SITREP—Situational Report
SME—Subject Matter Expert
SW—Space Wing
TDY—Temporary Duty
UCC—Unit Control Center
UCC—Unit Control Center
WS—Weather Squadron
XO—Executive Officer

Attachment 2

INITIAL PLAN OF INSTRUCTION (EXAMPLE)

Figure A2.1. Initial Plan of Instruction (Example).

CAT IPOI					
Type of Training	Activity/Description	Trainee Initials	Instr Initials	Date	Remarks
All Personnel					
Initial Training	AP01 – Understand DCO Fundamentals				Classroom
	A. Perform DCO Functions				
	AP02 – Perform CAT Activation				Classroom
	A. Understand CAT Recall Procedures				Classroom
	B. Understand CAT Activation/Deactivation Procedures				Classroom
	C. Understand CAT Shift Change Procedures				Classroom
	D. Understand Virtual CAT Standup Procedures				Classroom
	AP03 – Understand CAT Emergency Procedures				Classroom
	C. Perform Evacuation/Relocation Procedures				
	GE01 - Understand CAT Guidance Fundamentals				Classroom
A. Understand CAT GM/SWI					
B. Understand CAT Comm Flow				Classroom	
C. Understand CAT Checklist Logic				Classroom Traini	
D. Understand CAT Checklist Softcopy Locations				Classroom	
Training Packet	AP03 – Understand CAT Emergency Procedures				Self-Study
	A. Perform Fire in the CAT Procedures				
	B. Perform Bomb Threat/Suspicious Package Procedures				Self-Study
	CP01 – Understand Contingency Procedures				Self-Study
	A. Perform Contingency Response Procedures				
	B. Perform Hazardous Material Incident Procedures				Self-Study
	C. Perform Aircraft Accident Procedures				Self-Study
	D. Perform Severe Weather/Natural Disaster Procedures				Self-Study
	E. Perform Nuclear Accident Procedures				Self-Study
	F. Perform CBRNE Procedures				Self-Study
	G. Perform Active Shooter Procedures				Self-Study
	CC01 – Perform Condition Change Procedures				Self-Study
	A. Understand HURCON Procedures				
	B. Understand RECON Procedures				Self-Study
C. Understand FPCON Change Procedures				Self-Study	
D. Understand INFOCON Change Procedures				Self-Study	
CAT Support Staff					
Support Staff Initial Training	AP01 – Understand DCO Fundamentals				Classroom
	B. Perform CAT Logging				
	AP02 – Perform CAT Activation				Classroom
	E. Understand CRESTRON system				
	F. Understand CAT Situation Brief				Classroom
	G. Understand Battlestaff Drive Utilization				Classroom
H. Understand CAT Running Slides				Classroom	
I. Understand Geobase Utilization				Classroom	

Attachment 3

ANNUAL PLAN OF INSTRUCTION (EXAMPLE)

Figure A3.1. Annual Plan of Instruction (Example).

	Activity/Description	Task Level	Senior Staff	Support Staff	1st Otr	2nd Otr	3rd Otr	4th Otr
AP	Administrative Procedures							
AP01	Understand DCO Fundamentals							
AP01A	DCO Functions	B	B	B			x	
AP01B	CAT Logging	C		3c	x	x	x	X
AP02	Perform CAT Activation							
AP02A	CAT Recall Procedures	B	B	3b		x		
AP02B	CAT Activation/Deactivation Procedures	C	A	3b	X			
AP02C	CAT Shift Change Procedures	C	A	3b	X			
AP02D	Virtual CAT Standup Procedures	B	B	3c				X
AP02E	CRESTRON System Functions	C		3b	x	x	x	x
AP02F	CAT Situation Brief	B		3c	x	x	x	x
AP02G	Battlestaff Drive Utilization	B		3b	x	x	x	x
AP02H	CAT Running Slides	C		3a	x	x	x	x
AP02I	Geobase Utilization	C		2a	x	x	x	x
AP03	Perform CAT Emergency Procedures							
AP03A	Fire Response Actions per CAT Procedures	B	3b	3c			x	
AP03B	Bomb Threat/Suspicious Package Procedures	B	3b	3c			x	
AP03C	Evacuation/Relocation Procedures	B	3b	3c			x	
GE	Guidance and Exercises							
GE01	Understand Guidance Fundamentals							
GE01A	CAT GM/SWI Functions	B	C	C	x			
GE01B	CAT Communication Flow	B	C	C				x
GE01C	CAT Checklist Logic	C	C	D		x		
GE01D	CAT Checklist Softcopy Locations	C	B	C				x
CP	Contingency Procedures							
CP01	Understand Contingency Procedures							
CP01A	Contingency Response Procedures	B	2b	3c				x
CP01B	Hazardous Material Incident Procedures	B	2b	3c		x		
CP01C	Aircraft Accident Procedures	B	2b	3c			x	
CP01D	Severe Weather/Natural Disaster Procedures	B	2b	3c	x			
CP01E	Nuclear Accident Procedures	B	2b	3c			x	
CP01F	CBRNE Procedures	B	2b	3c		x		
CP01G	Active Shooter Procedures	B	2b	3c				X
CC	Condition Change							

CC01	Perform Condition Change Procedures							
CC01A	HURCON Procedures	B	2b	3c	x			
CC01B	RECON Procedures	B	2b	3c	x			
CC01C	FPCON Change Procedures	B	2b	3c		x		
CC01D	INFOCON Change Procedures	B	2b	3c		x		

Attachment 4

CHECKLIST INDEX EXAMPLE

Figure A4.1. Checklist Index Example.

UNCLASSIFIED				
UNCLASSIFIED FOR OFFICIAL USE ONLY				
COMMANDER'S CRISIS ACTION TEAM INDEX				
C/L #	TITLE	PAGE	DATED	AUTHOR
Section 1 – Contingency Procedures				
1-1	Contingency Response	5	12 Aug 15	OSS/OSO
1-2	Hazardous Material Incident	9	12 Aug 15	OSS/OSO
1-3	Aircraft Accident	21	12 Aug 15	OSS/OSO
1-4	Severe Weather/Natural Disaster	33	12 Aug 15	OSS/OSO
1-5	Nuclear Accident	51	12 Aug 15	OSS/OSO
1-6	CBRNE	63	12 Aug 15	OSS/OSO
1-7	Active Shooter	85	12 Aug 15	OSS/OSO
Section 2 – Condition Changes				
2-1-1	HURCON 5	87	12 Aug 15	OSS/OSO
2-1-2	HURCON 4	89	12 Aug 15	OSS/OSO
2-1-3	HURCON 3	103	12 Aug 15	OSS/OSO
2-1-4	HURCON 2	117	12 Aug 15	OSS/OSO
2-1-5	HURCON 1	129	12 Aug 15	OSS/OSO
2-2-1	RECON 1	139	12 Aug 15	OSS/OSO
2-2-2	RECON 2	151	12 Aug 15	OSS/OSO
2-2-3	RECON 3	163	12 Aug 15	OSS/OSO
2-2-4	RECON 4	175	12 Aug 15	OSS/OSO
2-3	FPCON Change	189	12 Aug 15	OSS/OSO
2-4	INFOCON Change	191	12 Aug 15	OSS/OSO
Section 3 – Emergency CAT Procedures				
3-1	Fire in CAT/CP	193	12 Aug 15	OSS/OSO
3-2	Bomb Threat/Suspicious object in CAT	195	12 Aug 15	OSS/OSO
3-3	CAT Evacuation/Relocation	197	12 Aug 15	OSS/OSO
3-3-1	Attachment 1-CAT Evacuation/Relocation Maps	198	12 Aug 15	OSS/OSO
Section 4 – Administrative Procedures				
4-1	CAT Activation	201	12 Aug 15	OSS/OSO
4-1-1	CAT Setup	203	12 Aug 15	OSS/OSO
4-1-2	CAT Situational Brief	205	12 Aug 15	OSS/OSO
4-3	Alternate CAT Activation	207	12 Aug 15	OSS/OSO
4-4	CAT Shift Change	209	12 Aug 15	OSS/OSO
4-5	CAT Deactivation	211	12 Aug 15	OSS/OSO
4-6	Phone Listing	213	12 Aug 15	OSS/OSO
4-7	Call Signs	215	12 Aug 15	OSS/OSO
4-8	Checklist Logic Tree	217	12 Aug 15	OSS/OSO

Attachment 5

UCC/EOC/CAT COMMUNICATION FLOW

Figure A5.1. UCC/EOC/CAT Communication Flow.

