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OF THE AIR FORCE**

**HEADQUARTERS OPERATING
INSTRUCTION 10-2**



26 OCTOBER 2022

Operations

**AIR FORCE CRISIS ACTION TEAM
ORGANIZATION, MANNING, AND
OPERATIONS**

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This Headquarters Operating Instruction (HOI) implements Department of the Air Force Policy Directive (DAFPD) 10-2, *Readiness*. This publication establishes, defines, and describes the organization, manning, and procedures for the Air Force Crisis Action Team (AFCAT). It applies to individuals at all levels who participate in or support AFCAT operations at the Secretariat (SAF) or Air Staff level. Send recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the DAF Form 847, *Recommendation for Change of Publication*. Waiver authority for the contents of this instruction is the Deputy Chief of Staff for Operations (AF/A3). To submit a waiver request, reference DAFI 90-161, *Publishing Processes and Procedures*. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. This Instruction requires the collection and or maintenance of information protected by the Privacy Act of 1974 authorized by 5 United States Code (USC) section 552a, as amended, and Department of Defense Instruction (DoDI) 5400.11, *DoD Privacy and Civil Liberties Program*. The applicable SORN, DCIO 02 DoD, Enterprise Mass Warning and Notification System (EMWNS), is available at: <http://dpclo.defense.gov/Privacy/SORNs.aspx>.

SUMMARY OF CHANGES

This publication has been substantially revised and needs to be completely reviewed. Major changes include incorporation of DAFI 90-160 rather than DAFI 33-360 and incorporation of detailed procedures previously found in DAFI 33-360, *Publication and Forms Management*. Changes to define roles and responsibilities were made in the AFCAT Leadership and Functional Desk Positions and updated contact information for the Air National Guard (ANG) Crisis Action Team and the ANG Command Centers location has been included.

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Chapter 1

OVERVIEW

1.1. Authority. In accordance with HAF Mission Directive 1-54, *Deputy Chief of Staff, Operations*, the Deputy Chief of Staff for Operations (AF/A3) is responsible for organization, manning and directing of the AFCAT.

1.2. Mission and Concept of the AFCAT. The mission of the AFCAT is to provide 24-hour situational awareness on crisis events to enable decisions and communication by Department of the Air Force senior leaders. Conceptually, the AFCAT is a 2-letter representative HAF staff that coordinates on Air Force equities specific to the crisis event. Implied tasks related to the AFCAT mission include:

1.2.1. Informing DAF senior leaders of crisis events that require DAF involvement, including support of the President and Secretary of Defense, Combatant Command (CCMD), or other Federal/State/local operations.

1.2.2. Connecting HAF with Major Commands (MAJCOMs), and Air Components, facilitating liaison 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. Sharing Air Force current operations information of the crisis event with the National Military Command Center (NMCC) and other United States (US) government (USG) operations centers, as appropriate.

1.2.5. Rapidly coordinating DAF senior leader responses and correspondence with Office of the Secretary of Defense (OSD), or other entities.

1.3. Organization. The AFCAT consists of the AFCAT Leadership Positions (Crow's Nest), the AFCAT Functional Desks, and AFCAT Support Positions. If there are any required changes to the AFCAT team composition as specified in Figures 1.1 and 1.2 as well as Attachment 6, a Memorandum for Record (MFR) signed by the Air Force Operations Group (AFOG) Commander will serve as the new authoritative direction. The MFR will be submitted through official staffing channels to the affected organizations before the changes take effect.

1.3.1. AFCAT Leadership Positions. AFCAT Leadership Positions include: Director, Team Chief, Executive Officer ("Exec"), Superintendent, and Briefer. The positions are identified in Figure 1.1 below. The number of adjudicated AFCAT Leadership Position taskings divided amongst the HAF are listed in Table A6.1.

1.3.2. AFCAT Functional Desks. The positions are identified in Figure 1.1 below.

Figure 1.1. AFCAT Leadership and Functional Desk Positions.

AFCAT FUNCTION	HAF POC	OPR	OCR
AFCAT Director	Various – Appointed by AF/A3		
AFCAT Team Chief	A3O	N/A	N/A
AFCAT Executive Officer	A3O	N/A	N/A
AFCAT Briefer	A3O	N/A	N/A
AFCAT Superintendent	A3O	N/A	N/A
Security Manager	A3OO	N/A	N/A
A1 (Personnel/Services – two desks)	AF/A1		
Intelligence Threat Analysis	AF/A2/6		
Intelligence, Surveillance, and Reconnaissance (ISR) Support	AF/A2/6		
Information Operations	AF/A2/6CX / A3CX		
Current Operations	AF/A3O		
Checkmate/Future Operations	AF/A3K		
Global Force Management (GFM) (two desks)	AF/A3OD		
Weather Officer	AF/A3OW		
Defense Support of Civil Authorities (DSCA)	AF/A3OA		
Air Space and Air Traffic Control	AF/A3O	A3OJ	
C2, IAMD, Combat & Mobility Forces, Readiness and SOF/PR (AFSPECWAR)	AF/A3T	A3TY A3TC A3TM A3TR	A5RC A5RM SAF/AQ
Space Operations	AF/A3O	SF/S3	AWIC
Air Force Information Network IT (Information Technology) Operations	SAF/CN	SAF/CNS SAF/CNZ	A2/6C
Civil Engineering	AF/A4	A4C	
Maintenance and Logistics Operations	AF/A4	A4L	
Security Forces	AF/A4	A4S	
Studies and Analysis	AF/A9		
Lessons Learned*	LeMay Center, Pentagon OL		
Nuclear Operations	AF/A10		
Chaplain	AF/HC		
Historian	AF/HO		
Legal	AF/JA		
AF Reserve	AF/RE		

Surgeon General	AF/SG		
Air National Guard (ANG)	NGB/CF	ANGRC/CCY	
Acquisition	SAF/AQ		
Financial Management	SAF/FM		
Office of Special Investigations (OSI)**	SAF/IG	HQ AFOSI	
Legislative Liaison	SAF/LL		
Public Affairs	SAF/PA		
844th Communications Squadron	844 CS		
* The Lessons Learned function is no longer under AF/A9; Air Force Lessons Learned is part of the LeMay Center located at Maxwell AFB. LeMay Center, Pentagon Operating Location (OL), is the local HAF POC to represent and conduct Lessons Learned in support of the AFCAT.			
** The ANG Crisis Action Team and ANG Command Center are located at the ANG Readiness Center, Joint Base Andrews, MD. The ANG Command Center is the primary 24/7 node of communication for the ANG (NGB/CF) and can be contacted at COMM 301-981-6001, DSN 858-6001. The ANG CAT is manned during normal duty hours (0730-1500) and may be manned 24/7 during activated events. The ANG CAT will serve as liaison to the AFCAT during activated events. Contact the ANG CAT at COMM 240-612-7486, DSN 612-7486.			
*** SAF/IG is the POC for notification to OSI regarding AFCAT activation and recall. SAF/IG may provide IG personnel as a HAF POC IN ADDITION TO AFOSI and Attachment 6, when required.			

1.3.3. AFCAT Support Positions. Information Technology (IT) support provided by the 844th Communications Squadron (CS); Facility/Video Teleconferencing (VTC) Support, provided by the AFOG Command, Control, Communications, and Computers (C4) Section; Knowledge Management provided by HAF and Continuity of Operations (COOP) Policy, Guidance, and Exercise Planning provided by AFDW/A3C.

1.4. Advanced Operational Node (ADVON) Team. If relocation is required or expected, an ADVON Team can be utilized to establish AFCAT COOP at an alternate site. The ADVON team is comprised of functions listed in [Figure 1.2](#), and facilitates orderly transfer of control to designated relocation sites during periods of heightened threat.

Figure 1.2. ADVON Personnel.

ADVON FUNCTION	POC
AFCAT Team Chief	A3
AF Duty Officer	A3
AFWSC Controller	A3
Intelligence Threat Analyst	AF/A2/6
Intelligence ISR Representative	AF/A2/6
Joint Worldwide Intelligence Communications System (JWICs) Support	844 CS
Global Command and Control System (GCCS) Specialist	844 CS
Network Operations Specialist	844 CS

Chapter 2

ROLES, RESPONSIBILITIES AND FUNCTIONS

2.1. The AF/A3 shall:

- 2.1.1. Authorize the activation of the AFCAT. The ADVON Team is recalled by the Air Force Service Watch Cell (AFSWC) when authorized by AF/A3 or a designated representative.
- 2.1.2. Appoint an AFCAT Director at time of activation.
- 2.1.3. Direct AFCAT manning requirements to meet mission objectives.
- 2.1.4. Authorize the deactivation of the AFCAT.

2.2. SAF and Air Staff Directorates shall:

- 2.2.1. Maintain standing AFCAT rosters (functional desks and leadership positions, if applicable) of eligible, trained, and cleared individuals to fill AFCAT positions listed in Figures 1.1 and 1.2 for 24-hour operations.
 - 2.2.1.1. Provide updated rosters, with trained members (hereafter referred to as HAF 2-Letter POCs), quarterly, by the 15th of the month prior to the next quarter (i.e., 15 Mar, 15 Jun, 15 Sep, and 15 Dec) to the AFSWC IAW Attachment 3 for each function of Figures 1.1 and 1.2.
- 2.2.2. Identify, schedule, and ensure training of those HAF 2-Letter POCs who serve as their 2-Letter Emergency Planning Coordinator (EPC), and at least one alternate, who will receive notification of AFCAT activations.
- 2.2.3. Provide additional personnel and resources as necessary to meet AFCAT operational requirements as determined by AF/A3.

2.3. The AFOG shall:

- 2.3.1. Prior to AFCAT Activation:
 - 2.3.1.1. Maintain memorandums for POCs for all directorates, services, and defense agencies that provide personnel for AFCAT activation.
 - 2.3.1.2. Maintain on-call rotational schedules for potential AFCAT Leadership, AFCAT Functional, and COOP ADVON recall.
 - 2.3.1.3. Maintain Pentagon AFCAT facility.
 - 2.3.1.4. Ensure relocation site readiness for AFCAT operations.
 - 2.3.1.5. Conduct initial and periodic AFCAT Orientation/Training.
 - 2.3.1.6. Develop, implements and manages the AFCAT Training Program, and publishes training notices.
 - 2.3.1.7. Perform HAF 2-Letter POC duties for AFCAT Leadership Positions, to include specialized training for newly assigned Team Chiefs, Execs, Briefers and Superintendents.
 - 2.3.1.8. Resolve issues related to AFCAT planning, scheduling, operation, and administration with HAF 2-Letter POCs.

2.3.1.9. Provide AFCAT rosters to AFDW/A3C (COOP Office) and 844 CS quarterly.

2.3.1.10. Conduct AFCAT exercises as directed.

2.3.1.11. Provide HAF 2-letter memorandums to the 844 CS to grant AFCAT folder, drive, and organizational email inbox permissions.

2.3.2. Upon AFCAT Activation:

2.3.2.1. Coordinate the activation of crisis operating locations.

2.3.2.2. Prepare activation message and send to applicable HAF Directorates.

2.3.2.3. Coordinate with Lessons Learned Representative to retrieve lessons learned from current SharePoint site that would apply to the nature and scope of the particular crisis or exercise.

2.3.2.4. Assist the AFCAT Team Chief with the initial AFCAT In-Brief and 72 hours of mentorship.

2.3.2.5. Assist the AFCAT Exec in the archiving of AFCAT documentation.

2.3.3. Upon AFCAT Deactivation:

2.3.3.1. Ensure Team Chief prepares deactivation message and advisement on timing and coordination of deactivation.

2.3.3.2. Coordinate the deactivation of crisis operating locations (includes primary site and alternates).

2.3.3.3. Ensure workspaces are cleaned, re-supplied, and maintenance is conducted to prepare for future use.

2.3.3.4. Ensure all AFCAT records are archived.

2.3.3.5. Conduct the after-action review of all AFCAT activation and deactivation procedures, operations and revises this instruction accordingly, as required.

2.3.3.6. Review lessons learned that are provided to the "Lessons Learned" desk by AFCAT members and take corrective action as applicable.

2.4. The AFDW/A3C (Air Force COOP Office):

2.4.1. Maintains alternate relocation facilities outside of the Pentagon.

2.4.2. Provides COOP and relocation training during scheduled AFCAT Orientation/Training sessions.

2.4.2.1. Coordinates monthly with designated AFCAT members and relocation sites for entry requirements [i.e. Defense Information Security System (DISS) validation] at designated locations.

2.4.3. Schedules and conducts alternate site visits/orientations.

2.4.4. Coordinates with OSD, Joint Staff, other Services, and the AFCAT on COOP related matters.

2.5. Each HAF 2-Letter POC:

- 2.5.1. Ensures sufficient personnel are available to meet scheduling requirement.
- 2.5.2. Provides all potential AFCAT members function (desk) specific training, regarding their duties and responsibilities, and require potential AFCAT members to review this instruction.
- 2.5.3. Ensures AFCAT desks have a continuity binder containing pertinent references, planning data, telephone numbers, and relevant NIPRNET/SIPRNET/JWICS addresses for key contacts. Minimum required items for continuity binders are listed in [Attachment 5](#).
- 2.5.4. Resolves AFCAT planning, scheduling, operation, and administration issues with AFOG.
- 2.5.5. Recalls scheduled personnel for AFCAT activations IAW [Chapter 3](#).
- 2.5.6. Registers contact data in the Emergency Mass Notification System (EMNS) (i.e., AtHoc).
- 2.5.7. Provides recall information to AFCAT Leadership Position POC monthly and immediately when changes occur.
- 2.5.8. Maintains and registers their assigned personnel in Eroster.

2.6. AFCAT Leadership Positions:

- 2.6.1. AFCAT Director:
 - 2.6.1.1. Supervises AFCAT in-brief given to the AFCAT upon activation.
 - 2.6.1.2. Supervises all AFCAT activities.
 - 2.6.1.3. Releases and provides information to and from the AFCAT, HAF senior leadership, MAJCOMs, Field Commands, OSD, Joint Staff, other Services, and/or CCMDs, as required.
 - 2.6.1.4. Supervises the preparation of memorandums, information papers, the Daily Situation Brief, other briefs, and documents impacting the AFCAT.
 - 2.6.1.5. Informs team members of policy decisions and orders issued by higher authority.
 - 2.6.1.6. Assigns staff actions to appropriate team members.
 - 2.6.1.7. Reviews outgoing messages and reports.
 - 2.6.1.8. Ensures AFCAT Briefers are prepared to brief.
 - 2.6.1.9. Ensures continuity between shifts, prepares and maintains a turnover binder for the AFCAT Director position, and briefs the incoming shift before going off duty.
 - 2.6.1.10. Determines daily product requirements for AFCAT Team Chief to provide DAF Senior Leadership.
- 2.6.2. AFCAT Team Chief:
 - 2.6.2.1. Assists the AFCAT Director in the execution of the responsibilities outlined above.

2.6.2.2. Establishes, publishes, and maintains an AFCAT battle rhythm and schedules for meetings, briefings, and other AFCAT activities.

2.6.2.3. Coordinates and supervises the preparation and presentation of briefings.

2.6.2.4. Coordinates daily with team members on the status of actions.

2.6.2.5. Establishes and maintains a chronological log of significant events.

2.6.2.6. Prepares and maintains a turnover binder for the Team Chief position, and briefs the incoming shift before going off duty.

2.6.2.7. Establishes and approves rules and standards for Requests For Information (RFIs) and how those will be tasked throughout the AFCAT Functional desks and subordinate command centers and CATs. Depending on the scenario, the AFCAT should utilize the HAF/SAF staffing capabilities that already exist to continue normal and efficient staff information flows.

2.6.2.8. After an AFCAT activation, the ADVON Team may be tailored or augmented by the Team Chief, to include other 2-Letter augmentees, as the situation/schedule dictates.

2.6.2.9. The ADVON Team is recalled by the AFSWC based on recommendation of AFDW/A3C, AFSWC, or AFOG Commander should conditions warrant activation. This decision is authorized by AF/A3 or a designated representative to include the AFCAT Director.

2.6.2.10. Prepares deactivation message and advisement on timing and coordination of deactivation.

2.6.3. AFCAT Executive Officer:

2.6.3.1. Coordinates AFCAT administrative and logistical actions.

2.6.3.2. Prepares and maintains a log tracking the status of actions assigned to the AFCAT.

2.6.3.3. Prepares and maintains a log tracking the products the AFCAT creates and distributes.

2.6.3.4. Monitors, processes, and distributes message traffic.

2.6.3.5. Prepares and maintains a turnover binder for the Executive Officer function, and briefs the incoming shift before going off duty.

2.6.3.6. Oversees the archiving of AFCAT documents.

2.6.3.7. Maintains recall information for AFCAT members.

2.6.4. AFCAT Superintendent:

2.6.4.1. Tracks all AFCAT taskers and packages in conjunction with the AFCAT Exec.

2.6.4.2. Assists the AFCAT Exec in the monitoring, processing, and distribution of message traffic.

2.6.4.3. Provides administrative assistance to team members.

2.6.4.4. Serves as the POC for all AFCAT administrative matters.

2.6.4.5. Prepares briefing rooms for presentation by setting up seating/table arrangements, displaying seating charts at all entrances, and providing note-taking materials.

2.6.4.6. Ensures doors to briefing rooms (to include projection rooms) are closed (but unlocked) at the start of any AFCAT briefing.

2.6.4.7. Clears the briefing room of both classified and unclassified material.

2.6.4.8. Ensures workspaces are clean and proper disposition of classified materials.

2.6.4.9. Prepares and maintains a turnover binder for the Superintendent, and briefs the incoming shift before going off duty.

2.6.4.10. Liaisons with the AFSWC regarding information, reporting, and force/health protection condition changes.

2.6.4.11. Collects any lessons learned when the Lesson Learned functional position is unmanned.

2.6.5. AFCAT Briefer:

2.6.5.1. Develops and delivers the Daily Situation Brief, other derivative briefs, and no-notice briefs.

2.6.5.2. Coordinates graphics support, to include briefing production timelines/milestones for all required briefing products, with Team Chief and Knowledge Management.

2.6.5.3. Coordinates with AFCAT members and the Team Chief to assign responsibilities for updating briefing slides and to ensure briefing products are streamlined.

2.6.5.4. Provides guidance to AFCAT desks on requirements directed by the AFCAT Director and/or Team Chief.

2.6.5.5. Provides the most current and approved Daily Situation Brief template to AFCAT members.

2.6.5.6. Maintains a log of discussions, policy, and decisions made during briefings and provides feedback to the AFCAT.

2.6.5.7. Prepares and maintains a shift log to document and brief information derived from the Daily Situation Brief and ensure all briefs are captured in the AFCAT Battle Rhythm and Task Tracker.

2.6.5.8. Prepares and maintains a turnover binder and briefs the incoming AFCAT Briefer before going off duty.

2.6.5.9. Coordinates with the AFCAT Exec and Superintendent to ensure the scrolling slideshow on the television is current.

2.6.5.10. Archives all briefing materials.

2.6.6. AFCAT Security Manager:

2.6.6.1. Must have a TS/SCI clearance with a DISS account.

2.6.6.2. Responsible for all personnel in AFCAT without swipe entry.

2.7. AFCAT Functional Desk Positions:

2.7.1. Prior to AFCAT Activation:

2.7.1.1. Ensure accurate contact information is provided to the respective HAF 2-Letter POC for recall.

2.7.1.2. Remain on standby and available for recall 24/7. If unable to report, coordinates with HAF 2-Letter POC to identify a trained alternate available for recall.

2.7.1.3. Obtain AFCAT Orientation and functional desk training.

2.7.2. After AFCAT Activation:

2.7.2.1. Operate under direction of the AFCAT Director, AFCAT Team Chief, and/or their designated alternates.

2.7.2.2. Serve as the DAF senior leader centralized situational awareness element, gathering information, maintaining maps, products, status reports, and other data as necessary.

2.7.2.3. Develop recommendations for Air Force senior leadership and principals, as required.

2.7.2.4. Develop estimates and assessments on functional-specific response priorities, force options, and capabilities as directed.

2.7.2.5. Provide coordination as HAF 2-Letter representative on crisis specific tasks for approval by the AFCAT Director or Team Chief.

2.7.2.6. Prepare required orders and directives as applicable to their role in the AFCAT.

2.7.2.7. Coordinate and exchange appropriate operational information with higher and subordinate commands, operations centers, and other CATs.

2.7.2.8. Correspond with appropriate command CAT to answer queries from SECAF/CSAF. Depending on the subject matter, inquiries from senior leadership may need to originate from AFCAT leadership to appropriate commands.

2.7.2.9. Prepare and provide inputs for briefings and other AFCAT products ensuring deliverables/contributions from personnel serving on AFCAT Functional Desks are from properly vetted sources and from official staffing channels.

2.7.2.10. Closely coordinates with HAF senior leadership, OSD, Joint Staff, CCMDs, MAJCOMs, Field Commands, CATs, or other agencies as required.

2.7.2.11. Archive AFCAT functional desk documents. For a listing of the required documents to archive, see "[Attachment 2](#)", AFCAT Documents.

2.7.2.12. Document lessons learned, to include recommendations and post to the Lessons Learned tab on the AFCAT SharePoint.

2.7.2.13. Look for real time efficiencies to improve AFCAT operations and forwards to the AFCAT leadership staff.

2.7.2.14. Coordinate on behalf of respective functional 2-Letter leadership to rapidly close crisis event-specific tasks from OSD and Joint Staff.

2.8. AFCAT Support Positions:

2.8.1. 844 CS:

2.8.1.1. Upon AFCAT activation, provides manning with access, specialized skill, and expertise capable of rapidly resolving any IT hardware, product, or process deficiencies experienced by AFCAT members.

2.8.1.2. Maintains standby lists for personnel supporting the AFCAT and ADVON Team.

2.8.1.3. Provides recall information to AFCAT Leadership POC monthly and immediately when changes occur.

2.8.1.4. Develops IT products or systems that can automate Joint Staff or AF daily or weekly requirements or products (i.e., SITREPs, databases, tables for slides, etc.).

2.8.2. AFOG C4:

2.8.2.1. Coordinates with 844 CS to ensure AFCAT Systems (including computers, phones, and video) are operational at all times.

2.8.2.2. Coordinates with HAF 2-Letter POCs and 844 CS to ensure new AFCAT members are granted permission to functional desk email inboxes and pertinent network folders.

2.8.3. Knowledge Management (KM) support from AF/A3 KM

2.8.3.1. Develops, maintains, and supports websites, databases, briefing product templates, and other KM architecture as determined by the AFCAT Director or Team Chief.

2.8.4. Lessons Learned Support:

2.8.4.1. LeMay Center, Pentagon Operating Location, provides manning support during real world AFCAT activities for the Lessons Learned function.

2.8.4.2. If manning at the Pentagon Operating Location prevents participation in exercises, the Lemay Center will assist in scheduling training for personnel to accomplish this function.

2.8.4.3. After the crisis event is concluded, coordinates Lessons Learned report and manages resolution of issues identified.

2.9. All AFCAT Members:

2.9.1. Understand standby responsibilities.

2.9.2. Obtain Relocation Site Orientation as provided by the AF COOP Office.

2.9.3. Maintain a readily available go-kit IAW "Attachment 4".

2.9.4. Coordinate with HAF 2-Letter POC for unforeseen leave, TDY, or any other situation which prevents performance of assigned AFCAT duties during their previously scheduled time period.

2.9.5. Conduct shift change brief with oncoming representative.

2.9.6. Clean physical AFCAT desk/workspace at the end of each shift and assist with cleaning common areas during AFCAT operations.

Chapter 3

AFCAT OPERATIONS

3.1. Pre-activation AFCAT Operations: Prior to AFCAT activation, the AFSWC provides situational awareness to DAF senior leadership.

3.1.1. AFCAT Leadership Positions are scheduled by the AFSWC and are prepared monthly and when changes occur.

3.1.2. AFCAT Functional Desk Scheduling. HAF 2-Letter POCs build and provide monthly standby schedules to ensure someone from their directorate is on-call 24/7; prepared to be recalled for crisis operations and an actual AFCAT activation.

3.1.2.1. HAF 2-Letter POCs update AFCAT Member Appointment Letter, as changes occur, to reflect newly trained members.

3.1.3. ADVON Scheduling. The ADVON team is scheduled for one week of duty, from Monday at 1200 local time, through the following Monday at 1159 local time. No later than 5 days prior to the start of each month, AF/A300, AF/A2/6 and 844 CS provide monthly on-call personnel rosters with contact information to the AFSWC.

3.2. Crisis Action/Contingency Operations. When AF/A3 determines DAF senior leadership requires increased situational awareness support due to a significant crisis event, the AFCAT will be activated. When there is a very low likelihood that particular AFCAT functional desks will be actively engaged in the specific crisis, event, or US military operation, a virtual AFCAT may be activated. During the crisis event, the AFCAT is the central AF POC for all matters related to the crisis. Common examples of situations that drive activation of the AFCAT are (not inclusive) natural disasters, conflict, terrorist attacks, public health emergencies, humanitarian assistance, and border security.

3.2.1. AFCAT Activation.

3.2.1.1. Recall. When directed by AF/A3, the AFSWC initiates an AFCAT Recall through the HAF 2-Letter POCs to the on-call AFCAT member. If the HAF 2-Letter POC or alternate cannot be contacted, the AFSWC contacts the 2-Letter Principal's staff. HAF 2-Letter POCs report back to the AFSWC and their Directorate Leadership to confirm contact status with AFCAT reporting members.

3.2.1.1.1. The AFSWC includes the report time in the recall notification to the HAF 2-Letter POCs. AFCAT members report for duty at the scheduled report time. Generally, 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.

3.2.1.2. Upon activation, the AFCAT Director or Team Chief is the sole authority for release or recall of individual AFCAT members. Following the in-brief, the AFCAT Director or Team Chief will determine, based on the current situation, the necessary staffing requirements.

3.2.1.2.1. Staffing Options:

3.2.1.2.1.1. Full AFCAT. All AFCAT Leadership Positions, Functional Desks, and Support Staff are required.

3.2.1.2.1.2. Tailored AFCAT. Required AFCAT positions are identified by the AFCAT Director or Team Chief with the remaining positions directed back into standby or virtual presence.

3.2.1.2.1.3. Standby. A heightened version of normal operations, where personnel can reasonably be expected to report to primary or relocation sites on short notice.

3.2.1.2.1.4. Virtual AFCAT. The AFCAT, full or tailored, can operate in a co-located physical space or virtually, as determined by the AFCAT Director or Team Chief. AFCAT members fulfill their duties from their normal place of work (e.g., primary office), residence, or alternate location. AFCAT members are linked via a designated communication platform (e.g. Chat, Secure Chat, Shared Web Platform, Video Conference, etc.). Virtual check-in, shift change, and teleconferencing are used to foster information sharing at the direction of the AFCAT Team Chief. Recall of virtual AFCAT members to a physical facility is at the discretion of the AFCAT Director or AFCAT Team Chief.

3.2.1.3. AFCAT Director Designation. AF/A3 typically assigns a General Officer to be AFCAT Director at the time of activation. The AFOG Commander or designated representative performs AFCAT Director duties until one is assigned.

3.2.1.4. ADVON Team Recall. When directed by AF/A3, the AFSWC executes a recall of the ADVON Team. ADVON Team members report IAW the HAF COOP Operations Order. Prior to an AFCAT Activation, the ADVON Team may be tailored or augmented by the AFOG Commander as required, depending upon the situation.

3.2.2. AFCAT Site. The primary AFCAT is located at the Pentagon, in the Resource and Situational Awareness Center (RSAC). The AFCAT facility has two parts: the AFCAT floor and the Crisis Action Center (CAC). The AFOG maintains the facility to be ready within 1 hour of AFCAT activation. If warranted, AFCAT members may be relocated outside the RSAC.

3.2.2.1. Upon activation, the entire facility is accessible through a controlled entry point at the 6th Corridor, 1st Floor, "D" Ring Entrance (1D652). When the AFCAT is not activated, entrance to the AFCAT must be coordinated with AFOG C4 or AFSWC personnel.

3.2.2.2. AFCAT - managed crisis events range from Unclassified through Top Secret/SCI. The AFCAT CAC is a Sensitive Compartmented Information Facility (SCIF). Unescorted access to the AFCAT, requires personnel to possess a TS/SCI clearance and be read into SI/TK/G/HCS. AFCAT Security Managers ensure that personnel assigned to the AFCAT have correct clearance or are escorted during AFCAT operations.

3.2.2.3. Electronic devices are not permitted in the AFCAT.

3.2.2.4. Relocation Sites. Predesignated relocation sites are identified in the HAF COOP Operations Order and are briefed during AFCAT Orientation.

3.2.2.5. AFCAT Checklist. When assembled, AFCAT Leadership utilize Figure 3.1 as a guide for final AFCAT activation actions.

Figure 3.1. AFCAT Activation Checklist.

Action	OPR
Direct activation of the AFCAT under recommendation of AF/A3OO	AF/A3
Determine AFCAT standup time	AF/A3OO
Notify AFCAT Team Chief (may occur during recall)	AF/A3OO
Confirm AFCAT battle rhythm (may occur after activation)	AF/A3OO
Develop roster of AFCAT members (may occur after activation)	AF/A3OO
Publish Warning Order as required	AFSWC
Schedule and build AFCAT Situation Update (may occur after recall)	AFSWC/A3OW
Recall AFCAT	AFSWC/2-Letter POCs
Activate crisis space – AFCAT Floor, CAC, telephones and communications and equipment, and AF Briefing Center	AF/A3OO
Activate AFCAT	AFSWC
Establish Security Manger Log to verify security clearances and escort responsibilities	Security Manager
Develop and publish AFCAT activation message	AFSWC
Conduct AFCAT Situation Brief	AFSWC/A3OW
Hold crisis action training (if there is time)	AF/A3OO
Establish chronological events log	CAT Exec
Determine other CAT activations and battle rhythms (JS, Services, CCMD, JTF, JFACC, etc.)	CAT Exec
Establish task tracker	CAT Exec
Establish products tracker	CAT Exec
Establish RFI/TMT Standards & Rules and disseminate to all AFCAT members	CAT Exec & KM
Coordinate admin support and check supplies	CAT Supt
Issue parking passes	CAT Supt

3.3. AFCAT Battle Rhythm. During AFCAT operations, the AFCAT Director or Team Chief establishes the battle rhythm. Typically, an AFCAT is manned 24-hours a day by two teams, each working a 12-hour shift, plus changeover time. Shift changeovers usually begin at 30 minutes prior to the oncoming shift. Functional desk coverage that deviates from the established battle rhythm is coordinated with the Team Chief.

3.4. Briefing Procedures. AFCAT desks provide inputs to the AFCAT Briefer as directed by the Team Chief, which support the Director’s Update.

3.4.1. Concept. The daily Director’s Update is normally presented at 0600 local time and 1800 local time 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. The AFCAT Director provides the battle rhythm for briefings and this timeline may change due to the nature of the

crisis supported. An example of a briefing timeline is below at [Figure 3.2](#) The AFCAT Briefer has the primary responsibility for briefing and briefing products; however, any member may be called on to brief. Any member called on to brief should coordinate with the AFCAT Briefer.

Figure 3.2. Example Brief Preparation Schedule.

Briefing Timeline	Time	Event
Brief -3 hours	0300	Desk brief inputs due to Team Chief 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 min	0515	Brief is finalized and hard copies printed for Principals
Brief -15 min	0545	Brief moved to briefing room and displayed on screen
Brief	0600	Brief commences

3.5. AFCAT Deactivation Considerations. The AFCAT Director develops objective criteria for AFCAT deactivation for presentation to AF/A3. This criteria includes (not limited to) the daily operational battle rhythm, current/projected operations tempo, the length of the event, and reconstitution efforts. If feasible, prolonged events (greater than 30 days) should be transitioned to the HAF staff (or Task Force) in order to reconstitute AFCAT support personnel.

3.5.1. AFCAT Deactivation Process. When directed by the AF/A3, the AFCAT Director or his/her designated representative deactivates the AFCAT. Through the AFSWC, the AF/A3 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. AFCAT Leadership refers to Figure 3.3 for AFCAT Deactivation Checklist actions.

Figure 3.3. AFCAT Deactivation Checklist.

Action	OPR
Direct deactivation of AFCAT	AF/A3
Choose deactivation day and time	AF/A3
Produce final reporting requirements	CAT Exec
Review remaining actions and assign to HAF	CAT Exec
Archive necessary computer files/documents	All
Clear crisis space of documents, maps, products and personal items	All
Schedule After Action Report (AAR)/Hot-Wash	AF/A300
Recover parking passes	CAT Supt
Deactivate AFCAT	AF/A300
Develop and publish AFCAT deactivation message	AFSWC
Deactivate and clean crisis space	AF/A300
Re-stock admin supplies	AF/A300
Clean all surfaces and common areas	CAT Functional Positions and Support Personnel

Chapter 4

AFCAT REPORTING REQUIREMENTS

4.1. 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.

Report	Suspense	OPR
Warning Order	As required	AF/A300
Activation Message	Upon AFCAT activation	AF/A300
Deactivation Message	Upon AFCAT deactivation	AF/A300
Director Executive Summary/Daily Guidance Letter	TBD	Team Chief discretion
SITREP	TBD	Exec
Battle Rhythm - Strategic Timeline	Upon AFCAT Activation	Exec
Events Log -	Continuous	All
Task Tracker/RFI Tracker	Continuous	Exec
Lessons Learned	Continuous	All
Director Update	TBD	Briefer
Desk, Individual Changeover Briefs	Shift Change	All
Situation Update	Outset of crisis	AF/A300

4.2. Reports and Products:

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. This is accomplished at AFCAT standup.

4.2.3. Deactivation Message. The deactivation message notifies operations centers globally of AFCAT deactivation. This is done at AFCAT stand-down.

4.2.4. Director Executive Summary and Daily Guidance. The Director Executive Summary and Daily Guidance provides the DAF leadership a snapshot of ongoing operations and the Director's situation assessment and priorities for the next 48 hours.

4.2.5. Situation Report (SITREP). 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. 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 and the Exec.

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 to propose a mission statement, commander’s intent, key tasks, priorities, and recommended courses of action to include AFCAT activation.

Chapter 5

AFCAT TRAINING AND EXERCISES

5.1. 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.

5.2. Recurring Training. The AFOG is responsible for developing, implementing, managing, and conducting the AFCAT training program. AFCAT training representatives can be reached through the AFSWC at COMM: 703-697-6103, DSN 227-6103 or 703-695-7220, DSN 225-7220.

5.2.1. Training Requirements: AFCAT training consists of face-to-face initial Orientation Training, which is held quarterly; refresher training; leadership position specific training; just-in-time training held immediately prior to any event or exercise; and alternate location orientations. Although it may be necessary to grant exceptions in extreme circumstances, AFCAT members should not work in the AFCAT until they have completed AFCAT initial orientation training, at a minimum. HAF 2-Letter POCs will document their trained AFCAT members on the AFCAT Member Appointment Letter/Memorandum.

5.2.2. AFCAT Initial Orientation: AFCAT initial orientation training will be held quarterly or as required. Initial orientation training is held on the AFCAT floor so new members can become familiar with the AFCAT space and their functional area desks. AFCAT initial orientation will include at a minimum:

5.2.2.1. Sign-in procedures.

5.2.2.2. Computer procedures to include log-in and e-mail management.

5.2.2.3. Briefing preparation and delivery.

5.2.2.4. Security procedures.

5.2.2.5. Roles and responsibilities of various positions and cells.

5.2.2.6. Battle rhythm.

5.2.2.7. Evacuation procedures.

5.2.2.8. COOP and relocation briefing (provided by AFDW/A3C).

5.2.2.9. Thorough review of HOI 10-2.

5.2.2.10. Review HAF 2-Letter responsibilities in AFI 10-2519, *Public Health Emergencies and Incidents of Public Health Concern* and AFI 10-2501, *Air Force Emergency Management Program*.

5.2.3. Refresher Training: After attending initial orientation training, all AFCAT members will complete refresher training by attending an additional orientation session at a minimum of annually. Refresher training ensures members remain current on AFCAT operations and functional desk information is updated and current. (Exception: For those functionals who have been active in the AFCAT for events in the previous six months, refresher training is not required.)

5.2.4. Team Chief/Exec/Briefer/Superintendent Training: Newly assigned Team Chiefs, Execs, Briefers, and Superintendents should attend the regularly scheduled orientation training. Additional specialized training for these positions will be provided by the AFOG. Ideally, the specialized training should be held within two-weeks of assignment.

5.2.5. Just-in-time training: Just-in-time training will be conducted immediately after AFCAT stand up for without warning events or within two days of AFCAT stand up for an exercise or with warning events. This training will consist of a review of basic AFCAT procedures and processes.

5.2.6. Alternate Location Orientations: Site orientations are conducted by AFDW/A3C. All personnel assigned to the AFCAT should attend relocation orientations at both alternate sites within 90 days of being assigned to their position.

5.3. 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. The AFOG will, when possible and appropriate, give 30 to 60 days notification of upcoming exercises to help reduce disruption to normal workflow.

5.4. Training Handouts/Materials: If not already provided, new AFCAT members should receive a copy of the Relocation Handbook and emergency go-bag instructions at initial orientation training. Training materials, slides, and handouts will be reviewed annually and updated as required.

STEVEN A. RUEHL, SES, USAF
Associate Director of Operations
Headquarters Air Force

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

DoDI 5025.01, *DoD Issuances Program*, 1 August 2016

DOD Instruction 6200.03, *Public Health Emergency Management (PHEM) Within the DoD*, 28 March 2019

DAFPD 10-2, *Readiness*, 20 May 2021

AFMD-1, *Headquarters Air Force (HAF)*, 5 August 2016

DAFPD 90-1, *Policy, Publications and DoD Issuance Management*, 7 March 2018

AFPD 38-1, *Manpower and Organization*, 2 July 2019

AFI 10-2501, *Air Force Emergency Management Program*, 10 March 20

AFI 10-2519, *Public Health Emergencies and Incidents of Public Health Concern*, 10 December 2019

HOI 90-2, *Headquarters Air Force Operating Instruction*, 23 June 22

DAFMAN 90-161, *Publishing Processes and Procedures*, 15 April 2022

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

HAF *Continuity of Operations (COOP) OPORD 3-15*, 01 December 2015

HAF Mission Directive 1-54, *Deputy Chief of Staff, Operations, Plans & Requirements*, 8 September 2015

Prescribed Forms

None

Adopted Forms

DAF Form 673, *Department of the Air Force Publication/Form Action Request*

DAF Form 847, *Recommendation for Change of Publication and DAF Form*

Abbreviations and Acronyms (Should be used only at a minimum)

AAR—After Action Report

AFCAT—Air Force Crisis Action Team

AFDW—Air Force District of Washington

AFMAN—Air Force Manual

AFOG—Air Force Operations Group

AFPD—Air Force Policy Directive

AFSWC—Air Force Service Watch Cell

AO—Action Officer

CAC—Crisis Action Center

CCMD—Combatant Command

CJCS—Chairman of the Joint Chiefs of Staff

CSAF—Chief of Staff of the Air Force

CSO—Chief of Space Operations

DoDI—Department of Defense Instruction

EMNS—Emergency Mass Notification System

HAF—Headquarters Air Force

HOI—Headquarters Operating Instruction

OPR—Office of Primary Responsibility

GCCS—Global Command and Control System

JFACC—Joint Forces Air Component Commander

JPAS—Joint Personnel Adjudication System

JS—Joint Staff

JTF—Joint Task Force

JWICS—Joint Worldwide Intelligence Communication System

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

SITREP—Situation Report

TK—Talent Keyhole

Terms

Department of the Air Force Publications—Officially produced, published, and distributed documents issued for compliance, implementation, and/or information. See DAFMAN 90-161.

Department of Defense Issuance—Implements Department of Defense policy, designates authority, assigns responsibilities, or provides procedures. The terms refers and applies to Department of Defense Directives, Department of Defense Instructions, Department of Defense Manuals, Directive Type Memorandums, and Administrative Instructions.

Headquarters Air Force (HAF)—The senior headquarters of the Department of the Air Force comprised of three major entities: The Secretariat (including the SecAF and the Secretary’s principal staff), the Air Staff, headed by the Chief of Staff, and the Space Staff, headed by the Chief of Space Operations.

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/A300. See [Figure A2.1](#) 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. AFSWC will send out the activation message on behalf of AF/A300.

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. AFSWC will send out the AFCAT deactivation message as directed by AFCAT Team Chief on behalf of AF/A300.

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 local time and 1800 local time. The intended audience for the Director Executive Summary and Daily Guidance is the SECAF, CSAF and CSO. 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 (AF/A3K). See [Figure A2.2](#) 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 local time and 2000 local time. The SITREP is typically transmitted via e-mail. The OPR for the SITREP is AFCAT Exec. See [Figure A2.3](#) for a template.

A2.2.6. Battle Rhythm or 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](#) 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](#).

A2.2.8. Task Tracker. The task tracker serves as a summary of ongoing actions accomplished for the AFCAT. The task tracker is updated throughout the day. The OPR for the task tracker is the AFCAT Exec. See [Figure A2.6](#).

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, Logistics and IT Support: 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 227-6103/225-7333/225-7220. COM (703) 697-6013, (703) 695-7333, (703) 695-7220. E-mail: TBD.

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

<p>CAT Director Executive Summary & Daily Guidance</p> <p>XX Mon YY / XXXXE</p> <ul style="list-style-type: none">• Current situation update (Friendly/Enemy):• Significant events/activities (last 48 hours):• Status check (on-going issues):• Answers to SECAF/CSAF/CSO questions:• Force(s) Requested:• Chairman of the Joint Chiefs of Staff (CJCS) Orders released:• Status of Forces deployed/redeployed in last 24 hours:• Current issues being worked:• CAT Director assessment:<ul style="list-style-type: none">○ Comments:○ Priorities:○ Major Operational Events Next 48 hours:○ Major Operational Events Next 7 Days:
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Figure A2.3. Sample SITREP.

UNCLASSIFIED
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 ACCOUNTABILITY.
7. (U) COMMANDER'S EVALUATION AND/OR ASSESSMENT: AFCAT
CONTINUES TO ANTICIPATE AND RESPOND TO.
UNCLASSIFIED

Attachment 3

AFCAT MEMBER APPOINTMENT LETTER

A3.1. General. [Figure 3.1](#) includes a sample appointment letter to be provided by HAF 2-Letter POCs. The appointment letter is designed to facilitate management and support of AFCAT operations.

A3.2. POCs. Paragraph 1 of the appointment letter will specify a primary and at least one alternate POC responsible for training, scheduling, and recalling AFCAT functional personnel. One of the appointed POCs will be available at all times to accomplish AFCAT recall.

A3.3. AFCAT Members. Paragraph 2 will specify all personnel appointed to leadership or functional AFCAT duties. A member may be appointed to more than one function (i.e., Briefer and functional desk). All personnel requiring access to AFCAT shared drives and organizational email accounts must be listed in paragraph 2..

Figure A3.1. Sample Appointment Letter.

MEMORANDUM FOR AF/A300			
FROM: ?Your Agency?			
SUBJECT: Designated ?Your Agency? AFCAT Points of Contact and Members			
<p>1. The following individuals have been designated as the AFCAT POCs for ?your agency?. Per HOI 10-2, these individuals will maintain recall information for all AFCAT members in their directorate. They will also schedule and recall upon activation these AFCAT members in support of applicable desks in their directorate. The AFCAT member desk listing can be found in HOI 10-2, Figure 1.1.</p>			
Name	Office	Work Phone	Cell/Home Phone
POC #1	Your Agency	123-4567	555-987-6543
Alternate POC #2	Your Agency	765-4321	555-345-6789
<p>2. The following individuals have been designated as AFCAT members for ?your agency?. Per HOI 10-2, these individuals will receive desk specific training from their directorate POC. They will also receive AFCAT orientation provided by the AFOG when training becomes available.</p>			
Name	AFCAT Position/Desk	NIPR/SIPR email	
Col Alfred Bellows	Team Chief		
Lt Col Roger Healey	Exec		
Capt Tony Nelson	Your agency desk		
Mr. I.M. Civilian	Your agency desk		
<p>3. My points of contacts for this issue is Maj Action Officer, 123-456-7890.</p>			
<p>//SIGNED/sa/today's date// STEVE AUSTIN, Col, USAF Chief, ?your agency?</p>			

Attachment 4

RECOMMENDED AND PROHIBITED “GO-KIT” ITEMS

A4.1. General. This enclosure provides recommended and prohibited personal items for go kits in Table A4.1 and Table A4.2.

Table A4.1. Recommended Personal Items.

Military	Civilian
1 belt	1 belt, as appropriate
1 pair combat boots	1 pair shoes for walking on concrete floors and prolonged standing
1 cap, duty uniform*	N/A
2 sets, duty uniform*	2 changes of clothing
4 pair socks, duty	4 pair of socks/stockings, as applicable
4 sets underwear	4 sets underwear
4 handkerchiefs	4 handkerchiefs
2 towels	2 towels
1 duty uniform jacket	1 seasonal or rain jacket
2 pair eyeglasses / contacts	2 pair eyeglasses/contacts
Grooming and hygiene items as required	Grooming and hygiene items as required
Sustaining medications (30 days)**	Sustaining medications (30 days)**
Padlock/ combination lock	Padlock/combination lock
Flashlight with 2 sets of batteries	Flashlight with 2 sets of batteries
* We recommend OCP/flight suits for “go-kits”. Alternate locations may have limited ability to launder clothes.	
** Members should be physically capable of withstanding the rigors of an austere environment for up to 30 days. In addition to the items above, members should ensure they have medical ID tags (including allergy alerts) and a copy of any medical prescriptions. Any specialized medications must be brought with the member.	

Table A4.2. Prohibited/Permitted Items.

Prohibited Items	Permitted Items
Cameras	Government issued devices
Personal electronic devices	Must have a property pass or red “Property of the US Government” sticker
iPads, iPods, MP3 players, PDAs, cell phones with cameras*, pagers, TVs, recording devices, Fitness/Smart watches	Cell phones without cameras
Alcohol	
Weapons (knives, guns, etc....)	
* Cell phones, including government issued devices with cameras are prohibited on site	

Attachment 5

MINIMUM CONTINUITY BINDER CONTENTS

A5.1. General. This enclosure provides minimum required items to be included in the generic and functional desk continuity binders. Binders should be maintained electronically on established continuity drive space in addition to any paper copies desired by individual offices. Some items provided on AFCAT SIPR web page may be referenced or modified for use by a specific desk.

A5.2. Generic Desk Binder Contents (provided by AFOG).

A5.2.1. IT Setup and Support. Generic directions to map drives and set up email accounts will be included on AFCAT SIPR web page.

A5.2.2. Contact Lists. HQ USAF Key Personnel Roster and AFCAT Contact List will be included on AFCAT SIPR web page.

A5.2.3. Operations Guidance. Site specific information including evacuation procedures, dining accommodations, and living arrangements will be provided.

A5.3. Functional Desk Binder Contents.

A5.3.1. Contact Lists. Desks will included contact lists or recall rosters for HAF SMEs and MAJCOM/CCMD counterparts.

A5.3.2. Regulation Guidance. A list of applicable regulations for functional duties will be included. If regulations are not available online, current copies will be maintained in continuity drive space.

A5.3.3. Operations Guidance. Desks will include checklists or “how-to” guides, as necessary to support functional operations. Suggested topics include daily operations, briefing preparation and website links to functional information.

Attachment 6

AFCAT LEADERSHIP POSITION TASKING

Table A6.1. AFCAT Leadership Position Tasking.

Desk:	Team Chief	Exec	Briefer	Superintendent
Requirements:	O-6	O-3/4/5	O-3/4/5	SNCO
SAF/AA		1		1
SAF/AQ	2	3	4	1
SAF/FM	2	2	1	
SAF/IA			1	
SAF/IE	2		1	1
SAF/IG*	2			1
SAF/LL		1		
SAF/PA				1
AF/RE	1	1	1	
AF/SG			1	
AF/TE		1		
SAF/CN	1	1	1	
AF/A1	1	2	2	3
AF/A2/6	2	1	1	3
AF/A3O	2		1	4
AF/A3T	2	1		3
AF/A3W	1			
AF/A4	2	2	2	2
AF/A5/7	2	2	2	
AF/A8	1	1	1	
AF/A9		1	1	
AF/A10		1		1
Totals	23	21	20	21

Attachment 7

PANDEMIC PLANNING CONSIDERATIONS

A7.1. General. The AFCAT can respond to a complex variety of events, to include a global health emergency.

A7.2. Physical Distancing. In the event that the AFCAT must be partitioned for physical distancing to maintain health and safety, members in the AFCAT should be spaced following SAF/AA, PFFA, Washington Headquarters Service (WHS), and Centers for Disease Control and Prevention (CDC) guidelines. Additional office spaces will be coordinated by the AFOG in this instance so that members can follow published guidelines. For example, if members need to be spaced at a specific distance from each other and with a maximum number of personnel permitted in a location, the Team Chief will work to mitigate these impacts.

A7.3. Shift Considerations. The AFCAT Team Chief shall establish two different teams of shifts in order to have back-up personnel in the event that team member(s) become ill. For example, two teams each of day and night shift called “Blue” and “Silver” team. Blue Day and Night team will be responsible for the first two weeks and Silver teams will be responsible for the next two weeks. If someone on the team becomes ill, the teams will swap out, utilize back-up facilities, and follow guidance from CDC, SAF/AA, Pentagon Force Protection Agency (PFFA), and WHS regarding quarantine, disinfecting, and restriction of movement procedures, at the direction of the AFCAT Director.

A7.4. Health Protection Conditions. The Installation Commander, in conjunction with the Public Health Emergency Officer, will direct Health Protection Conditions and will direct Public Health Emergency response actions. SAF/AA will remain in close coordination with PFFA and Defense Health Agency and pass pertinent guidance to the AFCAT Director.

A7.5. Virtual AFCAT. The AFCAT Team Chief shall also consider a virtual AFCAT in this situation. They will determine which desks are essential for in-person AFCAT presence and which are telework appropriate. The AFCAT Exec will direct virtual check-ins, telecons, shift change procedures and establish a sharepoint location to coordinate and share information.