

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**

**HEADQUARTERS OPERATING INSTRUCTION 10-2  
17 Aug 2011**



**Operations**

**HEADQUARTERS AIR FORCE CRISIS ACTION TEAM ORGANIZATIONS, MANNING,  
AND OPERATIONS**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This Headquarters Operating Instruction (HOI) implements Air Force Policy Directive (AFPD) 10-2, *Readiness*. This publication establishes, defines, and describes the organization, manning, and procedures for the Headquarters Air Force Crisis Action Team (AFCAT). It applies to individuals at all levels who participate in or support AFCAT operations at the HAF. 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*. 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 Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afirms/afirms/>.

**SUMMARY OF CHANGES**

This document has been substantially revised and must be completely reviewed. Major changes in this instruction include updated AFCAT response levels, modifications to the organization of the AFCAT through the elimination of CAT cells, updates to the roles and responsibilities of supporting offices/agencies, as well as changes to AFCAT support requirements.

## TABLE OF CONTENTS

|  |    |
|--|----|
| CHAPTER 1 - GENERAL .....                                      | 4  |
| 1.1 Purpose.....   | 4  |
| 1.2 Mission of AFCAT .....                                     | 4  |
| 1.3 Roles, Responsibilities, and Functions .....               | 4  |
| 1.4 AFCAT Task Organization.....                               | 5  |
| 1.5 Procedures.....  | 5  |
| 1.6 Exercises .....  | 5  |
| 1.7 Relocation .....   | 5  |
| CHAPTER 2 – AFCAT Response Levels .....                        | 7  |
| 2.1 Crisis Action Operations.....                              | 7  |
| 2.2 AFCAT Support.....   | 8  |
| CHAPTER 3 – Roles, Responsibilities, and Functions .....       | 10 |
| 3.1 General.....   | 10 |
| 3.2 AF/A3/5 .....  | 10 |
| 3.3 Air Staff and Secretariat Staff Directorates .....         | 10 |
| 3.4 AFCAT Members .....  | 11 |
| 3.5 AF/A3O-AO .....  | 11 |
| 3.6 Other Responsibilities.....                                | 13 |
| CHAPTER 4 – Battle Rhythm and Daily Requirements .....         | 16 |
| 4.1 General.....   | 16 |
| 4.2 Reporting requirements.....                                | 16 |
| CHAPTER 5 – AFCAT Activation and Deactivation Checklists ..... | 18 |
| 5.1 CAT Activation and Deactivation Procedures.....            | 18 |
| 5.2 Activation .....   | 19 |
| 5.3 Deactivation .....   | 20 |
| CHAPTER 6 – Briefing Procedures .....                          | 21 |
| 6.1 General.....   | 21 |
| 6.2 Concept .....  | 21 |
| 6.3 Briefing Team .....  | 21 |
| CHAPTER 7 – AFCAT Leadership Positions.....                    | 23 |
| 7.1 General.....   | 23 |

7.2 Implementation .....23

CHAPTER 8 – AFCAT Training and Exercises .....25

8.1 General .....25

8.2 Training .....25

8.3 Exercises .....25

Attachment 1 – Glossary of References and Supporting Information .....26

Attachment 2 – AFCAT Documents .....27

A2.1 General .....27

A2.2 AFCAT Documents .....27

## Chapter 1

### GENERAL

- 1.1. Purpose. This Operating Instruction establishes, defines, and describes the responsibilities, manning, and operational procedures used to activate, operate, and deactivate the AFCAT. All references to HAF include personnel from the offices of the Secretary and Chief of Staff of the Air Force — Secretariat and Air Staff, respectively.
- 1.2. Mission of AFCAT. The mission of the AFCAT is to maintain 24-hour situational awareness on global events in order to enable the CSAF and SECAF to make key decisions related to their Title 10 role in organizing, training, and equipping US Air Force forces. On order from the AF/A3/5, the AFCAT takes action to coordinate and facilitate Combatant Command (COCOM) requirements, and ensure situational awareness for HAF senior leaders. Implied tasks related to the AFCAT mission include:
  - 1.2.1. Keeping the SECAF and CSAF informed of worldwide events that may require U.S. Air Force involvement, including involvement in support of the President and Secretary of Defense, COCOM, or other Federal/State/local operations.
  - 1.2.2. Providing connectivity between the HAF and MAJCOMs and Air Component Commanders to facilitate direct liaison and reachback for Title 10 and other support.
  - 1.2.3. Serving as the HAF focal point for responses to National Capital Region (NCR) emergencies and crises, including those that require essential HAF personnel relocation.
  - 1.2.4. Facilitating the flow of Air Force current operations information and supporting the National Military Command Center (NMCC) and other US government (USG) operations centers as requested/able.
- 1.3. Roles, Responsibilities and Functions. The AFCAT provides the HAF the capability to monitor and respond to a wide variety of events where significant US military operations are required. The AFCAT is task organized and tailored to the specific crisis or US military operation. Members of the AFCAT include personnel from the HAF and are the central coordination element for the SECAF and CSAF. The AFCAT gathers and analyzes information, provides subject matter expert inputs, and acts as the central HAF point of contact for all matters related to the incident for which the AFCAT is responsible. Overall, the AF/A3/5 is responsible for AFCAT operations. For daily operations the AFCAT Director and Team Chief responsibilities are delegated to the AF/A3O-AO. When the situation requires increased manning, the AFCAT is activated and manned by personnel from the HAF.

- 1.4. AFCAT Organization. During normal operations and minor crises the Air Force Watch (AF/A3O-AOA, referred to as AFWATCH) will provide crisis response coordination. In the event of a significant crisis that results in a large military/Air Force response the AFCAT will be activated and tailored to the required HAF organizations.
- 1.5. Procedures. In order to ensure the AFCAT begins and ends operations efficiently, various steps are required to activate and deactivate the AFCAT. Activation and deactivation procedures are outlined in Chapter 5.
  - 1.5.1. Organizations, Responsibilities, and Staffing Procedures. Other than the requirement to provide manpower for their respective AFCAT positions, AFCAT activation does not affect the normal operations of HAF organizations, unless otherwise directed by the AF/A3/5.
  - 1.5.2. Operations and Security. Depending on the nature of the crisis and required military response, AFCAT actions may range from unclassified through Top Secret.
    - 1.5.2.1. Security Clearance Requirements. The AFCAT floor, located within the Resources and Situational Awareness Center (RSAC), is a Sensitive Compartmented Information Facility (SCIF). Therefore, to have unescorted access to the AFCAT, personnel must possess a TS/SCI clearance and be read into SI/TK/G/HCS. Personnel assigned to the AFCAT who do not meet these requirements will be escorted during AFCAT operations.
    - 1.5.2.2. CAT Access. Personnel assigned to the AFCAT who do not already have access to the RSAC must submit requests to AF/A3O-AO Security Personnel via their unit security manager.
  - 1.5.3. Electronic Equipment in the RSAC. Electronic devices are not permitted in the RSAC and AFCAT.
  - 1.5.4. Battle Rhythm and Daily Requirements. Typical AFCAT battle rhythm and daily requirements are described in Chapter 4, but remain flexible to the situation.
- 1.6. Exercises. The AF/A3/5 periodically exercises the AFCAT. When exercises are executed, the HAF staff organizations supporting the AFCAT will participate as directed.
- 1.7. Relocation. Normally, the AFCAT operates in the Pentagon's RSAC facility. If relocation is directed, the AFCAT will move to the designated relocation sites. Due to the possibility of relocation, all AFCAT members must have a "go-kit" ready to allow for immediate relocation. Please refer to Appendix 5 to Annex C to HAF OPORD 3-09, available on the SIPRnet at

[http://www.intelink.sgov.gov/sites/afog/afwatch\\_operations/A3-5\\_COOP/COOP%20documents/HAF](http://www.intelink.sgov.gov/sites/afog/afwatch_operations/A3-5_COOP/COOP%20documents/HAF), for suggested items to include in the “go-kit”.

## CHAPTER 2

### AFCAT Response Levels

- 2.1. Crisis Action Operations. The AFCAT can be tasked to respond under any crisis/event. When a crisis develops that requires action and monitoring beyond the capability of the AFWATCH, long term HAF engagement, or a significant military response, AF/A3/5 activates the AFCAT.
- 2.1.1. AFCAT. The AFCAT is task organized and tailored to the specific crisis or US military operation. Members of the AFCAT include personnel from the HAF staff and are the central situational awareness element for the SECAF and CSAF during a crisis situation. The AFCAT gathers and analyzes information, provides SME inputs, and acts as the central HAF point of contact for all matters related to the incident for which the AFCAT is responsible. The AF/A3/5 activates the AFCAT when a crisis is either expected to require long-term engagement by the HAF or a significant US military response. The AFCAT is supervised by the AFCAT Director, and is responsible for specific crisis related monitoring and action. An AFCAT normally operates in the AFOG Crisis Action Center within the RSAC, but may be formed in other locations, including other staff areas, the NMCC, or locations off the Pentagon Reservation at the discretion of the AF/A3/5. Figure 2.1 – Roles Comprising AFCAT outlines the functions (desks) of the AFCAT, and what organizations serve as the OPR.

**Figure 2.1 - Roles Comprising AFCAT**

| <b>CAT FUNCTION</b>                            | <b>OPR/Office</b>           |
|--|-----------------------------|
| AFCAT Director                                 | Various                     |
| AFCAT Team Chief                               | Various                     |
| AFCAT Executive officer                        | Various                     |
| AFCAT Briefer                                  | Various                     |
| AFCAT Superintendent                           | Various                     |
| Security Manager                               | Various                     |
| Homeland Operations                            | AF/A3O-AH                   |
| C2 Theater Air Control Systems                 | AF/A3O-AY                   |
| Weather Officer                                | AF/A3O-AO                   |
| Current Operations                             | AF/A3O-AO                   |
| Regional Plans                                 | AF/A5XX                     |
| War and Mobilization Plan                      | AF/A5XW                     |
| Mobility                                       | AF/A5RM                     |
| Acquisition                                    | SAF/AQ                      |
| Financial Management                           | SAF/FM                      |
| Future Operations                              | AF/A5XK                     |
| Intelligence/Threat Analysis                   | AFIAA                       |
| Security Forces                                | AF/A7S                      |
| Special Investigations                         | SAF/IG                      |
| Combat Forces                                  | AF/A5RC                     |
| Air Space and Air Traffic Control              | AFFSA/A3P AND AF/A3O-AY     |
| Surgeon General                                | AF/SGXX                     |
| Special Operations/Search and Rescue           | AF/A3O-AS                   |
| Intelligence, Surveillance, and Reconnaissance | AF/A2C                      |
| Nuclear Operations                             | AF/A10                      |
| History  | AF/HO                       |
| Space Operations                               | AF/A3Z                      |
| AF Reserves                                    | AF/REX                      |
| Lessons Learned                                | AF/A9L                      |
| Studies and Analysis                           | AF/A9A                      |
| Communications and Information                 | SAF/CIO A6                  |
| Manpower/Personnel/Services                    | AF/A1PR, AF/A1S, and AF/A1M |
| Public Affairs                                 | SAF/PA                      |
| Legislative Liaison                            | SAF/LL                      |
| Combat Support                                 | AF/A4/7Z                    |
| Cyberspace Operations                          | AF/A3Z                      |
| Legal  | AF/JA                       |
| Chaplain                                       | AF/HC                       |

2.2. AFCAT Support. Various organizations support and coordinate with the AFCAT. These organizations include AFDW, MAJCOM CATs and other Services' CATs. Upon activation of a AFCAT the following organizations provide support for operations:

- 2.2.1. IT Support. Upon activation of a AFCAT, the 844 CS provides manning augmentation and specialized skills and expertise and must be available to provide support 24 hours a day.
- 2.2.2. Facility Support. AF/A3O-AO maintains the crisis facilities within the RSAC and ensures these spaces are ready within 1 hour of notification of AFCAT activation.

## CHAPTER 3

### Roles, Responsibilities, and Functions

- 3.1. General. This chapter assigns responsibilities for the activation, operation, and deactivation of AFCATs; however, these responsibilities are neither all-inclusive nor restrictive -- the responsibilities of an AFCAT and its members are crisis dependent.
- 3.2. AF/A3/5
  - 3.2.1. Authorizes the activation of the AFCAT.
  - 3.2.2. Maintains awareness of the AFCAT.
  - 3.2.3. Establishes and publishes detailed standard operating procedures for the AFCAT outlined in this operating instruction.
- 3.3. Air Staff and Secretariat Directorates.
  - 3.3.1. Prior to AFCAT Activation
    - 3.3.1.1. Maintain standing AFCAT rosters of eligible, trained, and cleared individuals to fill various AFCAT desk positions familiar with their organization's responsibilities.
    - 3.3.1.2. Provide the AFWATCH a POC who will receive notification of all AFCAT activations and maintain recall information of AFCAT members as well as the schedule for AFCAT manning of their applicable desk.
    - 3.3.1.3. Ensure potential AFCAT members have required clearances.
    - 3.3.1.4. Provide all potential AFCAT members desk specific training regarding their duties and responsibilities and require potential AFCAT members to review this Instruction.
    - 3.3.1.5. Ensure AFCAT desks have pertinent references, planning data, telephone numbers, and relevant SIPRNET/JWICS addresses for key contacts.
  - 3.3.2. Upon AFCAT Activation
    - 3.3.2.1. Notify personnel scheduled of the AFCAT activation.
    - 3.3.2.2. During AFCAT operations augment information previously provided with any additional information or resources from other CATs or AFCAT desks.

### 3.4. AFCAT Members.

- 3.4.1. Operate under direction of AFCAT Director or their designated alternate.
- 3.4.2. Serve as SECAF/CSAF centralized situational awareness element, gathering information and maintaining maps, status reports, and other data as necessary.
- 3.4.3. Develop recommendations for senior Air Force officials as required.
- 3.4.4. Develop estimates and assessments on Air Force priorities, force options, and capabilities as directed.
- 3.4.5. Provide support to Air Force forces, as the situation requires.
- 3.4.6. Prepare required orders and directives as applicable to their role in the AFCAT.
- 3.4.7. Closely coordinate and exchange appropriate operational information with higher and subordinate commands, operations centers and other CATs.
- 3.4.8. Task appropriate commands to answer queries from SECAF/CSAF.
- 3.4.9. Prepare and provide inputs for briefings and other AFCAT products.
- 3.4.10. Closely coordinate with Joint Staff/COCOMs/MAJCOMs or other agencies as required.
- 3.4.11. Archive records needed to assemble a complete record of the AFCAT. For a listing of the required documents to archive, see Attachment 2, AFCAT Documents.
- 3.4.12. Institutionalize the collection of lessons learned at each desk and forward to the AFCAT “Lessons Learned” desk on a real time basis for continuous program improvement.
- 3.4.13. Look for real time efficiencies to improve AFCAT operations and forward to the AFCAT leadership.

### 3.5. AF/A3O-AO.

- 3.5.1. Prior to AFCAT Activation
  - 3.5.1.1. Maintain a list of POCs for all directorates, services and defense agencies that may provide personnel for the AFCAT.

- 3.5.1.2. Maintain Pentagon AFCAT facility.
  - 3.5.1.3. Ensure relocation site readiness for AFCAT operations.
  - 3.5.1.4. Conduct initial and periodic AFCAT training.
  - 3.5.1.5. Conduct AFCAT exercises.
  - 3.5.1.6. Coordinate temporary parking passes for AFCAT Members.
- 3.5.2. Upon AFCAT Activation
- 3.5.2.1. Coordinate the activation of crisis operating locations.
  - 3.5.2.2. Prepare activation message and manning requirement.
  - 3.5.2.3. Pull lessons learned that would apply to the nature and scope of the particular crisis or exercise.
  - 3.5.2.4. Assist the AFCAT Team Chief with the AFCAT In-Brief.
  - 3.5.2.5. Issue parking passes to AFCAT personnel, as required.
  - 3.5.2.6. Assist the AFCAT Exec in the archiving of AFCAT documentation.
- 3.5.3. Upon AFCAT Deactivation
- 3.5.3.1. Prepare deactivation message.
  - 3.5.3.2. Coordinate the deactivation of crisis operating locations. Ensure spaces are cleaned, re-supplied and maintenance is conducted to prepare for future use.
  - 3.5.3.3. Ensure all AFCAT records are archived.
  - 3.5.3.4. Conduct After-Action Review of AFCAT activation procedures, operations and deactivation procedures and revise this instruction accordingly.
  - 3.5.3.5. Review lessons learned that are provided to the “Lessons Learned” desk by AFCAT members and take corrective action as applicable.

### 3.6. Other Responsibilities.

#### 3.6.1. AFCAT Director

- 3.6.1.1. Supervise AFCAT in-brief given to the AFCAT upon activation.
- 3.6.1.2. Supervise all AFCAT activities.
- 3.6.1.3. Be a conduit for information between the AFCAT and HAF leadership.
- 3.6.1.4. Provide critical information to the AF/A3/5.
- 3.6.1.5. Supervise the preparation of memorandums, information papers, the Daily Situation Brief, other briefs and other documents originated by the AFCAT.
- 3.6.1.6. Keep team members informed of policy decisions and orders issued by higher authority.
- 3.6.1.7. Assign staff actions to appropriate team members.
- 3.6.1.8. Review outgoing messages and reports.
- 3.6.1.9. Release outgoing messages in the name of the AF/A3/5.
- 3.6.1.10. Ensure AFCAT Briefers are prepared to brief on short notice.
- 3.6.1.11. To ensure continuity between shifts, prepare and maintain a turnover binder for the AFCAT Director billet, and brief the incoming shift before going off duty.

#### 3.6.2. AFCAT Team Chief

- 3.6.2.1. Assist the AFCAT Director in the execution of the responsibilities outlined above.
- 3.6.2.2. Establish, publish and maintain a AFCAT Battle Rhythm and schedules for meetings, briefings, and other AFCAT activities.
- 3.6.2.3. Coordinate and supervise the preparation and presentation of briefings.
- 3.6.2.4. Coordinate daily with team members on the status of actions.
- 3.6.2.5. Establish and maintain a chronological log of significant events.

- 3.6.2.6. To ensure continuity between shifts, prepare and maintain a turnover binder for the Team Chief billet, and brief the incoming shift before going off duty.

### 3.6.3. AFCAT Executive Officer

- 3.6.3.1. Coordinate AFCAT administrative and logistical actions.
- 3.6.3.2. Prepare and maintain a log tracking the status of actions assigned to the AFCAT.
- 3.6.3.3. Prepare and maintain a log tracking the products the AFCAT creates and distributes.
- 3.6.3.4. Monitor, process, and distribute message traffic.
- 3.6.3.5. To ensure continuity between shifts, prepare and maintain a turnover binder for the Executive Officer billet, and brief the incoming shift before going off duty.
- 3.6.3.6. Supervise the archiving of AFCAT documents.
- 3.6.3.7. Maintain recall information for AFCAT members.

### 3.6.4. AFCAT Briefers

- 3.6.4.1. Develop and deliver the Daily Situation Brief and other derivative briefs and no-notice briefs.
- 3.6.4.2. Coordinate graphics support, to include briefing production timelines for all required briefing products, with Team Chief.
- 3.6.4.3. Coordinate with AF/A3/5PEG for the creation of graphics aids (charts, graphs, photographs, maps, etc...).
- 3.6.4.4. Coordinate with AFCAT members and the Team Chief to assign responsibilities for updating briefing slides.
- 3.6.4.5. Provide the most current approved Daily Situation Brief to AFCAT members for use as a draft source from which further updates are made.
- 3.6.4.6. Keep an informal record of discussions, policy guidance, and decisions made during the briefings and provide feedback to the AFCAT.

- 3.6.4.7. Prepare and maintain a log illustrating other briefs derived from the Daily Situation Brief. Ensure other recurring briefings are included in the AFCAT Battle Rhythm and Task Tracker.
- 3.6.4.8. Prepare and maintain a turnover binder for the AFCAT Briefers, and brief the incoming shift before going off duty.
- 3.6.4.9. Archive all briefing materials.
- 3.6.5. AFCAT Superintendent
  - 3.6.5.1. In conjunction with AFCAT Exec, track the AFCAT taskers/packages.
  - 3.6.5.2. Assist the AFCAT Exec in the monitoring, processing and distribution of message traffic.
  - 3.6.5.3. Provide administrative assistance to team members.
  - 3.6.5.4. Serve as the POC for all AFCAT administrative matters.
  - 3.6.5.5. Prepare briefing rooms for presentation by setting up seating/table arrangements, displaying seating charts at all entrances, and providing note-taking materials.
  - 3.6.5.6. Ensure doors to briefing rooms (to include projection rooms) are closed (but unlocked) at the start of any Crisis Action Center (CAC) briefings.
  - 3.6.5.7. Upon completion of briefings, clear the briefing room of both classified and unclassified material.
  - 3.6.5.8. Ensure crisis spaces are clean and properly maintained.
  - 3.6.5.9. Upon the deactivation of the AFCAT, ensure spaces are clean and proper disposition of classified materials.
  - 3.6.5.10. To ensure continuity between shifts, prepare and maintain a turnover binder for the Superintendent, and brief the incoming shift before going off.

## CHAPTER 4

### Battle Rhythm and Daily Requirements

- 4.1. General. During AFCAT operations, the battle rhythm is flexible and will be altered to meet the requirements of the situation. Typically, a AFCAT is manned 24-hours a day by two teams, each working a 12-hour shift, plus changeover time. Shift changeovers usually begin at 0530 local and 1730 local and conclude at 0630 local and 1830 local.
- 4.2. Reporting requirements. During operations, the AFCAT is responsible for producing briefings, reports, and summaries. Figure 4.1 – Reporting Requirements outlines required reports and OPR for the report. See Attachment 2 for templates of documents outlined in this section.

**Figure 4.1 - Reporting Requirements**

| Reporting Requirements                           |                         |           |
|--|-------------------------|-----------|
| Report   | Suspense                | OPR       |
| Warning Order                                    | As Required             | AF/A3O-AO |
| Activation Message                               | Upon AFCAT Activation   | AF/A3O-AO |
| Deactivation Message                             | Upon AFCAT Deactivation | AF/A3O-AO |
| Director Executive Summary/Daily Guidance Letter | TBD                     | Briefer   |
| SITREP   | TBD                     | Exec      |
| Strategic Timeline                               | Upon AFCAT Activation   | Exec      |
| Events Log                                       | Continuous              | All       |
| Task Tracker                                     | Continuous              | Exec      |
| Lessons Learned                                  | Continuous              | All       |
| Director Update                                  | TBD                     | Briefer   |
| Desk, Individual Changeover Briefs               | Shift Change            | All       |
| Situation Update                                 | Outset of crisis        | AF/A3O-AO |
|  |                         |           |

- 4.2.1. Warning Order (WARNORD). Prior to AFCAT activation, a WARNORD is published in order to ensure situational awareness across the HAF if circumstances permit.
- 4.2.2. Activation Message. The activation message notifies operations centers globally of AFCAT activation.

- 4.2.3. Deactivation Message. The deactivation message notifies operations centers globally of AFCAT deactivation.
- 4.2.4. Director Executive Summary and Daily Guidance. The Director Executive Summary and Daily Guidance provides the CSAF and SECAF a snapshot of ongoing operations and the Directors situation assessment and priorities for the next 48 hours.
- 4.2.5. Situation Report. The SITREP provides a daily summary of AFCAT actions in response to the crisis.
- 4.2.6. Strategic Timeline. The strategic timeline serves as a strategic level synopsis of events occurring throughout the course of AFCAT operations. The strategic timeline is updated daily with the final product published upon AFCAT deactivation.
- 4.2.7. Events Log. Desks are required to maintain an events log of activities. Activities are entered using the Events Log database located on the AFCAT Portal, located at <http://www.intelink.sgov.gov/sites/afog/afcat>. The events log is established and maintained by each desk or individual, and is consolidated by the Exec.
- 4.2.8. Lessons Learned. Desks are required to record lessons pertaining to their desk and functional area, as well as AFCAT operations, and provide them to the AFCAT “Lessons Learned” desk.
- 4.2.9. Director’s Update. Twice daily, the director is provided an update of the actions from the previous reporting period and anticipated future requirements. Typically the briefing is conducted in conjunction with AFCAT shift change operations. Both the off-going shift and on-coming shift are required to attend the changeover brief. This brief is normally conducted in the CAC.
- 4.2.10. Desk and Individual Changeover Briefs. AFCAT members, and individual desks conduct change briefs between off-going and on-coming shifts. At a minimum, the briefs will include applicable actions completed, open taskings, and any other pertinent information.
- 4.2.11. Situation Update Brief. During the beginning stages of a crisis, a situation brief is presented to provide details on the current situation, and propose a mission statement, commander’s intent, key tasks, priorities and recommended courses of action to include AFCAT activation.

## CHAPTER 5

### CAT Activation and Deactivation Checklists

#### 5.1. CAT Activation and Deactivation Procedures

- 5.1.1. When directed, the AFWATCH under direction from AF/A3/5 activates an AFCAT and as the situation dictates executes a recall of the AFCAT. This recall is communicated via multiple means to include phone and e-mail. The Air Force Duty Officer (AFDO) develops an activation message for AF/A3/5 release via AF/A3O-AO. This message directs applicable organizations, and requests subordinate commands, to provide support to the AFCAT. It also lists the names of essential personnel; secure and non-secure telephone numbers and other appropriate contact information. The message is sent to all higher, adjacent, and subordinate commands announcing that the AFCAT has been activated.
- 5.1.2. The AFWATCH will include the report time in the recall activation message. AFCAT members will make every effort to be present for duty at or before the scheduled report time. When scheduled AFCAT members are directed to report, they shall report to the AFCAT floor within 1 hour during duty hours and within 2 hours during non-duty hours.
- 5.1.3. Upon activation, the AFCAT Team Chief is the sole authority for release or recall of individual AFCAT members. Following the inbrief, the AFCAT Team Chief will determine, based on the current situation, the necessary staffing requirements. At that point, the Team Chief may release some AFCAT members to virtual presence or standby presence.
  - 5.1.3.1. Members released to virtual presence may return to their workcenters (if within the Pentagon) but will remain on 15 minute recall to return to the AFCAT floor.
  - 5.1.3.2. Members released to standby presence resume their normal duty schedules, subject to recall on the normal AFCAT activation timeline (within 1 hour during duty hours and within 2 hours during non-duty hours).
- 5.1.4. When directed by the AF/A3/5, the AFCAT Director or his designated representative deactivates the AFCAT. Through the AFWATCH, the AF/A3/5 sends a deactivation message to all higher, adjacent, and subordinate commands and interested agencies advising them of the AFCAT deactivation. The message also provides specific points of contact for any unresolved issues.

5.2. Activation Checklist. Figure 5.1 – AFCAT Activation Checklist serves as a guide to activate an AFCAT.

**Figure 5.1 - AFCAT Activation Checklist**

| <b>CAT Activation Checklist</b>  |           |
|--|-----------|
| Action   | OPR       |
| Direct activation of AFCAT under recommendation of AF/A3O-AO                                       | AF/A3/5   |
| Notify AFCAT Team Chief  | AF/A3O-AO |
| Determine AFCAT standup time   | AF/A3O-AO |
| Confirm AFCAT battle rhythm  | AF/A3O-AO |
| Publish Warning Order as required  | AFWATCH   |
| Develop and publish AFCAT activation message   | AFWATCH   |
| Recall AFCAT   | AFWATCH   |
| Schedule and build AFCAT Situation Update  | AFWATCH   |
| Activate crisis space – AFCAT Floor, CAC, Telephones and communications equipment, Briefing Center | AF/A3O-AO |
| Develop roster of AFCAT members  | AF/A3O-AO |
| Conduct AFCAT Situation Brief  | AFWATCH   |
| Hold Crisis Action Training (if there is time)   | AF/A3O-AO |
| Activate AFCAT   | AF/A3O-AO |
| Establish Chronological Log, Events Log  | CAT Exec  |
| Begin development of brief and “One Pager”   | AFWATCH   |
| Determine other AFCAT activations and battle rhythms (JS, Services, COCOM, JTF, JFACC, etc.)       | CAT Exec  |
| Establish Task Tracker   | CAT Exec  |
| Establish Products Tracker   | CAT Exec  |
| Coordinate admin support and check supplies  | CAT Supt  |
| Issue parking passes   | CAT Supt  |

5.3. Deactivation Checklist. Figure 5.2 – AFCAT Deactivation Checklist serves as a guide to deactivate a AFCAT.

**Figure 5.2 - AFCAT Deactivation Checklist**

| CAT Deactivation Checklist  |             |
|---|-------------|
| Action  | OPR         |
| Direct deactivation of AFCAT  | AF/A3/5     |
| Choose deactivation day and time                                      | AF/A3/5     |
| Develop and publish AFCAT deactivation message                        | AFWATCH     |
| Produce final Reporting Requirements                                  | CAT Exec    |
| Review remaining actions and assign to HAF                            | CAT Exec    |
| Archive necessary computer files                                      | All         |
| Archive necessary documents   | All         |
| Save archived computer files to server                                | All         |
| Clear Crisis Space of documents, maps, products and personal Items    | All         |
| Inspect space for classified material                                 | All         |
| Change AFCAT computer passwords                                       | As Required |
| Schedule AAR/Hot-Wash   | AF/A3O-AO   |
| Deactivate crisis space   | AF/A3O-AO   |
| Recover parking passes  | CAT Supt    |
| Clean crisis space  | AF/A3O-AO   |
| Deactivate and conduct operations check on all crisis space equipment | AF/A3O-AO   |
| Re-stock admin supplies   | AF/A3O-AO   |

## CHAPTER 6

### Briefing Procedures

- 6.1. General. AFCAT desks provide individual brief inputs based on their areas of expertise, which support the Director's Update, with individual slides provided upon request. Brief inputs are produced twice daily and provided to the Team Chief. Normally, these desk inputs cover significant events for the last 24 hours, projected actions for the next 7 days, summary of results, and additional detailed information related to the crisis.
- 6.2. Concept. The daily Director's Update is normally presented at 0600 and 1800 in the CAC. AFCAT members provide input to the Briefing Team as directed by the AFCAT battle rhythm. The Briefing Team then collates the inputs and prepares the brief. The Team Chief or Director reviews and approves the brief. Depending upon the audience for the final brief, it may also be reviewed by the AF/A3/5. The AFCAT Director provides the battle rhythm for briefings and this timeline may change due to the nature of the crisis supported. Figure 6.1 – Example Brief Preparation Schedule shows a typical brief preparation schedule.
- 6.3. AFCAT Briefers. Briefer responsibilities include:
  - 6.3.1. Receiving inputs and developing briefings and presentations.
  - 6.3.2. Providing guidance to AFCAT desks on requirements directed by the AFCAT Director and/or Team Chief.
  - 6.3.3. Meeting with AFCAT desks to ensure briefing products are streamlined.
  - 6.3.4. Establishing timeline / milestones for required products.
  - 6.3.5. Scheduling training briefings for exercises.
  - 6.3.6. Prior to real world operations or exercises, preparing the AFCAT Briefer desk.
  - 6.3.7. Ensuring scrolling slideshow on television is up-to-date (coordinate with AFCAT Exec).

**Figure 6.1 - Example Brief Preparation Schedule**

| <b>Example Brief Preparation Schedule</b> |                |   |
|---|----------------|---|
| <b>Time</b>                               | <b>Example</b> | <b>Event</b>  |
| Brief - 3 hours                           | 0300           | - Desk Brief inputs due to Team Chief<br>- Briefing slides due to Briefing Team |
| Brief - 2 hours                           | 0400           | Brief locked  |
| Brief - 1.5 hours                         | 0430           | Pre-brief Team Chief  |
| Brief - 1.0 hours                         | 0500           | Hard copies printed for Team Chief and Director for review                      |
| Brief - 45 mins                           | 0515           | Brief is finalized and hard copies printed for principles                       |
| Brief - 15 mins                           | 0545           | Brief moved to briefing room and displayed on screen                            |
| Brief                                     | 0600           | Brief commences   |

## CHAPTER 7

### CAT Leadership Positions

- 7.1. General. The VCSAF will task each HAF 2-letter to maintain personnel rosters of eligible, trained, and cleared individuals available for AFCAT leadership positions.
- 7.1.1. This tasking will be reviewed and reissued every 2 years, unless the VCSAF or the AF/A3/5 directs a more frequent review.
  - 7.1.2. Each 2-letter will supply a name and contact information for each person tasked; selected personnel must have the AFSC, experience levels, and clearance levels required.
  - 7.1.3. Each person supplied should have at least one year remaining on the HAF.
  - 7.1.4. Each 2-letter will supply a replacement name before removing anyone from their AFCAT personnel roster.
  - 7.1.5. Figure 7.1 - Tasking by HAF 2-letter spreadsheet is the governing directive for specified leadership position requirements per 2-letter.
- 7.2. Implementation. AF/A3/5 is responsible for the implementation of the VCSAF's tasking, and for the review, update, and rewrite of the tasking plan every two years.
- 7.2.1. The standard and expectation is that each person on a standby or active AFCAT desk roster should expect to appear for 2 x 4-day tours each month, and that each person serving on the AFCAT shall serve 4 x 12-hour days in a row before being replaced to maximize continuity.
  - 7.2.2. One person per shift must be rostered to fill all AFCAT positions. The AFWATCH will produce a monthly on-call schedule based on 2-letter staffing inputs. In order to attain the required standby AFCAT schedule, each 2-letter is required to provide the number of personnel listed in Figure 7.1 – Tasking by HAF 2-letter.

Figure 7.1 – Tasking by HAF 2-letter

| Desk:         | Team Chief | Exec    | Briefer | Superintendent | Security Mgr |
|---------------|------------|---------|---------|----------------|--------------|
| Requirements: | O-6        | O-3/4/5 | O-3/4/5 | SNCO           | SNCO or NCO  |
| SAF/AA        |            |         |         | 1              | 3            |
| SAF/AQ        | 1          | 1       | 1       | 1              |              |
| SAF/FM        | 1          | 1       |         |                |              |
| SAF/IA        | 1          | 1       | 1       |                |              |
| SAF/IE        | 1          | 1       | 1       |                |              |
| SAF/IG        | 1          |         |         | 1              |              |
| SAF/LL        |            | 1       | 1       |                |              |
| SAF/PA        | 1          |         |         |                |              |
| AF/RE         | 1          | 1       | 1       |                |              |
| AF/SG         |            | 1       | 1       |                |              |
| AF/TE         |            | 1       |         |                |              |
| SAF/US(M)     |            | 1       |         |                |              |
| SAF/CIO A6    | 1          | 1       | 1       | 1              |              |
| AF/A1         | 2          | 1       | 1       |                | 1            |
| AF/A2         |            | 1       | 1       | 3              | 1            |
| AF/A3/5       | 6          | 1       | 3       | 4              | 3            |
| AF/A4/7       | 2          |         | 1       |                | 1            |
| AF/A8         | 2          | 1       | 1       |                |              |
| AF/A9         | 1          | 1       | 1       |                | 1            |
| AF/A10        | 1          | 1       | 1       |                |              |
| Totals        | 22         | 16      | 16      | 11             | 10           |

## CHAPTER 8

### AFCAT Familiarization and Exercises

- 8.1. General. In order to prepare for AFCAT operations, AFCAT members must be trained to operate in the AFCAT. Training involves understanding of AFCAT processes to include reporting requirements, automated data systems, battle rhythms, and other various requirements.
- 8.2. Familiarization and Recurring Training. Familiarization training is developed by the AF/A3O-AO, and is intended for eligible HAF staff members. Familiarization training is found on the AFOG SIPRNET page. Following initial training, AFCAT members should accomplish refresher training semi-annually. The training includes:
- 8.2.1. Sign in procedures.
  - 8.2.2. Computer procedures to include log-in and e-mail management.
  - 8.2.3. Briefing preparation and delivery.
  - 8.2.4. Security procedures.
  - 8.2.5. Evacuation procedures.
  - 8.2.6. Roles and responsibilities of various positions and cells.
  - 8.2.7. Battle Rhythm.
- 8.3. Exercises. On a routine basis, the AFCAT conducts exercises in order to test AFCAT members on various procedures. These exercises can be stand alone HAF exercises or on a national level in conjunction with outside organizations such the Joint Staff, Interagency, or Combatant Commands.
- 8.3.1. AF/A3O-AO will, when possible and appropriate, give 30 to 60 days notification of upcoming exercises to help reduce disruption to normal workflow.

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

CJCSM 3430.01C, “Joint Staff Crisis Organizations”, 17 Apr 2008  
HAF Continuity of Operations (COOP) OPORD 3-09, 01 Jun 2009

***Abbreviations and Acronyms***

|         |   |
|---------|---|
| ACS     | Agile Combat Support                      |
| AFCAT   | Air Force Crisis Action Team              |
| AFDO    | Air Force Duty Officer                    |
| AFDW    | Air Force District of Washington          |
| AFIAA   | Air Force Intelligence Analysis Agency    |
| AFWATCH | Air Force Watch (AF/A3O-AO)               |
| CAC     | Crisis Action Center                      |
| COCOM   | Combatant Command                         |
| CSAF    | Chief of Staff of the Air Force           |
| G       | Gamma                                     |
| HAF     | Headquarters Air Force                    |
| JFACC   | Joint Forces Air Component Commander      |
| JS      | Joint Staff                               |
| JTF     | Joint Task Force                          |
| L2      | Lessons Learned                           |
| LNO     | Liaison Officer                           |
| NMCC    | National Military Command Center          |
| OSI     | Office of Special Investigations          |
| RSAC    | Resource and Situational Awareness Center |
| SAR     | Search and Rescue                         |
| SCI     | Sensitive Compartmented Information       |
| SECAF   | Secretary of the Air Force                |
| SI      | Special Intelligence                      |
| SITREP  | Situation Report                          |
| TK      | Talent Keyhole                            |

## Attachment 2

### AFCAT Documents

A2.1. General. This enclosure provides templates and samples for AFCAT documents. For master copies of these documents, refer to the AFCAT Portal.

#### A2.2. AFCAT Documents

A2.2.1. Warning Order (WARNORD) Message. The WARNORD is used to provide advanced notice of impending AFCAT activation. Typically the WARNORD is published NLT 24 hours prior to AFCAT activation. The intended audience for the WARNORD is the HAF AFCAT and subordinate Air Force commands. The WARNORD is typically transmitted via e-mail. The OPR for the WARNORD is AF/A3O-AO. See Figure A2.1 – Sample WARNORD for a template.

A2.2.2. Activation Message. The activation message is used to provide notice of HAF AFCAT Activation. The activation message typically includes activation time, AFCAT desks activated, and contact information for the AFCAT. AFWATCH will send out the activation message on behalf of AF/A3O-AO.

A2.2.3. Deactivation Message. The deactivation message is used to provide notice of HAF AFCAT deactivation time and information regarding ongoing crisis related activity for future operations. AFWATCH will send out the AFCAT deactivation message on behalf of AF/A3O-AO as directed by AFCAT Team Chief.

A2.2.4. Director Executive Summary and Daily Guidance. The Director Executive Summary and Daily Guidance is designed to provide a snapshot of operations ongoing and the Directors assessment of the situation. Additionally, it provides the priorities for the next 48 hours. Typically the Director Executive Summary and Daily Guidance is published twice daily at 0600 and 1800. The intended audience for the Director Executive Summary and Daily Guidance is the CSAF and SECAF. The OPR for the Executive Summary is the AFCAT Exec. The OCR for the Executive Summary portion of the document is the AFCAT Briefer. The OCR for the Daily Guidance is the Future Operations Cell. See Figure A2.2 – Sample Director Executive Summary and Daily Guidance for a template.

A2.2.5. Situation Report (SITREP). The SITREP serves to update all actions associated with AFCAT operations. The SITREP is published twice daily, typically at 0800 and 2000. The SITREP is typically transmitted via e-mail. The OPR for the SITREP is AFCAT Exec. See Figure A2.3 – Sample SITREP for a template.

A2.2.6. Strategic Timeline. The strategic timeline serves as a strategic level synopsis of events occurring throughout the course of AFCAT operations. The strategic timeline is updated daily and made available on request. The strategic timeline is published upon AFCAT deactivation. The OPR for the strategic timeline is the AFCAT Exec. See Figure A2.4 – Strategic Timeline for template.

A2.2.7. Events Log. The events log serves as a repository of information related to daily actions. The events log is updated throughout the day. All AFCAT organizations are responsible for ensuring their events logs are updated. See Figure A2.5 – Events Log for template.

A2.2.8. Task Tracker. The task tracker serves as a summary of ongoing actions accomplished for the AFCAT. The task tracker is update throughout the day. The OPR for the task tracker is the AFCAT Exec. See Figure A2.6 – Task Tracker Table for template.

**Figure A2.1 – Sample WARNORD**

1. **Situation: Current situation overview**
2. **Proposed Mission:**
3. **Proposed concept of operations.**
  - A. Proposed intent
  - B. Initial priorities:
  - C. Operational Phases
  - D. Essential Tasks - During AFCAT operations, focus on the following essential tasks
4. **Administration and Logistics** - Projected AFCAT manning schedules attached.
5. **Command and signal** - Expect further updates as required
  - A. Command Relationships. TBD.
  - B. Signal. AFOG POC info is DSN 227-6013/225-7333/225-7220. COM (703) 697-6013, (703) 695-7333, (703) 695-7220. E-mail: TBD

**Figure A2.2 – Sample Director Executive Summary and Daily Guidance**

CAT Director Executive Summary & Daily Guidance  
XX Mon YY / XXXXE

- Current Situation Update (Friendly/Enemy):
- Significant events/acts (last 48 hrs):
- Status check (on-going issues):
- Answers to SECAF/CSAF questions:
- Force Requested:
- CJCS Orders Released:
- Status of Forces Deployed/Redeployed in last 24 hours:
- Current issues being worked:
- CAT Director Assessment:
  - Comments:
  - Priorities:
  - Major Operational Event Next 48 hours:
  - Major Operational Events Next 7 Days:

**Figure A2.3 – Sample SITREP**

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MSGID/GENADMIN/AFOC WASHINGTON DC/001/MAR//

SUBJ/AIR FORCE SERVICE SITREP//

GENTEXT/REMARKS/

1.(U) SITUATION:

2. (U) MISSION:

3. (U) OPERATIONS:

3.A. (U) CONCEPT OF OPERATIONS

3.A.1 (U) INTENT

3.A.1.A. (U) NARRATIVE

3.A.2 (U) END STATE

3.A.3 (U) PRIORITIES

3.B. (U) SUMMARY OF USAF OPERATIONAL ACTIONS REPORTED

3.B.1 (U) CURRENT OPERATIONS

3.B.1.A. (U) AFCAT ACTIVATIONS

3.B.1.B. (U) REQUEST FOR FORCES.

3.B.1.C. (U) MOBILITY

3.B.1.D. (U) COMMAND AND CONTROL.

3.B.1.E. (U) SAR.

3.B.1.F. (U) MEDICAL

3.B.1.G. (U) LEGAL, PUBLIC AFFAIRS, CHAPLAIN, FM

3.B.1.H. (U) DEFENSE SUPPORT OF CIVIL AUTHORITIES

3.B.1.I. (U) SPACE OPERATIONS

3.B.1.J. (U) CYBERSPACE OPERATIONS

3.B.1.K. (U) OSI

4. (U) INTEL

4.A. (U) CURRENT OPERATIONS

5. (U) MISSION SUPPORT

5.A (U) CURRENT OPERATIONS

5.B (U) COMMUNICATIONS

5.C (U) SECURITY FORCES

5.D (U) CIVIL ENGINEERING

5.E (U) LOGISTICS READINESS

5.F (U) FUELS

5.G (U) MAINTENANCE

5.H (U) MUNITIONS

6. (U) PERSONNEL

6.A. (U) CURRENT OPERATIONS

6.B (U) PERSONNEL ACCOUTABILITY

7. (U) COMMANDER'S EVALUATION AND/OR ASSESSMENT: AFCAT CONTINUES TO ANTICIPATE AND RESPOND TO POTENTIAL HURRICANE WILMA REQUIREMENTS.

UNCLASSIFIED





