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Operations

**COMMAND AND CONTROL ELEMENT CRISIS
ACTION TEAM (CAT) MANAGEMENT**

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This instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness*. This instruction extends the guidance of Air Force Instruction (AFI) 10-206, *Operational Reporting* and Air Force Reserve Command Instruction (AFRCI) 10-208, *Crisis Action Team (CAT)/Operations Center*. It provides guidance and establishes the concept of operations, Crisis Action Team (CAT) composition, activation procedures, security requirements, assembly, briefing, and training requirements. It applies to all 919th Special Operations Wing (919 SOW/CAT) members. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the Air Force (AF) Form 847, Recommendation for Change of Publication; route AF Forms 847 from the field 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 Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afrims/afrims/rims.cfm>.

SUMMARY OF CHANGES

This revision updates unit changes and titles. Updates terminology (Battle Staff to Crisis Action Team) and updates paragraphs 5.7, 5.14, 7.1, 9.1 and 9.3. A margin bar (*) indicates newly revised material.

1. General. Operations during emergencies, disasters, and wartime or exercise conditions require positive direction and rapid response to a variety of situations. To provide this command and control element, the 919 SOW Commander will establish and may activate the Wing CAT.

2. CAT Composition. The composition of the CAT will vary depending on the nature of the situation. The primary CAT (identified in paragraph 4) is considered the minimum necessary to begin to analyze a situation. If warranted, the commander may require all or part of the expanded CAT (identified in paragraph 5) to attend the initial briefing.

2.1. The CAT will be tailored to each situation. This team will consist of functional experts who can provide the CAT with information and advice to support decision-making.

2.2. The 919 SOW Commander will make the determination if any additional members are needed.

3. CAT Responsibilities. It is the responsibility of each CAT member to ensure an alternate is available when the primary member is on temporary duty (TDY) away from home station (TDY, on leave, etc). CAT members must possess at least a Secret security clearance, and will be familiar with all actions associated with varying stages of increased readiness or emergency conditions. During an extended crisis situation, the CAT Director will determine minimum CAT representation and establish work shifts to sustain operations.

4. Primary CAT Members.

- 4.1. 919th Special Operations Wing Commander (919 SOW/CC)
- 4.2. 919th Operations Group Commander (919 OG/CC)
- 4.3. 919th Maintenance Group Commander (919 MXG/CC)
- 4.4. 919th Mission Support Group Commander (919 MSG/CC)
- 4.5. 919th Operation Support Squadron Intelligence (919 OSS/IN)
- 4.6. 919th Logistics Readiness Squadron (919 LRS/CC)
- 4.7. 919 SOW Command Post (919 SOW/CP)
- 4.8. 919 SOW/CAT Director (919 SOW/CATD)
- 4.9. 919th Security Forces Squadron Commander (919 SFS/CC)

5. Expanded CAT Members.

- 5.1. 919th Medical Squadron/Commander (919 MDS/CC)
- 5.2. 919 OSS/Plans (919 OSS/OSX)
- 5.3. 919 SOW Financial Management (919 SOW/FM)
- 5.4. 919 SOW Public Affairs (919 SOW/PA)
- 5.5. 919th Civil Engineer Squadron Readiness (919 CES/CEX)
- 5.6. 919 SOW Safety (919 SOW/SE)
- 5.7. 919th Communications Squadron (919 CS)
- 5.8. 919 SOW Inspector General (919 SOW/IG)
- 5.9. 919 SOW Judge Advocate (919 SOW/JA)
- 5.10. 919 SOW Chaplain (919 SOW/HC)
- 5.11. 919 SOW Historian (919 SOW/HO)
- 5.12. 919th Mission Support Flight Commander (919 MSF/CC)
- 5.13. 919 SOW Environmental Management (919 MSG/EM)
- 5.14. CAT Administration
- 5.15. Any other office or person as deemed necessary by the wing commander.

6. Activation Procedures. The Commander, 919 SOW, or his designated representative is responsible for the activation of the CAT through the 919 SOW/CP. The primary CAT will convene for an initial

review of the information, if warranted, the 919 SOW Commander will then determine the need to call for the expanded CAT not more than one hour later.

6.1. The 919 SOW/CP will activate the CAT for the following situations.

6.1.1. An increase in a Defense Readiness Condition or Alert Condition (DEFCON).

6.1.2. An increase in Force Protection Condition (FPCON).

6.1.3. When directed by higher headquarters.

6.1.4. When directed by the 919 SOW Commander or his designated representative.

6.2. The 919 SOW/CP will notify the 919 SOW Commander of any of the following situations and make a recommendation on activating the CAT.

6.2.1. Receipt of a Headquarters (HQ) Air Force Special Operations Command (AFSOC) Emergency Action Message (EAM) or a HQ Air Force Reserve Command (AFRC) Readiness Action Message (RAM).

6.2.2. Internal disorder.

6.2.3. Nearby civilian demonstrations.

6.2.4. Impending severe weather threatening wing resources.

6.2.5. Aircraft incident, theft, or hijacking attempts or other major accident/incident as required.

6.2.6. Bomb Threat.

6.2.7. Any other event/incident as determined by the on duty controller.

6.3. The command post will prepare and transmit the CAT activation message via Defense Message System (DMS) to higher headquarters within one hour of activation (if activation is directed by higher headquarters a message is not required).

7. Assembly. When activated, the CAT members will assemble in building 3078, room 255, as directed.

7.1. The alternate facility for the CAT is in building 3102, room 124. The command post will advise members when they are recalled whether to report to the primary or alternate location.

7.1.1. If required to relocate, the CATD will ensure all CAT Emergency Action Procedures (EAP) binders are accounted for and transported to the alternate location.

7.1.2. The CAT Emergency Action Procedures (EAP) binders contain classified material and will be used and stored in the command post or alternate secure area as required.

7.2. Once activated and assembled, the CAT will remain activated until deactivated by higher headquarters directives, or by the 919 SOW Commander.

7.3. Upon deactivation the command post will submit a message to higher headquarters via DMS.

8. Briefings. The CATD is responsible for preparing the CAT briefing. The 919 OSS/IN will present an initial situation briefing followed by other staff agencies as required. Each CAT member providing support briefings will ensure accuracy and timeliness when submitting their briefing to the CATD. The commander will direct additional briefings as necessary. Typically, the initial CAT briefing will consist of:

8.1. Roll call.

- 8.2. Room security check and reminder.
- 8.3. Intelligence and/or situation update.
- 8.4. Status of Resources and Training System Reporting (SORTS).
- 8.5. Operational Plans.
- 8.6. Aircraft status.
- 8.7. Mission activity.
- 8.8. Review higher DEFCON measures (if applicable).
- 8.9. CAT duty roster/schedule.
- 8.10. Time of next meeting.

9. Security. The 919 SOW/CP is a restricted area. All personnel requesting unescorted entry into the CAT are required to have area 13 on their AF Form 1199, *Air Force Entry Control Card*. Others requesting entry into the CAT without an Area 13 must request clearance by the CATD. The CATD will maintain a current Entry Access List (EAL), in the command post, which lists personnel authorized entry with or without area 13 on their AF Form 1199.

9.1. For real-world contingencies, a security guard will be posted outside the restricted area to control access into the command post and CAT. Entry into the restricted area will be validated with either the AF Form 1199 or EAL.

9.2. Personnel not on the EAL, but with a valid need to be in the CAT or command post will be escorted and signed in and out on an AF Form 1109, *Visitor Registers Log*, after being cleared by CATD.

9.3. CAT personnel must follow strict Operations Security (OPSEC) and Communications Security (COMSEC) procedures. No cellular phones, Personal Data Assistants (PDA), pagers or Blackberry devices are allowed in the CAT. If you must bring these devices to the CAT, turn them off and leave them in the cabinet, in the CAT main entryway. CAT members will forward or place telephones on hold prior to briefings. Open lines are not allowed during classified briefings.

10. Control of Classified. The CAT will control classified documents by documenting all classified on the CAT Classified Control Log (CCL). CAT members are responsible, collectively and individually, for proper handling of classified material. Classified material signed out to runners by CAT members will also be logged on the CCL to ensure accountability. All classified material logged on the CCL will be returned immediately upon deactivation of the CAT.

10.1. The EAP binders contain classified Rapid Action Checklists (RAC) that describes unit actions to follow during times of crisis. The command post is responsible for the currency of the RAC tables. Individual functional managers will provide updates when necessary. As a minimum, the EAP binders will be reviewed annually.

10.2. The EAP binders are designed to store unclassified materials in addition to the classified material. Functional managers may need immediate access to this unclassified material during times of crisis. CAT members may add to the basic binder any information they deem appropriate, however, the member is responsible for ensuring all material added is properly marked with the correct classification.

11. Training. The CAT members will be briefed semi-annually on EAP. The briefings will consist of implementation procedures and individual staff agency responsibilities for different increased readiness

and emergency situations. The command post will facilitate these briefings. The 919 SOW Commanders will exercise the CAT at least once each semi-annual period. This requirement may be satisfied by a real-world contingency, a locally originated exercise, participation in a higher headquarters-directed exercise, or an Operational Readiness Inspection (ORI).

12. Adopted Forms:

AF Form 847, *Recommendation for Change of Publication*

AF Form 1109, *Visitor Registers Log*

AF Form 1199, *Air Force Entry Control Card*

STEVEN J. CHAPMAN, Colonel, USAFR
Commander

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

AFPD 10-2, *Readiness*, 30 October 2006

AFI 10-206, *Operational Reporting*, 15 October 2008

AFRCI 10-208, *Crisis Action Team (CAT)/Operations Center*, 27 June 2008

AFMAN 33-363, *Management of Records*, 1 March 2008

Abbreviations and Acronyms

AF—Air Force

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFRCI—Air Force Reserve Command Instruction

AFSOC—Air Force Special Operations Command

CAT—Crisis Action Team

CATD—Crisis Action Team Director

CCL—Classified Control Log

COMSEC—Communications Security

DEFCON—Defense Condition

DMS—Defense Message System

EAL—Entry Authentication Letter

EAM—Emergency Action Message

EAP—Emergency Action Procedures

FPCON—Force Protection Condition

HQ—Headquarters

OPR—Office of Primary Responsibility

OPSEC—Operations Security

ORI—Operational Readiness Inspection

PDA—Personal Data Assistants

RAC—Rapid Action Checklists

RAM—Readiness Action Message

RDS—Records Disposition Schedule

SORTS—Status of Resources and Training System Reporting

SOW—Special Operations Wing

TDY—Temporary Duty