

**BY ORDER OF THE COMMANDER  
AIR FORCE RESEARCH LABORATORY**

**AIR FORCE RESEARCH LABORATORY  
INSTRUCTION 10-105**



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***Operations***

***CRISIS COMMAND AND CONTROL***

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This instruction implements Air Force Instruction (AFI) 10-206, *Operational Reporting*, AFI 10-207, *Command Posts*, and Air Force Materiel Command (AFMCI) 10-105, *Crisis Command and Control*. This instruction standardizes the crisis and contingency Command and Control (C2) organizational structure and processes within the Air Force Research Laboratory (AFRL). It includes the AFRL Center-Level Battle Staff organization and defines organizational responsibilities; establishes crisis and contingency C2 policy and details the tasking authorities during AFRL crisis or contingency response operations. It applies to all AFRL personnel. This publication may be supplemented at any level, but all direct supplements must be routed to the Office of Primary Responsibility (OPR) of this publication for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the OPR using AF Form 847, Recommendation for Change of Publication. Requests for waivers must be processed through command channels to the publication OPR for consideration. 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).

## Chapter 1

### INTRODUCTION

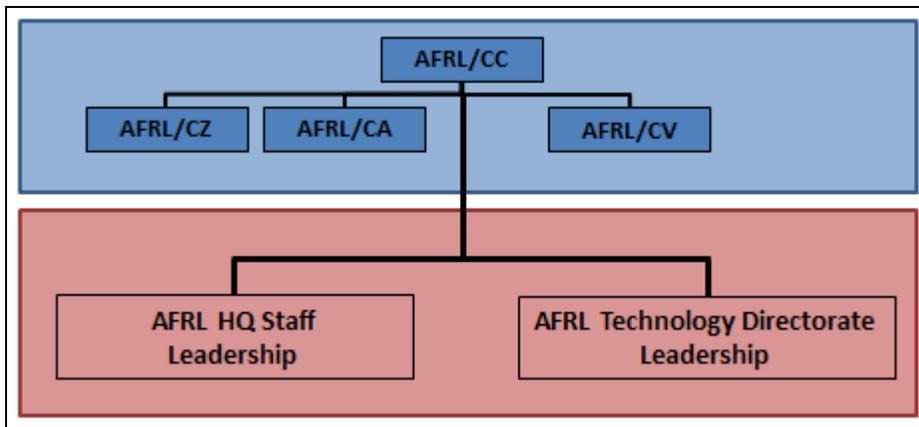
#### 1.1. Overview. This instruction:

- 1.1.1. Defines AFRL's crisis and contingency Command and Control (C2) Structure;
- 1.1.2. Defines AFRL organizational crisis and contingency C2 responsibilities;
- 1.1.3. Outlines standard AFRL crisis and contingency C2 operating procedures;
- 1.1.4. Details the lines of communication between the AFRL Headquarters (HQ) Staff, AFRL HQ Battle Staff, Technology Directorates (TDs)/711 Human Performance Wing (HPW), AFRL Command Section, and AFRL Unit Control Centers (UCCs).

**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 the maximum extent possible to provide timely, appropriate responses to emerging requirements while assessing future needs and possible courses of action. During crisis/contingency operations, AFRL must be capable of responding to a variety of internal and external tasks, to include requirements levied by the Joint Staff, HQ Air Force, United States Northern Command (USNORTHCOM) and other Combatant Commands (COCOMs), Air Force Materiel Command (AFMC) and installation commanders. AFRL's standing C2 structure contains 24/7 C2 nodes, directly responsible to the AFRL Commander and Directors. 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 AFRL Command Section and AFRL HQ Staff and TDs/711 HPW. Routine C2 operations are performed IAW AFI 10-206, *Operational Reporting*, AFI 10-207, *Command Posts*, and Emergency Action Procedures (EAPs).

**Figure 1.1. AFRL Day-to-Day C2 structure**



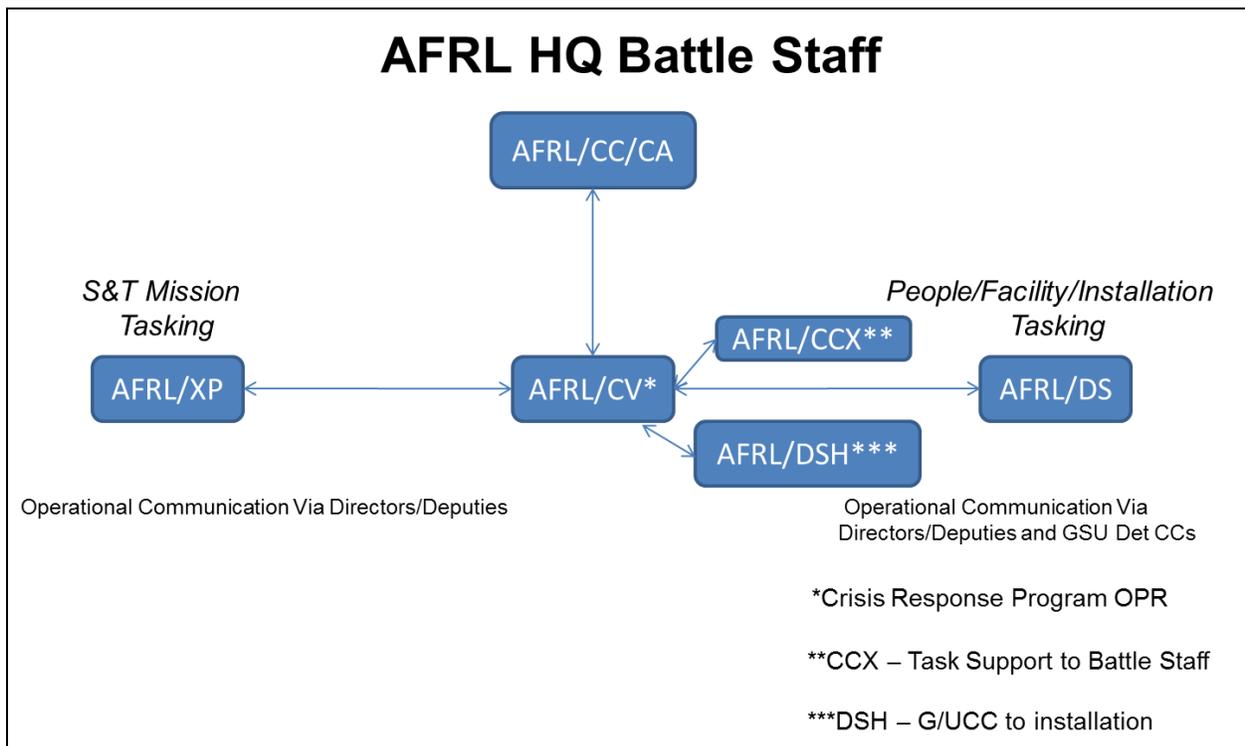
1.2.2. Within AFRL, senior leadership is the decision-making body for directing contingency operations. Circumstances which may require AFRL to direct activation of the AFRL’s crisis C2 structure include, but are not limited to:

- 1.2.2.1. Operations Plan (OPLAN) and Concept of Operations (CONOPS) Plan implementation;
- 1.2.2.2. Natural disasters;
- 1.2.2.3. Peacetime accidents and 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.

1.2.3. The AFRL Commander (AFRL/CC) requires a tailorable C2 structure and flexible support staff to focus AFRL on a crisis or contingency. The structure and staff must provide a corporate approach to time-sensitive operations and be able to meet specific crisis requirements. The addition of the Battle Staff provides this centered, tailorable C2 structure. The Battle Staff can speed response times to contingency tasks and information dissemination while providing leadership, at all levels, an increased awareness needed to perform their missions.

1.2.3.1. AFRL’s crisis/contingency C2 structure consists of the AFRL HQ Battle Staff and TD’s Emergency Management (EM) organizations. Figure 1.2 depicts AFRL HQ’s Battle Staff C2 structure.

**Figure 1.2. AFRL HQ Battle Staff Structure**



1.2.4. The Chair of the AFRL HQ Battle Staff (AFRL/CC or designated alternate) can direct AFRL Battle Staff activations, as required, providing a venue to address an actual or expected crisis/contingency situation. This does not prevent TD/711 HPW Directors from activating their crisis C2/EM nodes.

1.2.5. The Battle Staff can surge to provide 24-hours-a-day, seven-days-a-week crisis/contingency C2 through its leadership and functional area experts. The Battle Staff 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 crisis response team. Composition adjustment is defined as employing more, or fewer, personnel as the situation dictates.

## Chapter 2

### RESPONSIBILITIES

#### **2.1. AFRL/CC. AFRL/CC will chair the AFRL HQ Battle Staff.**

#### **2.2. AFRL Vice Commander (AFRL/CV).** AFRL/CV is the AFRL senior official designated to:

2.2.1. Serve as the AFRL Point of Contact (POC) to AFMC for issues related to crisis/contingency C2.

2.2.2. Oversee AFRL's crisis/contingency response program and associated activities.

#### **2.3. AFRL Director of Staff (AFRL/DS).** AFRL/DS is the Office of Primary Responsibility (OPR) for AFRL crisis/contingency C2 response policy. AFRL/DS will:

2.3.1. Maintain current AFRL crisis/contingency POC data with Future Operational Plans Office (HQ AFMC/A3X). Data will include names, organizations, secure and non-secure office phones, Nonsecure Internet Protocol Router Network (NIPRNet) and Secret Internet Protocol Router Network (SIPRNet), personal and organizational email addresses.

2.3.2. Incorporate and institutionalize crisis/contingency response concepts into relevant AFRL doctrine, policies, strategies, programs, budgets, training, exercise and evaluation methods.

2.3.3. Initiate and maintain an effective AFRL crisis/contingency response program.

2.3.4. Serve as the AFRL enterprise level node for Air Force Personnel Accountability and Assessment (AFPASS) System.

2.3.5. Represent AFRL at command-level crisis response and exercise planning meetings and conferences.

2.3.6. Provide guidance and training to AFRL personnel on crisis/contingency response planning and execution.

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

2.3.8. Direct AFRL HQ Staff and TDs to appoint in writing a crisis response POC and oversee the crisis response program activities in their organization.

2.3.9. Establish the AFRL HQ Battle Staff to provide, when required, a sustained 24-hours-a-day, seven-days-a-week operations venue for the AFRL leadership to perform crisis action planning and contingency operations execution. As a minimum the AFRL HQ Battle Staff will:

2.3.9.1. Include the necessary staff functions to adequately address Higher Headquarters (HHQ) tasks in a timely manner.

2.3.9.2. Provide oversight for developing and maintaining continuity guides and checklists.

2.3.9.3. Maintain the required support documentation, forms and administrative equipment for Battle Staff activation. 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 (Secure Telephone Equipment (STE) or Voice Over Secure Internet Protocol (VoSIP)).

2.3.10. Participate in periodic training and exercises.

2.3.11. Brief the AFRL HQ leadership and HQ AFMC Crisis Action Team (CAT) , as appropriate.

2.3.12. Review and approve consolidated Center Situation Reports (SITREPs).

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

2.3.14. Notify the HQ AFMC CAT of activation, deactivation or status change.

2.3.15. Conduct a post-operations hotwash with key participating AFRL personnel following activation for any exercise or operation. Hotwash results will be presented to senior AFRL leadership.

#### **2.4. AFRL/XP. Director of Plans and Programs will:**

2.4.1. Appoint a Trusted Agent within AFRL/XP to support exercise planning.

2.4.2. Support AFRL/DS as a co-architect of the AFRL Crisis Response Program (XP focus is on functional Science & Technology (S&T) mission support, and DS focus is on people/infrastructure/installations support).

2.4.3. Provide oversight and guidance of functional S&T mission roles/responsibilities that support the AFRL Crisis Response Program.

2.4.4. Develop, coordinate, publish and maintain AFRL crisis/contingency response guidance (AFRLI 10-208, *Continuity of Operations (COOP) Program*). Review annually and update as changes warrant.

**2.5. TDs/711 HPW.** TD/711 HPW Directors 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 AFRL/DS. The appointed TD/711 HPW OPRs will:

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

2.5.2. Initiate and maintain a comprehensive and effective crisis response program.

2.5.2.1. Develop and maintain crisis response plans and capabilities to complement AFRL HQ crisis response plan.

2.5.2.2. Develop, coordinate, publish and maintain their organizations' crisis response plans. Review annually and update as changes warrant.

2.5.3. Represent their organizations at the AFRL HQ Battle Staff for crisis response and exercise planning meetings and conferences as required.

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

2.5.5. Submit SITREPs, as tasked. When SITREPs are tasked by an outside agency, include the AFRL HQ Battle Staff for reporting;

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

2.5.7. Notify AFRL/DS of activation, deactivation or status change.

2.5.8. Conduct a post-operations hotwash with key participating personnel within their organizations following activation for any exercise or operation.

2.5.8.1. Hotwash results will be presented to the AFRL leadership. Forward a copy to AFRL/DS for lessons learned dissemination within the Command's crisis response community.

## **2.6. AFRL HQ Staff.** AFRL HQ Staff Directors/Chiefs or appointed OPRs will:

2.6.1. 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 AFRL/DS.

2.6.2. Represent their organization at the AFRL HQ Battle Staff for crisis response and exercise planning meetings and conferences as required.

2.6.3. Coordinate guidance and training to their organizational personnel on crisis response planning and execution.

2.6.4. Submit SITREPs, as tasked;

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

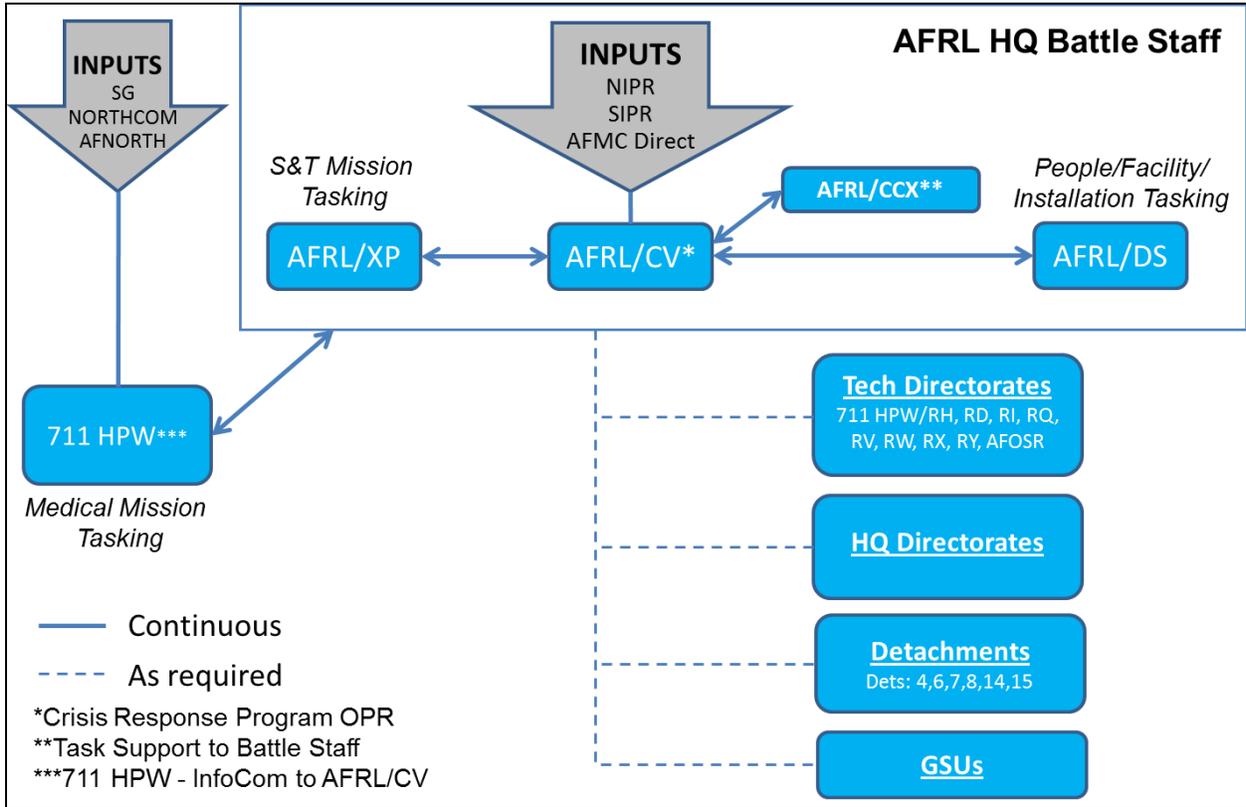
2.6.6. Conduct a post-operations hotwash with key participating personnel following activation for any exercise or operation.

2.6.6.1. Hotwash results will be presented to the AFRL leadership. Forward a copy to AFRL/DS for lessons learned dissemination within the Command's crisis response community.

## **2.7. Other Organization(s) Responsibilities.**

2.7.1. The nature of the AFRL mission necessitates receiving direct tasks from the outside of the AFRL command structure. Any organization/individual receiving an external task from an outside agency relating to crisis or contingency operations must notify their host Wing/TD leadership who will then notify the AFRL HQ Battle Staff. Figure 2.1 depicts the information flow when Wing/TD is tasked directly by an outside agency.

Figure 2.1. AFRL HQ Battle Staff Second tier Information Flow



## Chapter 3

### POLICY

**3.1. Structure.** AFRL HQ will activate the AFRL HQ Battle Staff to support crisis/contingency operations. The AFRL HQ Battle Staff will have a reach-back capability to support operations.

**3.2. Crisis/Contingency Operations.** AFRL will employ AFRLI 10-201, *Material Support to Contingency Operations* at the start of a crisis/contingency. The Commander's Action Group (AFRL/CCX) serves as the AFRL's single point of entry and exit for all crisis/contingency tasks/directives.

3.2.1. In the event the AFRL HQ Battle Staff is activated, crisis/contingency tasks/directives will flow from the AFRL HQ Battle Staff through the AFRL/CCX to appropriate AFRL HQ Staff and/or TDs/711 HPW OPRs using provided NIPRNet and/or SIPRNet email account(s). During outside of normal duty day hours, the Battle Staff will use recall rosters to support operations.

## Chapter 4

### TRAINING AND EXERCISES

**4.1. Training.** AFRL HQ crisis response organizations will design crisis response training programs to train personnel to include Air Force Emergency Management Program Course (AFEMPC) (ZZ133131) on the Advanced Distributed Learning Service (ADLS) website. OPRs will train 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. AFRL HQ Battle Staff will be trained to perform their assigned duties in a no-warning execution.

4.1.2. AFRL 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.** AFRL HQ will exercise its Battle Staff at least annually. Exercises may be combined with installation, command or the Joint Chief of Staff (JCS)-level exercises.

4.2.1. AFRL will participate in an annual command-wide crisis and contingency response exercise. AFRL/CC's intent is to engage AFRL at all levels (AFRL HQ down to squadron/branch level) during this annual event. Every effort will be made to align this requirement with a USNORTHCOM or United States Strategic Command (USSTRATCOM) joint exercise or as otherwise tasked by HQ AFMC. 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.

4.2.2. 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.

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

4.2.4. Annual COOP requirements will be conducted as part of the Battle Staff exercise program. AFRL HQ/TDs/711 HPW and Operating Locations should visit their designated relocation site at least annually to familiarize members with the facilities and available equipment.

4.2.4.1. Battle Staff, TDs/711 HPW, and Operating Locations will collect after-action reports and use the information to improve/update their COOP program, plans and/or methodologies.

THOMAS J. MASIELLO, Major General, USAF  
Commander

## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

*References*

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

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

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

AFMCI 10-105, *Crisis Command and Control*, 24 December 2013

AFRLI 10-201, *Material Support to Contingency Operations*, 29 October 2012

AFRLI 10-208, *Continuity of Operations (COOP) Program*, 2 April 2008

*Prescribed Forms*

None

*Adopted Forms*

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

*Abbreviations and Acronyms*

**ADLS**—Advanced Distributed Learning Service

**AFEMPC**—Air Force Emergency Management Program Course

**AFMC**—Air Force Materiel Command

**AFPASS**—Air Force Personnel Accountability and Assessment

**AFRIMS**—Air Force Records Information Management System

**C2**—Command and Control

**CAT**—Crisis Action Team

**COCOM**—Combatant Command

**CONOPS**—Concept of Operations

**COOP**—Continuity of Operations

**DCO**—Defense Connect Online

**EAP**—Emergency Action Procedure

**EM**—Emergency Management

**HHQ**—Higher Headquarters

**HQ**—Headquarters

**JCS**—Joint Chiefs of Staff

**NIPRNet**—Nonsecure Internet Protocol (IP) Router Network

**OPLAN**—Operations Plan

**OPR**—Office of Primary Responsibility

**POC**—Point of Contact

**RDS**—Records Disposition Schedule

**S&T**—Science & Technology

**SIPRNet**—Secret Internet Protocol Router Network

**SITREP**—Situation Report

**STE**—Secure Telephone Equipment

**SVTC**—Secure Video Teleconferencing

**TD**—Technology Directorates

**UCC**—Unit Control Center

**USNORTHCOM**—United States Northern Command

**USSTRTCOM**—United States Strategic Command

**VoSIP**—Voice Over Secure Internet Protocol

**VTC**—Video Teleconferencing

### *Terms*

**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.

**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.

**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.