

**BY ORDER OF THE COMMANDER  
ARNOLD ENGINEERING  
DEVELOPMENT COMPLEX**

**ARNOLD ENGINEERING DEVELOPMENT  
COMPLEX INSTRUCTION 10-1**

**8 AUGUST 2014**

Certified Current 12 March 2015  
*Operations*



**CRISIS ACTION TEAM**

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**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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**RELEASABILITY:** There are no releasability restrictions on this publication

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OPR: AEDC/CS

Certified by: AEDC/CC  
(Col Raymond Toth)

Supersedes: AEDCOI 10-1,  
25 October 2010

Pages: 8

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This instruction implements Air Force Materiel Command Instruction (AFMCI) 10-105, *Crisis Command and Control*, and AFMD 4, *Air Force Mission Directive 4, Air Force Materiel Command*. This Arnold Engineering Development Complex (AEDC) instruction standardizes the Crisis Action Team (CAT) organizational structure and processes within the Installation. It introduces the CAT organization; defines organizational responsibilities; establishes crisis response policy; and details the tasking authorities during crisis or contingency response operations. This plan is compatible with the Arnold Air Force Base Comprehensive Emergency Management Plan (CEMP) 10-2. The Incident Commander (IC) is in command and control of the mishap or incident scene until the determination is made to turn the site over to the designated Air Force investigation team.

Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 36-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>. The Operating Contractor will follow records management requirements in accordance with the contract.

**SUMMARY OF CHANGES**

Complete re-write of Operating Instruction changing it from an Operating Instruction to an Instruction.

## 1. Roles and Responsibilities

### 1.1. Commander or designated representative will:

1.1.1. Task installation organizations with appointing a representative to be a member of the CAT IAW paragraph 2.1 of this instruction.

1.1.2. Review and/or approve outgoing reports to higher headquarters (HHQ), as applicable.

### 1.2. Tasked Organizations. Installation organizations tasked by the Commander to be CAT members will:

1.2.1. Designate a primary and alternate CAT member in writing.

1.2.2. Ensure security clearances of personnel designated to support the CAT are clearly stated and verified by information security professionals in writing.

1.2.3. Ensure personnel tasked are thoroughly knowledgeable of their responsibilities.

### 1.3. CAT Director will:

1.3.1. Direct strategic actions for the installation during crisis or contingency response in concert with the Commander.

1.3.2. Ensure the CAT acts in concert with the Emergency Operations Center (EOC), which provides tactical support for the IC.

1.3.3. Ensure compliance with taskings and directives IAW applicable Battle Staff Directives (BSDs) and Center Command Directive (CCDs).

1.3.4. Issue Installation Command Directives (ICDs) to appropriate personnel as applicable.

1.3.5. Task applicable offices of primary responsibility (OPRs) with actions as event/incident dictates.

### 1.4. CAT Members will:

1.4.1. Be available (24/7) or, if unavailable, identify a designated representative.

1.4.2. Be knowledgeable and capable of representing their organizations during contingencies.

1.4.3. Advise and assist in resolution of problems which involve the member's area of expertise.

1.4.4. Participate in training sessions and exercises.

### 1.5. Support Team will:

1.5.1. Accomplish initial and refresher training on an as-needed/ just-in-time basis to support long-term installation crisis response.

1.5.2. Support the CAT and/or EOC Directors as required.

1.5.3. Directorate of Personnel (AEDC/DP) will assign active duty members to the support team and will advise the Operations (Ops) Center of any changes.

1.6. Operations Center and CAT Liaison will:

- 1.6.1. Serve as 24/7 points of contact (POCs) for the CAT.
- 1.6.2. Advise major command (MAJCOM) and Air Force Test Center (AFTC) Headquarters of CAT activation and deactivation.
- 1.6.3. Accomplish initial CAT situational briefing.
- 1.6.4. Provide follow-up briefings if the EOC is not activated or available.
- 1.6.5. Review and brief the Commander and CAT Director on all incoming message taskings or directions.
- 1.6.6. Disseminate applicable taskings to the appropriate OPR for action.
- 1.6.7. Submit reporting on tasking progress/completion to applicable organizations.
- 1.6.8. Initiate all HHQ reports (i.e. operational report (OPREP), situation report (SITREP), commander's critical information requirement (CCIR), etc.) and ensure Commander or designated representative approval has been received prior to submission IAW AFI 10-206 and MAJCOM supplements.
- 1.6.9. Participate in training sessions and exercises.
- 1.6.10. Utilize crisis/contingency chronological log to provide continuity and a historical account of the situation.

## 2. Policy

2.1. **General.** This instruction is applicable to AEDC personnel assigned to and in support of the CAT, whose ultimate goal is to provide optimal responses to crisis, contingency, exercise, and wartime operations and provide timely responses to HHQ taskings. The CAT provides the Commander with a corporate approach to time-sensitive operations and a flexible support staff tailored to meet support requirements during times of crisis.

2.1.1. Attachment 2, Figure A2.1, depicts an example of normal operational structure and communications between the AEDC/CC, CAT, EOC, and supporting organizations.

2.1.2. Circumstances which may require activation of the CAT include but are not limited to:

- 2.1.2.1. Major natural disasters.
- 2.1.2.2. Major peacetime accidents and complex catastrophes.
- 2.1.2.3. AF, MAJCOM, and local exercises.
- 2.1.2.4. Defense readiness responses.

2.1.3. The CAT may be convened by direction from HHQ, AEDC/CC or the CAT Director.

2.1.4. Primary CAT members convene as required, depending on the type and tempo of operations.

**2.2. Structure.** The AEDC/CC will activate the CAT to support contingency and crisis operations. If required, subject matter experts (SMEs) are located within the EOC structure. Composition of the CAT is as follows:

2.2.1. AEDC Commander (AEDC/CC)

2.2.2. AEDC Executive Director (AEDC/CA)

2.2.3. AEDC Chief of Staff (AEDC/CS)\*

2.2.4. Test Operations Division (TST)

2.2.5. Test Systems Sustainment Division (TSS)

2.2.6. Test Support Division (TSD)

2.2.7. Contracting Execution Division (AFTC/PZ)

2.2.8. Staff Judge Advocate (AEDC/JA)

2.2.9. Financial Management and Comptroller Division (AEDC/FM)

2.2.10. Safety Office (AEDC/SE)

2.2.11. Public Affairs (AEDC/PA)

2.2.12. Operating Contractor's General Manager

2.2.13. NOTE: \* Signifies the individual serving as the CAT Director to the Commander. All organizations on the installation may be recalled by the Commander to serve in an advisory capacity to support the CAT during a crisis or contingency.

2.2.14. The Ops Center will provide a representative to act as the CAT Liaison between the Commander, CAT, and Ops Center.

2.2.15. Recall Procedures.

2.2.16. The Ops Center will:

2.2.16.1. Initiate the recall to include specific reporting instructions.

2.2.16.2. Maintain a listing of Primary CAT members and an expanded list of SMEs in support of the CAT.

2.2.16.3. Maintain the AEDC Recall Roster Main Page IAW AEDCI 10-201, *Notification, Recall and Alert Procedures*. The Main Page of the recall roster will identify CAT members.

2.2.17. CAT members will respond to all recalls as directed.

### **2.3. Operations.**

2.3.1. The CAT will receive an initial situational briefing by the Ops Center liaison to provide an overview of the situation which necessitated the CAT activation.

2.3.2. If activated, follow-on briefings will be conducted by the EOC Director. If not, the Ops Center liaison will accomplish the briefings. AFMC BSDs and AFTC CCDs will be disseminated by the Ops Center to the Commander, CAT Director, and appropriate OPR as applicable.

2.3.3. The CAT Director will draft ICDs for Commander approval and the Ops Center will disseminate the directives to all appropriate organizations in support of the crisis or contingency.

2.3.4. The CAT will participate in local- and HQ-level exercises as deemed appropriate by the Commander.

2.3.5. The CAT Director will conduct post operations hotwash briefing/analysis with all participating organizations following exercises or operations as required.

### 3. Training and Exercises

#### 3.1. Training

3.1.1. Initial training for CAT members, Support Team personnel and Ops Center controllers will include the Air Force Emergency Response Operations (AERO) course as directed by AFI 10-2501, *AF Emergency Management Program and Planning Operations*, and should be conducted within 60 days of assignment to the CAT or Support Team. Ops Center controllers will accomplish this in conjunction with initial controller training.

3.1.2. CAT members will accomplish refresher training at least semi-annually IAW AFMCI 10-105.

3.1.3. Training will be conducted by the following organizations:

3.1.3.1. The Wing Inspection Team (WIT) Chief will conduct initial and refresher training for CAT members.

3.1.3.2. Ops Center CAT liaison will conduct initial and refresher training for Ops Center controllers and the Support Team for duties in support of the CAT.

3.1.3.3. Emergency Management (EM) will conduct initial and refresher training for the Support Team for duties in support of the EOC.

3.2. **Exercises.** The CAT will be exercised at least annually. Exercises may be combined with installation, MAJCOM, or Joint Chiefs of Staff (JCS) level exercises.

3.2.1. Participation in real-world events may be substituted for annual exercise requirements if it is of sufficient scope and length to meet requirements. Waivers to the exercise requirement must be submitted to HHQ IAW AFMCI 10-105.

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

3.2.3. Annual Continuation of Operation Plan (COOP) requirements will be conducted as part of the exercise program.

RAYMOND G. TOTH, Colonel, USAF  
Commander

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

AFI 10-2501, *Air Force Emergency Management Program Planning and Operations*, 24 Jan 2007

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

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

AFMC HOI 10-1, *Crisis Response – Air Force Materiel Command Crisis Action Team (CAT) and Battle Staff*, 6 Dec 2012

Arnold Air Force Base (AAFB) Comprehensive Emergency Management Plan (CEMP) 10-2, Sep 5, 2012

***Abbreviations and Acronyms***

**AAFB**—Arnold Air Force Base

**AEDC**—Arnold Engineering Development Complex

**AEDC/CC**—Commander

**AEDC/CA**—Executive Director

**AEDC/CS**—Chief of Staff

**AEDC/DP**—Personnel Division

**AEDC/FM**—Financial Management and Comptroller Division

**AEDC/PA**—Public Affairs Office

**AEDC/SE**—Safety Office

**AFIMS**—Air Force Incident Management System

**AFMC**—Air Force Materiel Command

**AFTC**—Air Force Test Center

**AFTC/PZ**—Contracting Execution Division

**BSD**—Battle Staff Directive

**CAT**—Crisis Action Team

**CCD**—Center Command Directive

**CCIR**—Commander's Critical Information Requirement

**COOP**—Continuation of Operation Plan

**EM**—Emergency Management

**EOC**—Emergency Operations Center

**HHQ**—Higher Headquarters

**ICD**—Installation Command Directive

**JCS**—Joint Chiefs of Staff

**MAJCOM**—Major Command

**OPREP**—Operational Report

**OPS CENTER**—Operations Center

**SITREP**—Situation Report

**SME**—Subject Matter Expert

**TSD**—Test Support Division

**TST**—Test Operations Division

**TSD**—Test Support Division

**TST**—Test Operations Division

**TSS**—Test Systems Sustainment Division

**WIT**—Wing Inspection Team

### *Terms*

**AEDC Operations Center**— A Command and Control (C2) center from which the Commander and staff direct actions in support of the unit's assigned mission. The Ops Center is the focal point for the unit operations and, as such, receives and disseminates orders, information, and requests necessary for the C2 of the assigned forces and operations.

**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 interest that develops rapidly and creates a condition such as diplomatic, economic, political or military importance that commitment of military forces and resources is contemplated to achieve national objectives.

**Emergency Operations Center**— For the purposes of the Air Force Incident Management System (AFIMS), the EOC is the C2 support element 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 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.

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

Attachment 2

OPERATIONAL COMMUNICATION/STRUCTURE FLOWCHART

Figure A2.1. Operational Communication/Structure Flowchart

