

**BY ORDER OF THE COMMANDER
AIR FORCE MATERIEL COMMAND**

**AIR FORCE MATERIEL COMMAND
INSTRUCTION 10-105**



24 DECEMBER 2013

Operations

CRISIS COMMAND AND CONTROL

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-Publishing.af.mil for downloading or ordering

RELEASABILITY: There are no releasability restrictions on this publication

OPR: HQ AFMC/A3XX

Certified by: HQ AMC/A3X (Mr. Kurt
Grabey)
Pages: 14

This instruction implements Air Force Mission Directive 4, *Air Force Materiel Command* (AFMC). This AFMC Instruction standardizes the crisis and contingency Command and Control (C2) organizational structure and processes within the Command. It introduces a Center level Battle Staff organization within AFMC's 5 Center Construct (5CC) (see Attachment 1, *Terms*); defines organizational responsibilities; establishes crisis Command and Control (C2) policy and details the tasking authorities during AFMC crisis or contingency response operations. It is applicable to all AFMC units. This publication does not apply to the Air National Guard (ANG) and the Air Force Reserve Command (AFRC) and their units.

Refer recommended changes and questions about this publication to the OPR using the AF Form 847, Recommendation for Change of Publication; route AF Form 847s from the field through the appropriate functional chain of command.

This publication can be supplemented at center/wing level and must be published as a stand-alone document. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (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).

Chapter 1

INTRODUCTION

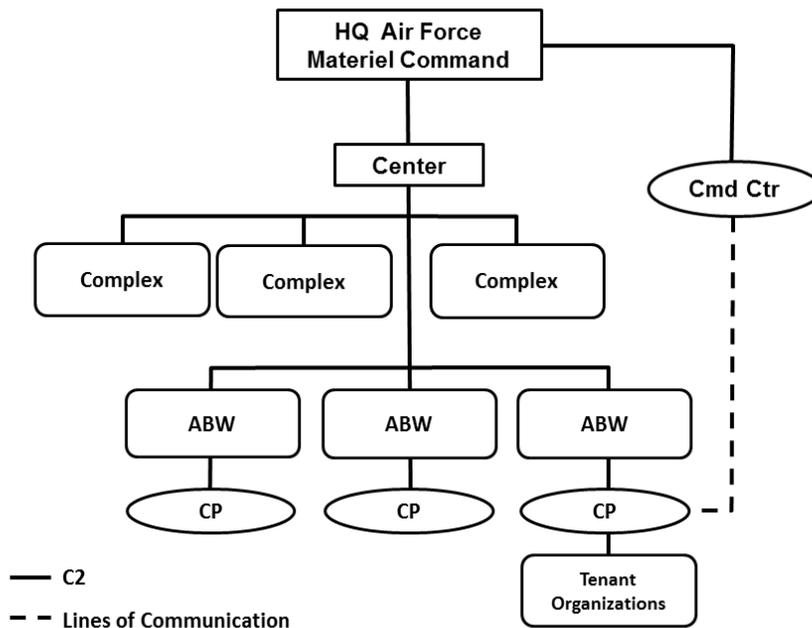
1.1. Purpose. This instruction

- 1.1.1. Defines the basic structure of AFMC's crisis Command and Control (C2) structure;
- 1.1.2. Defines AFMC organizational crisis C2 responsibilities;
- 1.1.3. Outlines standard AFMC crisis C2 operating procedures;
- 1.1.4. Details the lines of communication between the HQ AFMC Staff, AFMC Battle Staff, AFMC Crisis Action Team (CAT), Center Battle Staffs, AFMC host Wing CATs/Emergency Operating Centers (EOCs) and their servicing Command Posts (CPs).
 - 1.1.4.1. For the purposes of this AFMCI, "Wing" refers to Wings and stand-alone Groups with AFMC host installation responsibilities.

1.2. General. The dynamic nature of crisis, contingency and wartime operations demands an organizational structure tailored to support a range of military operations; flexible procedures; and rapid, effective and coordinated communications. This structure must leverage existing plans and practiced procedures to provide timely, appropriate responses to emerging requirements while assessing future needs and possible courses of action. During crisis/contingency operations, AFMC must be capable of responding to a variety of internal and external tasks, to include requirements levied by the Joint Staff (JS), Headquarters Air Force (HAF), United States Northern Command (USNORTHCOM) and other Combatant Commands (COCOMs). The Command's standing C2 structure contains 24/7 C2 nodes, directly responsible to the commander(s). They serve as the focal point of operations and receipt/dissemination of orders. These nodes also process necessary information and requests for the day-to-day C2 of assigned forces and operations.

- 1.2.1. Figure 1.1 depicts an example of the day-to-day C2 structure and communication between the HQ AFMC staff, AFMC Command Center, a Center and its servicing Command Post. Routine C2 operations are performed IAW AFI 10-206 *Operational Reporting*, AFI 10-207, *Command Posts*, and Emergency Action Procedures (EAP).

Figure 1.1. AFMC Day-to-Day C2 structure



1.2.2. At each level (HQ, Center, Wing) within the Command, senior leadership is the decision-making body for directing contingency operations. Circumstances which may require AFMC to direct activation of the Command's crisis C2 structure include, but are not limited to:

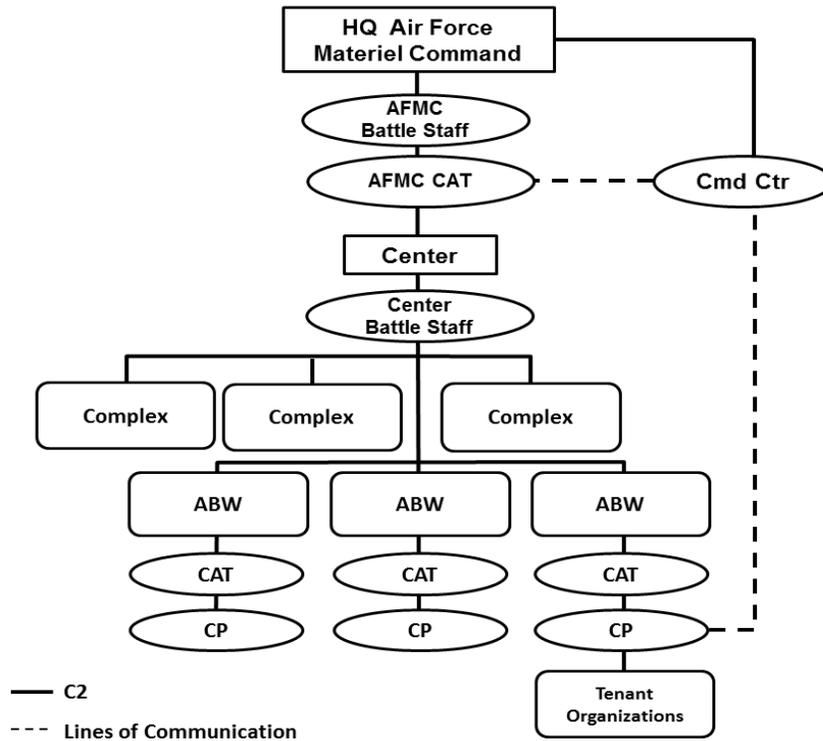
- 1.2.2.1. Operations Plan (OPLAN) and Concept Plan (CONPLAN) implementation;
- 1.2.2.2. Major natural disasters;
- 1.2.2.3. Major peacetime accidents and complex catastrophes;
- 1.2.2.4. Joint Chiefs of Staff (JCS) exercises;
- 1.2.2.5. Homeland Defense responses;
- 1.2.2.6. Overseas Contingency Operations (OCO).

1.2.3. To focus the Command on a crisis or contingency, the AFMC Commander (AFMC/CC) requires an additional crisis centered, tailorable C2 structure and flexible support staff. The structure and staff must provide a corporate approach to time-sensitive operations and be able to meet Command and USAF crisis requirements. The addition of Battle Staffs and Crisis Action Teams (CATs) to the Command's C2 structure provides this centered, tailorable C2 structure. Battle Staffs and CATs speed response times to contingency tasks and information dissemination while providing Commanders, at all levels, an increased awareness needed to perform their missions.

- 1.2.3.1. The Command's contingency/crisis C2 structure consists of the AFMC Battle Staff, AFMC CAT, five Center Battle Staffs and Installation level Disaster Response Forces, (CATs/EOCs) and their servicing Command Posts. Figure 1.2 depicts an

example of the AFMC's crisis C2 structure with an expanded view of the C2 structure below Air Force Sustainment Center.

Figure 1.2. AFMC Crisis C2 Structure



1.2.4. The Chair of the HQ AFMC Battle Staff (AFMC/CC/CV/CA or their designated alternate) can direct Center Battle Staff and Wing CAT activations, as required through the AFMC CAT, providing a venue to address an actual or expected contingency situation. This does not appropriate the owning Center or Wing commander's ability to activate their crisis C2 nodes.

1.2.5. Battle Staffs and CATs can provide up to 24-hours-a-day, seven-days-a-week contingency/crisis C2 through their leadership and functional area experts. They may adjust posture and/or composition depending on the type and tempo of supported operations. Posture adjustments are defined as a change in operating hours or employing a response cell; composition adjustment is defined as employing more, or fewer, personnel as the situation dictates.

Chapter 2

POLICY

2.1. Structure. HQ AFMC will activate the AFMC Battle Staff and AFMC CAT to support contingency and crisis operations. Center Commanders will establish Battle Staffs and Wing Commanders will establish CATs to support contingency and crisis operations. Battle Staffs and CATs must be able to manage their functional responsibilities or have a staff reach-back capability to support crisis operations.

2.2. Crisis Operations. The AFMC/CC may direct the HQ AFMC CAT to convene at the start of a crisis/contingency to focus staff attention and action on time-sensitive emergent requirements. The HQ AFMC CAT serves as the Commander's single point of entry and exit for all crisis and contingency tasks and requirements.

2.2.1. If the AFMC Battle Staff and AFMC CAT are activated, crisis tasks/directives flow from the AFMC Battle Staff through the AFMC CAT to activating/activated Center Battle Staffs (or installation CATs) in the form of a Battle Staff Directives (BSDs) sent via the AFMC Command Center to affected Center and Wing servicing Command Posts and organizational Workflow email accounts.

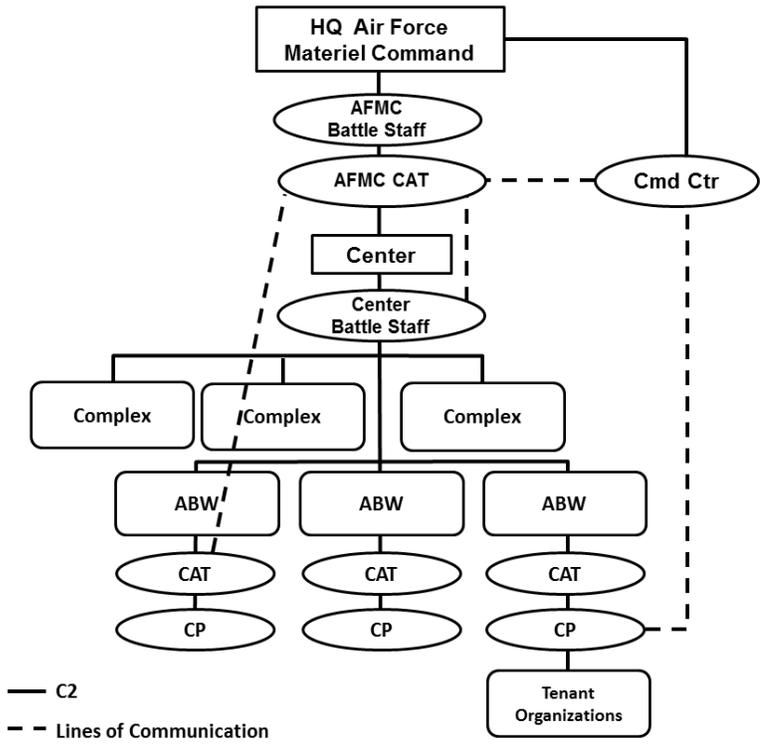
2.2.2. In the event Center Battle Staffs and/or Wing CATs are activated, crisis tasks/directives flow from Center Battle Staffs to subordinate units using Center Command Directives (CCDs) via effected Center and Wing servicing Command Posts and organizational Workflow email accounts.

2.2.3. When Wing CATs are activated, Wing commanders will issue crisis tasks/directives using Installation Commander Directives (ICDs) to task installation organizations.

2.2.4. The Air Force is organized in a skip-echelon structure (see AFI 38-101, *Air Force Organization*). MAJCOMs and wings possess the full range of staff functions needed to perform required crisis and contingency staff tasks. AFMC Centers may not possess the requisite staff expertise to effectively respond to the same emerging and time sensitive crisis response tasks and requests. In these cases, the AFMC/CC may authorize direct liaison (DIRLAUTH) IAW AFDD1-1, *Air Force Basic Doctrine, Organization, and Command*, between the HQ AFMC CAT and installation CATs (Figure 2.1.).

2.2.5. When operating under DIRLAUTH, the HQ AFMC CAT and Wing CATs will send courtesy copies of all correspondence to the Wing CAT's owning Center Battle Staff.

Figure 2.1. AFMC Crisis C2 Structure with DIRLAUTH



Chapter 3

RESPONSIBILITIES

3.1. HQ AFMC. The Director of Air, Space and Information Operations (HQ AFMC/A3) is the AFMC senior official designated to direct HQ AFMC Battle Staff, AFMC CAT, AFMC Command Center and AFMC crisis/contingency C2 response program and policies.

3.1.1. HQ AFMC/A3X is the Office of Primary Responsibility (OPR) for AFMC crisis/contingency C2 response policy.

3.1.2. HQ AFMC/A3X will:

3.1.2.1. Manage the Command's overall crisis C2 response program;

3.1.2.2. Publish AFMC crisis response policy guidance, including AFMCI 10-105, *Crisis Command and Control*;

3.1.2.3. Provide policy and guidance to AFMC organizations on crisis C2 planning and execution;

3.1.2.4. Oversee the HQ AFMC Battle Staff and CAT programs;

3.1.2.5. Publish AFMCHOI 10-1, *Crisis Response-Air Force Materiel Command Crisis Action Team (CAT) and Battle Staff*;

3.1.2.6. Serve as the POC for all crisis C2 response planning issues.

3.2. AFMC Centers. AFMC Center Commanders or their designated representatives will:

3.2.1. Appoint an OPR to direct their organization's crisis response activities and provide names, organization, secure and non-secure office phones, NIPRnet and SIPRnet, personal and organizational email addresses to HQ AFMC/A3X. The OPR will:

3.2.1.1. Incorporate and institutionalize crisis response concepts into relevant Center guidance, policies, strategies, programs, budgets, training, exercise and evaluation methods;

3.2.1.2. Initiate and maintain an effective Center crisis response program;

3.2.1.2.1. Develop, coordinate, publish and maintain their Center crisis response plans. Review annually and update as changes warrant;

3.2.1.3. Represent the Center at command-level crisis response and exercise planning meetings and conferences;

3.2.1.4. Provide guidance and training to Center personnel on crisis response planning and execution;

3.2.1.5. Coordinate with assigned and attached subordinate wings/directorates to develop and maintain crisis response plans and capabilities to complement Center crisis response plans;

3.2.1.6. Coordinate with the Center Continuity Plans Officer (CPO) to ensure that Battle Staff facilities, equipment, communications and other relocation/reconstitution requirements are fully addressed in the Center Continuity of Operations Plan (COOP);

3.2.1.7. Direct subordinate wings/directorates to appoint in writing a crisis response OPR and oversee the crisis response program activities in their organization; subordinate wings/directorates names and contact information must be provided to the Center and HQ AFMC/A3X.

3.2.2. Establish a Battle Staff to provide, when required, a sustained 24-hours-a-day, seven-days-a-week operations venue for members of the Center staff to perform crisis action planning and contingency operations execution. Centers may tailor their Battles Staff, as required, to meet the unique nature of their mission and. As a minimum the Center Battle Staff will:

3.2.2.1. Include the necessary staff functions to adequately address HHQ tasks in a timely manner;

3.2.2.2. Develop and maintain continuity guides and checklists;

3.2.2.3. Maintain supporting documentation, forms, and the necessary telecommunication equipment required for Battle Staff activation;

3.2.2.3.1. At a minimum, administrative equipment will include the following capabilities: NIPRnet access, SIPRnet access, unclassified Defense Connect Online (DCO) web conferencing capability, classified DCO web conferencing capability, secure and unsecure Video Teleconferencing (SVTC/VTC) and standard and encrypted telephone communications system (STE or VoSIP);

3.2.2.3.2. Centers will establish standardized NIPR and SIPR Battle Staff e-mail accounts identified as the “*Center’s organizational title organizational position Workflow*” (e.g. “AFLCMC Battle Staff Director Workflow”). This is the primary organizational account to which inbound tasks and requirements are sent, Center level sub-tasks are released and Wing responses to Center level crisis/contingency tasks are sent;

3.2.2.4. Participate in quarterly familiarization training;

3.2.2.5. Brief the HQ AFMC CAT and HQ AFMC Battle Staff, as appropriate;

3.2.2.6. Review and approve consolidated Center Situation Reports (SITREPs);

3.2.2.7. Ensure a record of events is maintained for mission continuity and after action review;

3.2.2.8. Notify the AFMC Command Center of activation, deactivation or status change;

3.2.2.9. Conduct a post-operations hotwash with all participating Battle Staff personnel following activation for any exercise or operation;

3.2.2.9.1. Hotwash results will be presented to senior Center leadership. Forward a copy to HQ AFMC/A3X for lessons learned dissemination within the Command’s crisis response community and inclusion in AFMC Council After Action Reviews.

3.3. AFMC Wing responsibilities.

3.3.1. AFMC Wing Commanders or their designated representative will appoint an OPR to direct their organization's crisis response activities and provide names, organization, secure and non-secure office phones, NIPRnet and SIPRnet, personal and organizational email addresses to its owning Center and HQ AFMC/A3X. The OPR will:

3.3.1.1. Incorporate and institutionalize crisis response concepts into relevant guidance, policies, strategies, programs, budgets, training and exercise and evaluation methods;

3.3.1.2. Initiate and maintain a comprehensive and effective crisis response program, adequately planned, programmed and budgeted;

3.3.1.2.1. Develop and maintain crisis response plans and capabilities to complement its owning Center crisis response plan;

3.3.1.2.2. Develop, coordinate, publish and maintain their organization's crisis response plans. Review annually and update as changes warrant;

3.3.1.3. Represent their organization at command-level crisis response and exercise planning meetings and conferences;

3.3.1.4. Provide guidance and training to organizational personnel on crisis response planning and execution.

3.3.2. Wings will establish a CAT, or equivalent organization, to provide, when required, a sustained 24-hours-a-day, seven-days-a-week operations venue for members of the Wing staff to perform crisis action planning and contingency operations execution. The CAT will:

3.3.2.1. Include the necessary staff functions to adequately address HHQ/Center tasks in a timely manner;

3.3.2.2. Develop and maintain continuity guides and checklists;

3.3.2.3. Maintain the required support documentation, forms and administrative equipment for CAT activation;

3.3.2.3.1. At a minimum, administrative equipment will include the following capabilities: NIPRnet access, SIPRnet access, unclassified Defense Connect Online (DCO) web conferencing capability, classified DCO web conferencing capability, secure and unsecure Video Teleconferencing (SVTC/VTC) and standard and encrypted telephone communications system (STE or VoSIP);

3.3.2.3.2. To standardize email account nomenclatures, Wing CATs will establish both a NIPR and SIPR CAT e-mail account identified as the *Wing's organizational title organizational position Workflow*" (e.g. "412 TW CAT Director Workflow"). This will be the primary organizational account used to release Wing level CAT Director tasks and responses from and to which inbound tasks and requirements are to be sent;

3.3.2.4. Participate in quarterly familiarization training;

3.3.2.5. Brief the HQ AFMC Battle Staff, HQ AFMC CAT and Center Battle Staff(s), as appropriate;

3.3.2.6. Submit SITREPs as tasked;

3.3.2.7. Ensure a record of events is maintained for mission continuity purposes and to support after action reviews;

3.3.2.8. Notify the owning Center and AFMC Command Center of activation, deactivation or status change;

3.3.2.9. Conduct a post-operations hotwash with all participating CAT or equivalent personnel following activation for any exercise or operation;

3.3.2.9.1. Hotwash results will be presented to senior Wing and Center leadership. Forward a copy to HQ AFMC/A3X for lessons learned dissemination within the Command's crisis response community and inclusion in AFMC Council After Action Reviews.

3.4. Other Organization(s) responsibilities (e. g. Systems Program Offices (SPO), Program Executive Officers (PEOs), non-host Wings).

3.4.1. The nature of the AFMC acquisition mission necessitates receiving direct tasks from outside the AFMC command structure. Any organization/individual receiving an external task from an outside agency relating to crisis or contingency operations must advise its Center Battle Staff who, in turn, will advise the AFMC Battle Staff and the AFMC CAT.

Chapter 4

TRAINING AND EXERCISES

4.1. Training. AFMC crisis response organizations will design crisis response training programs to train personnel to include the AERO - Command and Control course as directed by AFI 10-2501, *AF Emergency Management Program Planning and Operations*. OPRs will train HQ/Center/Wing crisis response personnel and provide them with training outlines. OPRs will add information and guidance appropriate/unique to their organization. Training will include both crisis response policies and position-specific duties and should be held within 60 days of assignment. As minimum, refresher training will be provided semi-annually.

4.1.1. Battle Staff and CAT members will be trained to perform their assigned duties in a no-warning execution.

4.1.2. AFMC Commanders and Directors at all levels will be briefed by their crisis response OPR on their crisis response program preparation and execution responsibilities.

4.2. Exercises. HQ AFMC, Centers and Wings will exercise their Battle Staff and/or CAT at least annually. Exercises may be combined with installation, command or JCS level exercises.

4.2.1. AFMC will conduct an annual command-wide crisis and contingency response exercise. The Commander's intent is to engage the command at all levels (HQ AFMC to squadron/branch level) during this annual event. Every effort will be made to align this requirement with a USNORTHCOM or USSTRATCOM joint exercise or as otherwise tasked by Headquarters Air Force. The HQ AFMC CAT, Center Battle Staffs and Wing CATs will be activated to support the exercise. Wing level exercise and response requirements will be coordinated and deconflicted from the existing installation exercise program or Inspector General directed activities.

4.2.1.1. Participation in real-world events may be substituted for the annual exercise requirement if it is of sufficient scope and length to meet the intent of 4.2.1. Waivers to the annual exercise requirement must be submitted to AFMC/A3 through the HQ AFMC/A3X.

4.2.2. Individual exercise response objectives and requirements may be combined with other exercise functional objectives into a single event.

4.2.3. Annual COOP requirements will be conducted as part of the Battle Staff/CAT exercise program. HQ/Centers/Wings should visit their designated relocation site at least annually to familiarize members with the facilities and available equipment.

4.2.3.1. Battle Staffs and CATs will collect after-action reports and use the information to improve/update their COOP program, plans and/or methodologies.

William J. Thornton, Brigadier General, USAF
Director of Air, Space and Information Operations

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFDD1-1, *Air Force Basic Doctrine, Organization, and Command*, 14 October 2011

AFI 10-206, *Operational Reporting*, 6 September 2011

AFI 10-207, *Command Posts*, 1 February 2012

AFI 10-208, *AF COOP Program*, 15 December 2011

AFI 10-2501, *AF Emergency Management Program Planning and Operations*, 24 January 2007

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

AFMCHOI 10-1, *Crisis Response-Air Force Materiel Command Crisis Action Team (CAT) and Battle Staff*, 6 December 2012

AFPD 10-8, *Defense Support to Civil Authorities (DSCA)*, 19 September 2012

Joint Publication 1, *Doctrine of the Armed Forces of the United States*

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*, 22 September 09

Abbreviations and Acronyms

AERO— Air Force Emergency Response Operations

AFDD— Air Force Doctrine Document

AFMAN— Air Force Manual

AFMC— Air Force Materiel Command

AFMCI— Air Force Materiel Command Instruction

CP— Command Post

COOP— Continuity of Operations

DEFCON— Defense Readiness Condition

DOD— Department of Defense

DS— Director of Staff

FPCON— Force Protection Condition

HHQ— Higher Headquarters

HOI— Headquarters Operating Instruction

HQ— Headquarters

HURCON— Hurricane Condition

IAW— In Accordance With

LERTCON— Alert Condition

MAJCOM— Major Command

NIPRnet— -- Non-classified Internet Protocol (IP) Router Network

OPR— Office of Primary Responsibility

OPREP—3 -- Operational Report

SIPRnet— -- Secure Internet Protocol (IP) Router Network

STE— Secure Terminal Equipment

VoSIP— Voice Over Secure Internet Protocol

Terms

5 Center Construct (5CC)— Air Force Materiel Command's re-organization into 5 Centers, each with a single mission focus: Air Force Life Cycle Management Center, Air Force Sustainment Center, Air Force Test Center, Air Force Research Laboratory and Air Force Nuclear Weapons Centers.

Awareness— The continual process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react effectively.

Center— A named unit that performs a specialized mission. A primary characteristic is that it performs most of its mission within a large complex at one location; for example, air logistics centers and test centers. Usually, it has only a few subordinate units.

Command and Control (C2)— The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. C2 functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating and controlling forces and operations in the accomplishment of the mission.

Communicate— To use any means or method to convey information of any kind from one person or place to another.

Contingency— A situation requiring military operations in response to natural disasters, terrorists, subversives, or as otherwise directed by appropriate authority to protect US interests.

Crisis— An incident or situation involving a threat to a nation, its territories, citizens, military forces, possessions, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that commitment of military forces and resources is contemplated to achieve national objectives.

Defense Support of Civil Authorities (DSCA)— Refers to DOD support, including Federal military forces, DOD civilians and DOD contractor personnel, and DOD agencies and components, for domestic emergencies and for designated law enforcement and other activities.

Emergency Operations Center (EOC)— For the purposes of the Air Force Incident Management System (AFIMS), the EOC is the C2 support elements that directs, monitors, and supports the installation's actions before, during, and after an incident. The EOC is activated and recalled as necessary by the Installation Commander. The EOC updates the commander with ongoing incident status and seeks support when on-scene requirements surpass the installation's inherent capability and the installation's cumulative capabilities acquired through MAAs. EOCs may also support MCS and joint information activities. According to the National Response Plan (NRP), the EOC is defined as —The physical location at which the coordination of information and resources to support attack response and incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines such as fire, law enforcement, and medical services, by jurisdiction such as Federal, State, regional, county, city, tribal, or by some combination thereof.

Hotwash— An after action review with the intent to formulate lessons learned and establish best practices.

Laboratory— An organization that performs a research or advanced development mission.