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AIR FORCE MATERIEL COMMAND**

**AIR FORCE MATERIEL COMMAND
INSTRUCTION 10-800**



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Operations

CRISIS COMMAND AND CONTROL

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This instruction implements Air Force Policy Directive (AFPD) 10-8, *Defense Support of Civil Authorities (DSCA)* and aligns with AFMAN 13-1 BCC, Volume 1, *Battle Control Center (BCC) Training*, and Air Force Mission Directive (AFMD) 4, *Air Force Materiel Command*. This AFMCI defines the AFMC Crisis Command and Control (C2) structure and responsibilities; outlines standard AFMC crisis C2 operating procedures; details the crisis operations lines of communication and details the tasking authorities during AFMC crisis or contingency response operations. Lastly, this AFMCI details HQ AFMC Crisis Action Team (CAT) operates. This publication applies to all AFMC Regular Air Force. This publication does not apply to United States Space Force, Air Force Reserve, or Air National Guard units. Ensure that all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and are disposed of in accordance with the Air Force Records Disposition Schedule which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See DAFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority through the publication OPR, or alternately, to the requestor’s commander for non-tiered compliance items. This publication may be supplemented at any level, but all supplements must be routed to the OPR

of this publication for coordination prior to certification and approval. Compliance with the attachments in this publication is mandatory.

SUMMARY OF CHANGES

This rewrite of AFMCI 10-800 is in response to customer feedback and process improvements. It adds hurricane activation timeframe and actions to be accomplished during hurricane operations. This document has been substantially revised and needs to be completely reviewed.

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Chapter 1

INTRODUCTION

1.1. General Information.

1.1.1. The dynamic nature of crisis, contingency and wartime operations demands an organizational structure tailored to support a range of military operations; flexible procedures; and rapid, effective and coordinated communications. This structure must leverage existing plans and practiced procedures to provide timely, appropriate responses to emerging requirements while assessing future needs and possible courses of action.

1.1.2. The purpose of the HQ AFMC Crisis Action Team (CAT) is to provide the AFMC Commander with a single HQ AFMC focal point for expedited command and staff actions to direct AFMC forces during emergency situations. The procedures also establish a single staff activity to provide the required reporting information to Joint Staff (JS), Department of the Air Force (DAF), United States Northern Command (NORTHCOM) and other Combatant Commands (CCMDs).

1.1.3. When activated, the HQ AFMC CAT acts as the AFMC Commander's executive agent and primary command and staff element. Instructions issued by the AFMC CAT, through the AFMC CAT Director, are directive in nature to the HQ AFMC staff and all AFMC assigned and attached forces.

Chapter 2

CONCEPT, POLICY, AND SECURITY

2.1. Concept. The AFMC CAT provides HQ AFMC the means to respond quickly and effectively to a variety of wartime, contingency, and disaster related situations. After activation, the CAT assumes staff and oversight responsibilities until conditions permit a return to normal operations.

2.2. Policy. The CAT's authority and responsibilities are normally restricted to the specific situation for which it is activated. The AFMC CAT manages resources to satisfy tasking requirements and collects reporting data tasked by outside agencies. Circumstances influencing the use of the CAT include Joint Chiefs of Staff (JCS) exercises, disaster and response situations, and other actions in support of higher headquarters tasking to include Operations Plan (OPLAN) and Concept Plan (CONPLAN) implementation.

2.2.1. The Director of Air, Space and Cyberspace Operations (HQ AFMC/A3/6) is the AFMC senior official designated to oversee the HQ AFMC CAT, HQ AFMC Command Center and AFMC crisis/contingency C2 response program and policies. HQ AFMC/A3O is the Office of Primary Responsibility (OPR) for AFMC crisis/contingency C2 policy and has delegated the role of primary Senior CAT Director to Chief, AFMC/A3OX.

2.3. HQ AFMC Directorates:

2.3.1. Support the CAT by appointing Functional Area Representative(s) (FAR(s)) in writing and providing a copy of the appointment memo to AFMC CAT Director Workflow (hqafmc.cat.director_workflow@us.af.mil) for each of the CAT positions identified in Attachments 2-16.

2.3.2. Maintain sufficiently trained FAR capabilities to ensure 24/7 CAT functional or on-call support for extended operations when necessary. Specific numbers and status (mil/civ) of FARs is left up to the Directors as each one is manned differently. The expectation is all Directorates will have the ability to handle all functional equity when required and all duty hour issues will be mitigated with adequate directorate planning. If required, Directorates could be tasked to supply additional subject area experts during the standup of CAT operations.

2.3.3. Appoint a Lead FAR for the Directorate. The Lead Far will ensure all FARs are fully trained and current in their Directorate specific training and procedures.

2.3.4. **Attachments 2 - 16** of this AFMCI outline specific duties for each CAT position.

2.3.5. FARs will maintain individual CAT continuity binders for use by that agency's CAT representatives. Continuity binders will contain all information required to function effectively in that CAT position. Each Directorate Lead FAR(s) will review and update their respective continuity binder every quarter. Continuity binders will be kept in the agency's work area. Directorate Lead FAR(s) are responsible for maintaining and properly storing any classified information under their control.

2.4. Authority to Assemble or Activate the Crisis Action Team.

2.4.1. The AFMC/CC/CD/CA, HQ AFMC A3/6 or their designated AFMC Command authority can direct HQ Directorates, Directorate FARs, Center or Wing/Installation CAT

activations as required through the AFMC CAT, providing a venue to address an actual or expected contingency situation. *This does not impede the owning Center/Wing or Installation Commander's ability to activate their crisis C2 nodes.*

2.4.1.1. The AFMC CAT may activate when a subordinate unit CAT activates (i.e. AFIMSC).

2.4.2. The AFMC CAT will respond and be manned according to three levels of activity: Level 3, Steady-State Operations; Level 2, Surge Operations; and level 1, Maximum Surge Operations. The CAT Director may tailor manning requirements in accordance with the situation at any level of operation. **(T-2)**

2.4.2.1. Level 3, Steady-State/Routine Operations (no contingency or crisis). CAT operating hours will be directed by the Senior CAT Director. During duty hours the CAT will be maintained by an Operations Officer (OPSO), and other personnel as required. The OPSO will be responsible for the opening and closing checklists and will also ensure they are checking the CAT Director organizational email box for any daily correspondence.

2.4.2.2. Level 2, Surge Operations. CAT Director, OPSO and FAR support may be required throughout this surge to support Course of Action (COA) development, execution planning, or sustainment in support of a contingency/crisis. The actual hours of operation are dependent upon the scenario and will be defined and approved by the CAT Director in the form of an MAJCOM CAT Directive (MCD) as required. Daily Situation Reports (SITREPs) or Items of Interest (IOI) may be required.

2.4.2.3. Level 1, Maximum Surge Operations. CAT will be fully manned with CAT leadership and FARs who will be required to be in-place on the CAT floor for 24/7 operations. HQ AFMC/A3OX will prepare a "battle rhythm" for up to two weeks of 24/7 operations. CAT leadership team shifts with an accompanying roster are developed and maintained for two weeks of CAT operations. Daily SITREPs or IOIs may be required. The AFMC/CC/CD/CA, A3/6 or designated representative may receive regular briefings (either in CAT or other designated location). **Note:** Not all HQ AFMC directorates have sufficient manning to sustain continuous CAT presence. Although FARs work for the CAT Director during operations, respective Directors/Division Chiefs will coordinate directly with the CAT Director to determine appropriate manning levels, responsibilities, support, and recall procedures.

2.4.3. In the event that the HQ AFMC CAT has not assumed Level 2 or Level 1 activity levels identified above then the CAT is considered to be Level 3, Steady State/Routine Operations.

2.5. Security.

2.5.1. Representatives to the HQ AFMC CAT must possess at least a SECRET clearance.

2.5.1.1. All HQ AFMC CAT members are required to have an AF Form 1199, *Unescorted Entry Authorization Certificate* with C identified in order to have unescorted access to the HQ AFMC CAT. Directorates are responsible for processing required paperwork to ensure access is available for applicable personnel IAW AFMCHOI 31-201, *HQ AFMC Operations Center Physical Security, Entry Access and Scheduling*.

2.5.2. Individuals who have not been issued AF Form 1199, *Unescorted Entry Authorization Certificate* with C identified and who require access to the CAT floor must follow the

requirements in AFMCHOI 31-201, *HQ AFMC Operations Center Physical Security, Entry Access and Scheduling* for access to the CAT floor. Individuals requesting access must have a valid reason for requested access to the CAT floor.

2.5.3. Security considerations for voice communication procedures included in this AFMCI are intended to reduce the visibility of changes (actual or exercise) on the surrounding community. The procedures are also intended to deny access to classified and controlled unclassified information to unauthorized personnel.

2.5.4. The CAT functions as a staff office and, as such, is responsible for control of classified materials. All CAT members are individually and collectively responsible for security of classified material used in the CAT.

2.5.5. Operation Security (OPSEC) and Computer Security (COMSEC). The CAT is also a focal point of operations and communications security. CAT members must restrict their voice communications on non-secure circuits to mission essential unclassified information. Do not attempt to talk around classified information. CAT members should avoid discussing topics contained on AFMC's Critical Information and Indicators List (CIIL) over unsecure phones and computers. Use Voice Over Secure Internet Protocol (VoSIP) phones whenever possible. Observe the highest degree of OPSEC and COMSEC awareness and discipline during classified activities, briefings, and discussions.

2.5.5.1. Do not use non-secure telephones when classified briefings or discussions are in progress.

2.5.5.2. No personal electronic devices are allowed in the CAT.

2.5.5.3. Always recheck the physical security of the CAT room prior to conducting subsequent classified briefings.

Chapter 3

CAT-OPERATING PROCEDURES

3.1. CAT-Standby Procedures:

3.1.1. Each CAT FAR position will maintain at least one qualified person on standby at all times. **(T-2)**

3.2. CAT-Activation. Any time a decision is made to activate the CAT, follow these procedures:

3.2.1. Duty Hours: HQ AFMC/A3OX Branch Chief, will notify the HQ AFMC Command Center, who will then be responsible for notifying HQ AFMC CAT members via AtHoc of CAT activation. A CAT member from each of the Directorates is expected to report to the CAT location based on the AtHoc message report time. **(T-2)**

3.2.2. After Duty Hours: AFMC Command Center will notify Standby Duty Officers (SDOs) of a CAT activation, SDOs may either notify their respective FAR to respond to the CAT activation or attend the briefing themselves as determined by their Director. The expected response time should be within one hour upon notification. **(T-2)**

3.2.3. When the automated notification system is inoperative or degraded, the AFMC Command Center will initiate an AFMC CAT recall by contacting the HQ AFMC 2-Ltr Directorates, who will then be responsible for recalling the rest of their CAT FARs via pyramid recall procedures. **(T-2)**

3.2.4. CAT members will assemble in the HQ AFMC CAT at the appointed time. Activation is normally accomplished within one hour of recall notification. In the interest of promptness, military dress and appearance standards are waived for initial assembly or activation. **(T-2)**

3.2.5. Upon CAT activation, the CAT Director becomes the executive agent for the AFMC Commander and is granted the authority necessary to fulfill obligations for which the CAT was convened. Also, each CAT member assumes authority to act on behalf of the Directorate or staff agency chief which the member represents.

3.2.6. The CAT Director presents the initial CAT briefing as soon as possible after CAT activation. At least one representative from each Directorate and CAT leadership must attend the initial CAT briefing. However, the briefing will not be delayed to accommodate members arriving late.

3.2.7. After initial activation, all personnel assigned to CAT duties must sign-in/out and update appropriate Crisis/Exercise SharePoint site with in/out status. Appropriate site will be identified during the initial CAT brief. The In/Out binder is used in the event of an evacuation or relocation. SharePoint is used to show who is currently on shift supporting CAT operations and allows the CAT Director or OPSO a current snapshot of who is currently located on the CAT floor.

3.2.8. When the HQ AFMC CAT is activated, all members are committed for an 8-hour duty period unless released early at the direction of the CAT Director. When 24-hour continuous CAT operation is anticipated, the CAT Director will designate shifts and briefing schedules. Each CAT position will ensure coverage of 24/7 ops as required. Changeover will be at a specified time and will allow a 30-minute overlap for changeover briefing and other continuity

activities. If the CAT is to remain active for more than 8 hours, each Directorate Lead FAR will develop a continuous roster of personnel to support their position.

3.3. HURCON CAT Activation.

3.3.1. Hurricane/Tropical Cyclone Area of Interest (AOI): The Southeast US, especially the Gulf and Atlantic coastal region, is AFMC's principal hurricane/tropical cyclone AOI due to AFMC assets within the region. Beyond its principal AOI, AFMC is also focused on all Command units, people and facilities located along and/or near the coastal region.

3.3.2. The HQ AFMC CAT convenes no earlier than 72-hours and no later than 48-hours before expected landfall and maintains Level 3, Steady-State/Routine Operations (no contingency or crisis).

3.3.2.1. CAT operating hours are directed by the Senior CAT Director until HURCON 4 is declared or when:

3.3.2.1.1. 96th Weather Squadron/or the National Weather Service ascertains an impending hurricane or tropical storm will significantly threaten AFMC installations, personnel and/or assets on a regional scale.

3.3.2.1.2. Joint Task Force (JTF) or HAF CAT is activated for an impending hurricane or tropical storm that threatens AFMC installations, personnel and/or assets on a regional scale.

3.3.3. The HQ AFMC Operations Cell (HQ AFMC/A3OX) receives periodic weather updates from the 96th Weather Squadron on potential tropical storms with follow-on updates as the tropical system progresses.

3.3.4. Upon declaration of HURCON 4, Destructive winds possible within 72 hours, HQ AFMC CAT will assume Level 2, Surge Operations posture and maintain that posture until HURCON 3 is declared.

3.3.5. Upon declaration of HURCON 3, Destructive winds possible within 48 hours, HQ AFMC CAT maintains Level 2, Surge Operations until winds are forecast to reach Category 1 strength (speeds in excess of 74 mph) or stronger and impact an AFMC installation. At that time, the HQ AFMC CAT will transition to Level 1, Maximum Surge Operations and the CAT will be fully manned with CAT leadership and HQ AFMC Functional Area Representatives.

3.3.6. If winds are not expected to reach Category 1 speeds, the HQ AFMC CAT will maintain Level 2, Surge operations for HURCON 2 and HURCON 1 unless a subordinate AFMC CAT (Center or Installation) transitions to Level 1, Maximum Surge Operations. In this case, the HQ AFMC CAT will also transition.

3.4. Primary Operating Location. The CAT will convene in HQ AFMC, Bldg 266, room S035. (T-2)

3.5. Alternate Operating Location. If the CAT Director determines the Primary Operating Location is not feasible, or if the Primary Operating Location needs to be evacuated, the CAT will reconvene in the 88th Air Base Wing CAT (Building 110), or other room designated by the CAT Director using the following procedures: (T-2)

3.5.1. Notification Procedures during or after duty hours:

3.5.1.1. HQ AFMC CAT, when activated and during duty hours, the HQ AFMC CAT Director will announce evacuation to the relocation site. Departure preparations will depend on the situation's urgency.

3.5.1.2. HQ AFMC CAT, when not activated and during duty hours, HQ AFMC/A3OX will contact Command Center duty controllers (937-257-6314) to announce over the HQ AFMC building emergence voice alarm system: "HQ AFMC CAT is activating at its relocation site. Designated HQ AFMC CAT representative will report to the relocation site with all required materials to include controlled area access badge." Command Center will provide an ATHOC message repeating the announcement.

3.5.1.3. HQ AFMC CAT, when not activated and after duty hours, the Command Center will initiate a recall in accordance with normal HQ AFMC CAT recall procedures, instructing HQ AFMC CAT members to report to the relocation site with their access badges. (T-2)

3.5.2. Departure Preparation:

3.5.2.1. Advance Preparation. HQ AFMC CAT FAR representatives must be prepared to relocate with little or no warning, during or after duty hours. Preparations include:

3.5.2.1.1. Maintaining all necessary data on the appropriate SharePoint site or shared drive.

3.5.2.1.2. A functional continuity book for each directorate's position with essential information, phone numbers and websites that will access necessary information.

3.5.2.1.3. Laptop computer.

3.5.3. Once relocation is announced:

3.5.3.1. If there's time, the CAT Director/designee will notify subordinate AFMC organizations via e-mail, post on the current SharePoint site, call the Air Staff CAT and provide new phone numbers: Director's position, DSN 986-1833 and OPSO's position, DSN 986-1834

3.5.3.2. Departing the Operations Center and Building 266. There are two primary exits and a third for emergencies. If possible, leave the main entrance (door S-035), turn right and go upstairs to the buildings exit. If that door can't be used, leave via the "back" door (door A-202), then turn either left or right and exit upstairs through one of the four building staircases. A third exit is located through the entrapment area between the buildings, as the entrapment area gates automatically unlock when the fire alarm sounds.

3.5.3.3. Proceed to Bldg 110, Area A; use POVs if possible. If POVs are inaccessible due to damage or being inside the evacuation/exclusion perimeter, the HQ AFMC CAT will call the 88 LRS (Motor Pool) at 937-257-3755 to request transport to Bldg 110. Do not leave classified unattended during the relocation and always transport it in a covered vehicle. Note: a courier card is *not* required to transport classified material from the Operations Center to the CAT relocation site.

3.5.3.4. HQ AFMC CAT members will use controlled area badges; AF 1199 with open "C" for relocation site access.

3.5.4. Immediate post-relocation notification tasks:

3.5.4.1. Establish contact with the HQ AFMC Command Center at its relocation site.

3.5.4.2. Notify Air Staff and AFMC Centers, HQ AFMC CAT operations are underway at the relocation site and advise them of the new phone numbers.

3.5.4.3. Notify other customers: ACC, AMC, AFSOC, AF Components, etc.

3.5.4.4. Notify shift personnel of the HQ AFMC CAT transition to the relocation site.

3.5.5. Cold start-up at the relocation site (HQ AFMC CAT not activated). The designated A3OX personnel will open the facility as above and initiate HQ AFMC CAT recall to the relocation site.

3.6. Initial Briefing and Actions:

3.6.1. The CAT Director and relevant CAT FARs will brief pertinent information to the assembled CAT during the initial situation briefing. The following format is used to prepare CAT members to react and respond to the situation. The briefing format will depend on the situation and may include the following topics:

3.6.1.1. Initial situation.

3.6.1.2. Security/Safety considerations.

3.6.1.3. Operations.

3.6.1.4. Intelligence.

3.6.1.5. Weather.

3.6.1.6. Decision points for the Commander.

3.6.1.7. Time and location for the follow-on briefing.

3.7. Follow-on Briefing and Actions. All recalled CAT members will be present at this briefing. The CAT Director determines the time interval between the initial and follow-on briefings. This briefing should follow the same basic format as the staff or changeover briefings ([paragraph 3.8](#)), but is tailored as necessary to fulfill specific requirements.

3.8. Daily Summary and Changeover Briefings. When the AFMC Commander and A-Staff must be fully aware of events and actions taking place during an emergency or contingency, the CAT Director should prepare and present a daily summary briefing. The outgoing CAT Director will present a changeover briefing to the incoming team. The following briefing guide will be used, or may be tailored as necessary, to construct follow-on, daily summary, or changeover briefings:

3.8.1. Roll Call.

3.8.2. Commander's Intent.

3.8.3. Incoming and Outgoing Messages.

3.8.4. Present Situation:

3.8.4.1. Summarize present situation.

3.8.4.2. Sequence of events to date (CAT formed at "date and time").

3.8.4.3. Identify logistics requirements to support contingencies.

3.8.4.4. Brief status of aircraft and equipment (Surge requirements).

3.8.4.5. Brief status of other mobility issues.

3.8.5. Significant Problem Areas. Brief any items that have an impact on the ability of AFMC to successfully accomplish the mission.

3.8.6. Anticipated Activity. Give a brief summary of the anticipated future course of action.

3.8.7. Time of next CAT meeting.

3.9. MAJCOM CAT Directive (MCD). When the HQ AFMC CAT is activated, crisis tasks/directives flow from the AFMC CAT to activating/activated Center CATs in the form of a MAJCOM CAT Directive (MCD) sent via organizational email. The CAT Director is the releasing authority for all outgoing messages. In certain instances, the HQ AFMC CAT may direct the AFMC Command Center to send MCD(s) directly to installation Command Posts for action, however this will only be done when absolutely necessary.

3.9.1. In the event Center CATs are activated, MCD(s) may flow from the Center CATs to subordinate units using Center Command Directives (CCDs) via email as appropriate.

3.9.2. Major Commands (MAJCOMs) site on top of a skip-echelon staffing structure (see AFI 38-101, *Manpower and Organization*, para 24.2.4.). MAJCOMs and Wings/Installations possess the full range of staff functions needed to perform required crisis and contingency staff tasks. AFMC Centers may not possess the requisite staff expertise to effectively respond to the same emerging and time sensitive crisis response tasks and requests. The AFMC/CC may authorize Direct Liaison Authority (DIRLAUTH) IAW U.S. Air Force Doctrine, Annex 3-30, *Command and Control*, between the HQ AFMC CAT and complex or installation CATs. Additionally, IAW AFI 13-500, *Nuclear, Space, Missile, Command and Control*, Air Force Nuclear Weapons Center (AFNWC) is delegated direct support authority in support of Air Force Global Strike Command (AFGSC) regarding all areas of Nuclear Materiel Management.

3.9.3. When operating under DIRLAUTH, HQ AFMC CAT and Complex/Wing/Installation CATs will send courtesy copies of all correspondence to the Complex, Wing or Installation CAT's owning Center CAT. An example would be a task specific to a wing or installation with a very short response time as might be expected for large Defense Support of Civil Authorities (DSCA) events.

3.10. Message Files. Carefully manage incoming and outgoing messages to be certain that all taskings are acknowledged and processed and to ensure that precise guidance is properly relayed to the field. For simplicity and to assure continuity, a CAT master message file is kept under the HQ AFMC CAT Director Workflow and the current exercise/crisis operation SharePoint page. The master message file is the primary source of reference for the CAT Director and the OPSO. Other CAT members may also keep message files containing duplicate copies of documents on their respective FAR SharePoint page. Proper management of additional message files is the full responsibility of each respective CAT member.

3.11. CAT Release or Deactivation. The CAT Director may release CAT members whose continued presence is not required after the follow-on briefing. Such persons will notify their counterparts on the changeover team before reverting to telephone standby status. The CAT Director may place the entire CAT on telephone standby after all immediate actions are complete. This does not mean the CAT is deactivated. In this situation, all CAT members who were initially

assembled (Primary and Secondary CAT representatives recalled by the CAT Director) will remain available to be recalled via telephone or AtHoc. The CAT Director will deactivate the CAT when approved by proper authority and satisfied that all directed taskings and appropriate responses have been received. Prior to deactivation, the CAT Director will accomplish the following actions:

- 3.11.1. Notify HQ AFMC CC/CD/CA, AFMC/A3/6 or designated alternate that AFMC CAT is requesting authority to deactivate the CAT.
- 3.11.2. CAT deactivation messages will be sent IAW [paragraph 3.10](#) and will include A-Staff for deactivation message.
- 3.11.3. File a copy of CAT deactivation message.
- 3.11.4. Prepare a final summary briefing for AFMC Commander.
- 3.11.5. Dispose of CAT correspondence IAW with Air Force Manual (AFMAN) 33-363, *Management of Records*, and Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).
- 3.11.6. Each CAT functional position will upload lessons learned to the HQ AFMC CAT SharePoint page NLT five work days after CAT deactivation (a link will be provided at CAT deactivation).

Chapter 4

AFMC CENTER CATS

4.1. Concept. Senior leadership is the decision-making body for directing contingency operations. AFMC Centers will establish CATs to provide a central, tailorable C2 structure. Center CATs can speed response times to contingency tasks and information dissemination while providing leadership, at all levels, an increased awareness needed to perform their missions. Center CATs will provide timely, integrated support to the Center Commander for the execution of C2 to ensure mission success.

4.1.1. The following six centers will establish a Center CAT to support contingency and crisis operations and have the functional expertise, or staff reach-back capability, to support crisis operations: Air Force Installation and Mission Support Center (AFIMSC), Air Force Life Cycle Management Center (AFLCMC), Air Force Nuclear Weapons Center (AFNWC), Air Force Research Laboratory (AFRL), Air Force Sustainment Center (AFSC), and Air Force Test Center (AFTC). **(T-2)**

4.2. Center CATs will:

4.2.1. Direct their organization's crisis response activities and provide names, organization, secure and non-secure office phones, Non-secure Internet Protocol Router Network (NIPRnet) and Secure Internet Protocol Router Network (SIPRnet) organizational email addresses to Center CAT POCs on the HQ AFMC CAT SharePoint (<https://usaf.dps.mil/teams/AFMC-CAT/Lists/CenterInstallation%20CAT%20POCs/AllItems.aspx>).

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

4.2.3. Initiate and maintain an effective Center crisis response program. **(T-2)**

4.2.4. Develop, coordinate, publish and maintain their Center crisis response plans and review annually and/or update as changes warrant.

4.2.5. Represent the Center at command-level crisis response and conferences.

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

4.2.6.1. Provide guidance to subordinate organization CAT personnel on crisis response planning and execution.

4.2.7. Coordinate with assigned and attached subordinate wings/Directorates to develop and maintain crisis response plans and capabilities to complement Center crisis response plans.

4.2.8. Coordinate with the Center Continuity Program Manager (CPM) to ensure that CAT facilities, equipment, communications and other relocation/reconstitution requirements are fully addressed in the Center Continuity of Operations (COOP) Plan.

4.2.9. Direct subordinate units to appoint a crisis response OPR in writing to oversee the crisis response program activities in their organization; subordinate unit names and contact information must be provided to the Center and to the HQ AFMC CAT.

4.2.10. Provide, when required, a sustained 24/7 operations venue for members of the Center staff to perform crisis action planning and contingency operations execution. Centers may tailor their CAT, as required, to meet the unique nature of their mission. At a minimum the Center CAT will:

4.2.10.1. Include the necessary staff functions to adequately address HQ AFMC CAT tasks in a timely manner.

4.2.10.2. Develop and maintain continuity guides and checklists.

4.2.10.3. Maintain supporting documentation, forms, and the necessary telecommunication equipment required for CAT activation.

4.2.10.4. Administrative equipment will include the following capabilities: NIPRnet access, SIPRnet access, secure and unsecure Video Teleconferencing (SVTC/VTC) and standard and encrypted telephone communications system Voice over Secure Internet Protocol (VoSIP).

4.2.10.5. Centers will establish standardized NIPRnet and SIPRnet CAT email accounts identified as the “*Center’s organizational title organizational position Workflow*” (e.g. “AFLCMC CAT Director Workflow”). This is the primary organizational account to which inbound tasks and requirements are sent, Center level sub-tasks are released and Wing responses to Center level crisis/contingency tasks are sent. **(T-2)**

4.2.10.6. Conduct quarterly familiarization training for all CAT members. Participation in exercises or contingencies can meet this requirement.

4.2.10.7. Brief the HQ AFMC CAT as appropriate.

4.2.10.8. Consolidate, review and approve their installation’s SITREPs for consolidation into the Center SITREP.

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

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

4.2.10.11. Conduct a post-operations lessons learned and/or after-action reporting with all participating CAT personnel following activation for any exercise or operation.

4.2.10.12. Present hotwash results to senior Center leadership. Forward a copy to HQ AFMC CAT for lessons learned dissemination within the Command’s crisis response community and inclusion in AFMC After Action Reviews.

4.3. AFMC Wings/Installations. Further guidance will be provided by the parent Center.

4.4. Other Organization(s) responsibilities (e.g. Program Offices, Program Executive Officers (PEOs), Air Logistic Complexes (ALCs), and non-host Wings).

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

Chapter 5

TRAINING

5.1. Concept. In order to prepare for CAT operations, HQ AFMC CAT members must be trained to operate in the HQ AFMC CAT. Training involves understanding CAT processes to include reporting requirements, automated data systems, battle rhythms and other various requirements.

5.2. Training Requirements: AFMC CAT training consists of face-to-face initial orientation training; refresher training; position specific training; just-in-time training held immediately prior to any event or exercise; and alternate location orientations (fulfilled during scheduled COOP exercise). Although it may be necessary to grant exceptions in extreme circumstances, AFMC CAT members should not work in the AFMC CAT until they have completed AFMC CAT initial orientation training. Directorate POCs will document their trained AFMC CAT members on the AFMC CAT Member Appointment Letter/Memorandum and all training will be tracked on the AFMC CAT Training SharePoint page. Training will include:

5.2.1. Sign in procedures.

5.2.2. Computer procedures to include email management, printer set-up and, SharePoint/Intelink sites for both NIPRNET and SIPRNET.

5.2.3. Roles and responsibilities of various positions.

5.2.4. Battle rhythm and scheduling expectations.

5.2.5. Evacuation procedures.

5.2.6. COOP/relocation procedures.

5.3. HQ AFMC CAT Training. HQ AFMC CAT training listed below is designed to prepare HQ AFMC CAT members to perform their duties, from day-to-day operations to major contingency operations.

5.3.1. CAT qualification begins with initial training which facilitates entry into the CAT environment. Directorate training prepares FARs for their individual Directorate duties. Monthly computer system checks verify CAT systems' operations. Occasional mass briefings provide a forum for more in-depth CAT training. Leadership orientation prepares team members for managing CAT operations. The certification process confirms full qualification to serve as a leadership team member or FAR.

5.3.2. Special Staff FARs (i.e., EN, FM, JA, PK, SE and SG) will participate in CAT training, exercises and contingencies on an as-required basis. The A3OX staff will notify Special Staff FARs ahead of time if their participation is expected; however, this does not preclude the CAT Director from calling Special Staff FARs to the CAT floor.

5.3.3. Training will include both crisis response policies and position-specific duties and will be completed within 60 days of assignment to the HQ AFMC CAT. As a minimum, refresher training will be provided semi-annually.

5.3.4. CAT members will be trained to perform their assigned duties in a no-warning environment.

5.4. Initial Training.

5.4.1. Newly assigned HQ AFMC CAT members will complete the CAT training located on the HQ AFMC CAT Training SharePoint (<https://usaf.dps.mil/teams/AFMC-CAT/Training>) within 60 days of assignment to CAT duties. (T-2)

5.4.2. Directorate Training is an additional prerequisite for FARs. Developed and given by the Directorate Lead FARs, it enhances the FARs' knowledge of how Directorate-specific CAT duties are accomplished. Directorate Lead FAR will develop training plans tailored to their Directorate's CAT function and responsibilities.

5.5. Recurring Training & Certification.

5.5.1. Last Date in CAT. CAT members will check their computer systems and CAT accounts monthly to ensure proper operation and access prior to any CAT activation.

5.5.2. Practical Training. Personnel may participate in exercises at least twice per year based on anticipated exercise schedule. CAT duty in an assigned position during an actual contingency fulfills this training.

5.6. Certification. The CAT Manager will review all electronic training records monthly and notify individuals and the individuals Lead FARs on any overdue training requirements.

5.7. Training Management and Documentation.

5.7.1. Individuals assigned to CAT duty are responsible for ensuring completion of training and updating their CAT training record.

5.7.2. The CAT Manager will maintain and modify training materials, including detailed syllabuses.

RUSSEL D. DRIGGERS, Brigadier General, USAF
Director of Air, Space and Cyberspace Operations

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

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AFI 10-2501, *Air Force Emergency Management Program*, 10 Mar 2020

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

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AFMAN 10-2502, *Air Force Incident Management System (AFIMS) Standards and Procedures*, 13 Sep 2018

AFMAN 13-1 BCC, Volume 1, *Nuclear, Space, Missile, Command and Control*, 17 July 2020

AFMCI 10-205, *Emergency Notification Alert and Recall*, 05 Jan 2021

AFMCIHOI 31-201, *HQ AFMC Operations Center Physical Security, Entry Access and Scheduling*, 14 Nov 2018

AFMD 4-401, *Air Force Materiel Command (AFMC)*, 28 July 2020

AFPD 10-8, *Defense Support of Civil Authorities (DSCA)*, 4 June 2018

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Prescribed Forms

None

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AETF—Air Expeditionary Task Force

AFDD—Air Force Doctrine Document

AFMAN—Air Force Manual

AFMC—Air Force Materiel Command

AFMCI—Air Force Materiel Command Instruction

AFRC—Air Force Reserve Command

AFRIMS—Air Force Records Information Management System

ANG—Air National Guard

C2—Command and Control

CAT—Crisis Action Team
CCD—Center Command Directives
CJCS—Chairman, Joint Chiefs of Staff
COA—Course of Action
COCOM—Combatant Command
CONPLAN—Concept Plan
COOP—Continuity of Operations Program
CP—Command Post
CPO—Continuity Plans Officer
DEFCON—Defense Readiness Condition
DHS—Department of Homeland Security
DIRLAUTH—Direct Liaison Authority
DOD—Department of Defense
DS—Director of Staff
DSCA—Defense Support of Civil Authorities
EOC—Emergency Operations Center
FAR—Functional Area Representatives
FEMA—Federal Emergency Management Agency
FPCON—Force Protection Condition
HAF—Headquarters Air Force
HHQ—Higher Headquarters
HOI—Headquarters Operating Instruction
HQ—Headquarters
HURCON—Hurricane Condition
IAW—In Accordance With
ICD—Installation Commander Directive
IMA—Individual Mobilization Augmentee
IOI—Item of Interest
JCS—Joint Chiefs of Staff
JS—Joint Staff
JTF—Joint Task Force
LERTCON—Alert Condition

MAJCOM—Major Command

MCD—MAJCOM CAT Directive

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

OPLAN—Operations Plan

OPR—Office of Primary Responsibility

OPREP- 3—Operational Report

OPSO—Operations Officer

PEO—Program Executive Officers

SDO—Standby Duty Officers

SIPRnet—Secure Internet Protocol (IP) Router Network

SITREP—Situation Report

SVTC—Secure Video Teleconference

TWG—Threat Working Group

USNORTHCOM—United States Northern Command

USSTRATCOM—United States Strategic Command

VoSIP—Voice Over Secure Internet Protocol

VTC—Video Teleconference

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; usually, it has only a few subordinate units.

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

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

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

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

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

Emergency Operations Center (EOC)—For the purposes of the Air Force Incident Management System (AFIMS), the EOC is the C2 support elements that directs, monitors, and supports the installation's actions before, during, and after an incident. According to the National Response Plan (NRP), the EOC is defined as —The physical location at which the coordination of information and resources to support attack response and incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines such as fire, law enforcement, and medical services, by jurisdiction such as Federal, State, regional, county, city, tribal, or by some combination thereof.

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

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

Attachment 2

HQ AFMC/A1 - DIRECTOR, MANPOWER, PERSONNEL, AND SERVICES.

A2.1. General. The A1 position will be filled by the Director, Manpower, Personnel, and Services or a designated representative. Each Division Chief within the Directorate, Manpower, Personnel, and Services will establish internal procedures for providing support to the CAT. (T-2)

A2.2. Duties and Responsibilities.

A2.2.1. Lead FAR will:

- A2.2.1.1. Develop and maintain an A1 kit containing necessary documents and regulations to support actions by the A1.
- A2.2.1.2. Develop and maintain a current A1 pyramid notification roster.
- A2.2.1.3. Ensure the A1 notification plan is completed when initiated.
- A2.2.1.4. Ensure each representative is properly prepared to perform CAT A1 duties and is fully aware of A1 policies and procedures.

A2.2.2. A1 FAR will:

- A2.2.2.1. Support the CAT Director in all personnel matters.
- A2.2.2.2. Review the plans and files pertinent to AFMC CAT operations.
- A2.2.2.3. Provide necessary briefings and personnel information to the CAT Director.
- A2.2.2.4. Brief the A1 staff on CAT A1 actions as directed by the Director, Manpower, Personnel, and Services.
- A2.2.2.5. Advise the A1 staff of required or anticipated actions in the functional areas.
- A2.2.2.6. Maintain a chronological log of all CAT A1 actions.
- A2.2.2.7. The A1 FAR will be supported by other divisions within the A1 Directorate.
- A2.2.2.8. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 3

HQ AFMC/A2 - DIRECTOR, INTELLIGENCE, SURVEILLANCE AND RECONNAISSANCE.

A3.1. General. HQ AFMC/A2 provides representation to the CAT to assist the CAT Director in matters related to intelligence support to AFMC activities.

A3.2. Duties and Responsibilities.

A3.2.1. Lead FAR will:

A3.2.1.1. Maintain a current CAT A2 pyramid notification roster.

A3.2.1.2. Develop and keep current a CAT A2 guide book, including supporting checklists.

A3.2.1.3. Ensure each representative is properly prepared to perform CAT A2 duties and is fully aware of A2 policies and procedures.

A3.2.2. FAR will:

A3.2.2.1. Provide intelligence staff expertise to the CAT Director.

A3.2.2.2. Maintain a chronological log of CAT A2 activities in order to provide continuity during CAT activation and to aid in Lessons Learned assessments following CAT deactivation.

A3.2.2.3. Assist in the preparation of the follow-on, daily summary, and changeover briefings.

A3.2.2.4. Determine the nature and extent of the contingency (actual or exercise) by reviewing all source intelligence data. Confer with the CAT Director and other CAT team members on the implications of this data relative to AFMC.

A3.2.2.5. Prepare an initial intelligence briefing on the current situation and present it at the follow-on briefing.

A3.2.2.6. Prepare updated intelligence briefings and present them at follow-on and changeover briefings, as required.

A3.2.2.7. Brief significant intelligence items of immediate interest to the CAT as they occur.

A3.2.2.8. Determine what additional intelligence support is required for the real-world or exercise situation, and contact the appropriate agencies.

A3.2.2.9. Ensure appropriate intelligence information is disseminated to affected subordinate units.

A3.2.2.10. Arrange for additional CAT A2 personnel assistance to the CAT, if required.

A3.2.2.11. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 4

HQ AFMC/A3/6 - DIRECTOR OF AIR, SPACE & CYBERSPACE OPERATIONS.

A4.1. CAT DIRECTOR.

A4.1.1. General. The Director of Air, Space and Cyberspace Operations (HQ AFMC/A3/6) is the AFMC senior official designated to oversee the AFMC CAT, AFMC Command Center and AFMC crisis/contingency C2 response program and policies. HQ AFMC/A3O is the Office of Primary Responsibility (OPR) for AFMC crisis/contingency C2 policy. Chief, AFMC/A3OX has been appointed as the primary CAT Director.

A4.1.2. Duties and Responsibilities. The CAT Director is responsible to the Commander and provides command and staff management to ensure proper AFMC response to emergency requirements. In dealing with the emergency, the CAT Director may assign or divert resources. The CAT Director must be in the rank/grade of O-5/GS-14/NH-04 and have at least 1 year of retainability on staff (mil only). The principal responsibilities of the CAT Director are:

- A4.1.2.1. Implement contingency and emergency actions through established command and control channels.
- A4.1.2.2. Monitor and assure expeditious command attainment of Readiness Conditions.
- A4.1.2.3. Prepare and present briefings to the Commander and staff as required.
- A4.1.2.4. Ensure continuing CAT tasks are accomplished.
- A4.1.2.5. Assign tasks to subordinate staff or organizations.
- A4.1.2.6. Ensure all HQ AFMC responsibilities (coordination, waivers, etc.) are completed.
- A4.1.2.7. Direct preparation and execution of special plans.
- A4.1.2.8. Meet requirements for operational reporting.
- A4.1.2.9. Review and approve all messages released by the CAT.

A4.2. CAT OPERATIONS OFFICER (OPSO).

A4.2.1. General. Chief, AFMC/A3OX appoints CAT OPSO.

A4.2.2. Duties and Responsibilities. The OPSO is responsible to the CAT Director and provides command and staff management to ensure proper HQ AFMC CAT response to emergency requirements. Senior OPSO(s) must be in the rank of O-4/GS-13/NH-03 with at least one year of retainability on staff (mil only) and OPSOs must be in the rank of O-3/GS-11/12 with at least one year of retainability on staff (mil only). The principal responsibilities of the OPSO:

- A4.2.2.1. Serve as executive officer for the CAT Director and assist the CAT Director in organizing and managing activities of the CAT.
- A4.2.2.2. Ensure that access to the CAT room is strictly controlled prior to starting the classified portion of any CAT proceeding. Personnel having access to the CAT must have at least a SECRET clearance (as verified by the unit security officer or DISS roster) or higher if dictated by the contingency requiring CAT-Activation.

- A4.2.2.3. Prepare initial, follow-on, daily summary, and changeover briefings.
- A4.2.2.4. Monitor and track suspense requirements. Notify CAT Director when an item is completed or if follow-on action becomes necessary.
- A4.2.2.5. Screen incoming communications. If CAT action is required, task the appropriate office, establish a suspense time, and advise the CAT Director.
- A4.2.2.6. Review out-going communications for proper classification, addressees, and format. Review contents with the CAT Director and release when approved. Ensure all outgoing message traffic is properly formatted. Upon deactivation, draft CAT deactivation message for CAT Director release.
- A4.2.2.7. Ensure that decisions and directives passed by telephone are confirmed by hard copy when required.
- A4.2.2.8. After activation, monitor the location of all members on the currently active CAT and recall them as required.
- A4.2.2.9. Ensure all administrative functions are properly managed during CAT operations.
- A4.2.2.10. Coordinate with the CAT Manager for necessary administrative materials.
- A4.2.2.11. Maintain a chronological log of major CAT actions and decisions so as to provide continuity and to provide a historical account.
- A4.2.2.12. Ensure the CAT Manager maintains the CAT master message files and logs.
- A4.2.2.13. With the CAT Manager, account for and store all classified material contained in the master message file. Properly destroy all classified material when no longer needed.
- A4.2.2.14. Maintain information of counterparts on Joint Staff, Air Staff, MAJCOM and AFMC installations' crisis response staffs including email, phone, newsgroups, etc. to ensure continuity during CAT activations.

A4.3. CAT Manager.

- A4.3.1. General. Be responsible for the non-contingency, day-to-day operations of the HQ AFMC CAT.
- A4.3.2. Duties and Responsibilities. The CAT Manager is responsible to the CAT Director and ensures all CAT representatives are qualified to operate the appropriate computer equipment and programs that support the CAT. The principal responsibilities of the CAT Manager are:
 - A4.3.2.1. Ensure personnel are thoroughly familiar with the proper handling of all incoming and outgoing messages for the CAT in accordance with the instructions contained in the CAT Manager continuity book.
 - A4.3.2.2. Schedule, conduct, track, and report CAT training completion to the Directorates.
 - A4.3.2.3. Maintain a recall roster of CAT FARs.
 - A4.3.2.4. Maintain a CAT kit for the CAT Manager, which contains the necessary policy, procedures and support items.

A4.3.2.5. Develop and keep current a CAT Manager continuity book, to include any supporting checklists.

A4.3.2.6. Ensure all CAT representatives are trained in Microsoft Word and PowerPoint to prepare CAT briefing slides and any other necessary correspondence.

A4.3.2.7. Upon notification, report immediately to the CAT, and set up operations under CAT Director or CAT Operations Officer direction.

A4.3.2.8. Establish and maintain a log showing the disposition of all incoming and outgoing CAT documents received or processed by the CAT.

A4.3.2.9. Maintain the CAT master message files and logs.

A4.3.2.10. Prepare briefing slides, presentations, and any other CAT correspondence as directed by the CAT Operations Officer or CAT Director.

A4.3.2.11. Perform other functions as directed by the CAT Operations Officer or CAT Director.

A4.3.2.12. Maintain and update HQ AFMC CAT SharePoint as needed.

A4.4. CAT Admin.

A4.4.1. General. Be responsible for the contingency information management support to the AFMC CAT during emergencies, and crisis response operations.

A4.4.2. Duties and Responsibilities. The CAT Admin is responsible to the CAT Operations Officer and ensures all information management support is available. The principal responsibilities of the CAT Admin are:

A4.4.2.1. Upon notification, report immediately to the CAT, and set up operations under CAT Director or CAT Operations Officer direction.

A4.4.2.2. Coordinate with the CAT Operations Officer to ensure proper management of information management functions during CAT activities.

A4.4.2.3. Establish and maintain a log showing the disposition of all incoming and outgoing CAT documents received or processed by the CAT.

A4.4.2.4. Monitor CAT Director Workflow for any messages or email traffic ensuring CAT Operations Officer is aware of the new email traffic.

A4.4.2.5. Prepare briefing slides, presentations, and any other CAT correspondence as directed by the CAT Operations Officer or CAT Director.

A4.4.2.6. Perform other functions as directed by the CAT Operations Officer or CAT Director.

A4.4.2.7. Maintain and update HQ AFMC CAT SharePoint as needed.

A4.5. CAT Weather.

A4.5.1. General. HQ AFMC/A3OW is the CAT Weather functional manager responsible to provide the CAT Director with information and guidance on the impact of worldwide meteorological conditions on the AFMC mission, as required.

A4.5.2. CAT Weather will.

- A4.5.2.1. Maintain a current A3OW pyramid notification roster.
- A4.5.2.2. Ensure each representative is properly prepared to perform CAT Weather duties and is fully aware of A3OW policies and procedures.
- A4.5.2.3. When actively supporting the CAT, maintain a chronological log of CAT Weather activities in order to provide continuity and to provide a historical account.
- A4.5.2.4. Provide operations weather staff expertise to the CAT Director.
- A4.5.2.5. Prepare and present the initial and all follow-on weather briefings.
- A4.5.2.6. Determine the weather and its impact on the contingency (actual or exercise) by reviewing all sources of weather data. Confer with the CAT Director, CAT Operations Officer, and other CAT members on the implications of this data as it relates to AFMC.
- A4.5.2.7. Accomplish other CAT duties as required by the CAT Operations Officer or CAT Director.

A4.6. CAT FARs.

A4.6.1. **General.** FARs are appointed by their Directors to manage all of their directorate functional responsibilities in support of CAT operations.

A4.6.2. FARs will:

- A4.6.2.1. Maintain access to NIPR, SIPR, HQ AFMC CAT SharePoint.
- A4.6.2.2. Maintain and complete required and mandatory CAT training.
- A4.6.2.3. Maintain a functional log book during CAT operations.
- A4.6.2.4. Manage all Directorate CAT tasks. Coordinate as OPR or OCR with other FARs, Wings/Installations and Centers to ensure CAT tasks are properly staffed and completed within the CAT Director's established suspense.
- A4.6.2.5. Provide functional area inputs upon coordination with their functional staff directors.
- A4.6.2.6. Continually update their directorate's senior leadership on important CAT related issues.

Attachment 5

HQ AFMC/A4/10 - DIRECTOR OF LOGISTICS, CIVIL ENGINEERING, FORCE PROTECTION AND NUCLEAR INTEGRATION.

A5.1. General. The Director of Logistics, Civil Engineering, Force Protection and Nuclear Integration (A4/10) representative to the CAT will assist the CAT in all logistics matters. This attachment describes the functions performed by the A4/10 representative(s) when serving as an AFMC CAT member. Each Division Chief within the Director of Logistics, Civil Engineering, Force Protection and Nuclear Integration will establish internal procedures for providing functional area support to the A4/10 CAT FAR POCs.

A5.2. Duties and Responsibilities.

A5.2.1. Lead FAR will:

- A5.2.1.1. Select, train, and develop the functional Logistics cadre.
- A5.2.1.2. Develop and maintain a current A4/10 pyramid notification roster.
- A5.2.1.3. Ensure the A4/10 notification plan is completed when initiated.
- A5.2.1.4. Develop policy and guidance on the integration of all logistics activities that support CAT operations.
- A5.2.1.5. Act as OPR for all initial notifications for Logistics staff.
- A5.2.1.6. Develop and maintain a CAT A4/10 FAR continuity book(s).

A5.2.2. A4/10 FAR(s) will:

- A5.2.2.1. Serve as the focal point for all A4/10 activities in support of the CAT Director.
- A5.2.2.2. Review the plans and files pertinent to AFMC CAT operations.
- A5.2.2.3. Provide necessary briefings and resource information to the CAT Director.
- A5.2.2.4. Brief the A4/10 staff on A4/10 FAR actions as directed by the CAT Director.
- A5.2.2.5. Advise A4/10 personnel of required or anticipated actions in their functional areas.
- A5.2.2.6. Maintain an internal roster to represent the A4/10 during CAT activation and meetings.
- A5.2.2.7. Maintain a chronological log of all CAT actions.
- A5.2.2.8. Review logistics concepts and provide guidance for the particular plan or exercise which is being implemented or supported.
- A5.2.2.9. Review Unit Type Code (UTC) and deployment taskings to determine if tailoring of Logistics Force Module (LOGFOR) data is required.
- A5.2.2.10. Coordinate, review, and validate all Joint Operations Planning and Execution System (JOPES) Level-4 equipment detail.
- A5.2.2.11. Provide information to the CAT on Base Support Plans, War Reserve Materiel, and pre-positioned equipment.

- A5.2.2.12. Evaluate impact of aircraft modifications and service tests.
- A5.2.2.13. Evaluate and consider waivers to maintenance requirements.
- A5.2.2.14. Monitor depot maintenance programs and analytical condition inspections to determine the impact on mission requirements.
- A5.2.2.15. Expedite supply action to place aircraft in a mission ready condition.
- A5.2.2.16. Direct transfer actions for deployment equipment shortfalls affecting mission readiness.
- A5.2.2.17. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 6

HQ AFMC/A5/8/9 - DIRECTOR OF STRATEGIC PLANS, PROGRAMS, REQUIREMENTS, AND ASSESSMENTS.

A6.1. General. The Director of Strategic Plans, Programs, Requirements, and Assessments will provide the CAT Director with information and guidance on matters that affect the AFMC mission, as required.

A6.2. Duties and Responsibilities.

A6.2.1. Lead FAR will:

A6.2.1.1. Develop and maintain a current A5/8/9 pyramid notification roster.

A6.2.1.2. Ensure each representative is properly prepared to perform CAT A5/8/9 duties and is fully aware of A5/8/9 policies and procedures.

A6.2.1.3. Develop and maintain a CAT A5/8/9 FAR continuity book.

A6.2.2. A5/8/9 FAR will:

A6.2.2.1. Provide Strategic Plans, Programs, Requirements, and Assessments expertise and counsel to the CAT.

A6.2.2.2. When actively supporting the CAT, maintain a chronological log of CAT A5/8/9 activities in order to provide continuity and to provide a historical account.

A6.2.2.3. Accomplish other CAT duties as tasked by the CAT Director.

Attachment 7**DIRECTOR OF INSTALLATIONS AND MISSION SUPPORT AFIMSC DET 6.**

A7.1. General. AFIMSC Det 6 provides the CAT with information and guidance on all contracting, civil engineer, and security forces matters that affect the AFMC mission.

A7.2. AFIMSC Det 6 will.

A7.2.1. Develop and maintain a current AFIMSC Det 6 pyramid notification roster.

A7.2.2. Ensure each representative is properly prepared to perform CAT duties and is fully aware of AFIMSC policies and procedures.

A7.2.3. Provide the CAT with capable staff support with regard to Security Forces, Contracting and Civil Engineer issues.

A7.2.4. When actively supporting the CAT, maintain a chronological log of AFIMSC Det 6 activities in order to provide continuity and to provide a historical account.

A7.2.5. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 8

HQ AFMC/EN - DIRECTOR OF ENGINEERING.

A8.1. General. The Director of Engineering will provide the CAT Director with information and guidance on matters that affect the AFMC mission, as required.

A8.2. Duties and Responsibilities.

A8.2.1. Lead FAR will.

A8.2.1.1. Develop and maintain a current EN pyramid notification roster.

A8.2.1.2. Ensure each representative is properly prepared to perform CAT EN duties and is fully aware of EN policies and procedures.

A8.2.1.3. Develop and maintain a CAT EN FAR continuity book.

A8.2.2. EN FAR will:

A8.2.2.1. Provide Engineering expertise and counsel to the CAT.

A8.2.2.2. When actively supporting the CAT, maintain a chronological log of CAT EN activities in order to provide continuity and to provide a historical account.

A8.2.2.3. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 9**HQ AFMC/FM - DIRECTOR OF FINANCIAL MANAGEMENT.**

A9.1. General. The Financial Management Directorate will provide the CAT Director with information and guidance on financial matters that affect the AFMC mission, as required.

A9.2. Duties and Responsibilities.

A9.2.1. Lead FAR will:

A9.2.1.1. Develop and maintain a current FM pyramid notification roster.

A9.2.1.2. Ensure each representative is properly prepared to perform CAT FM duties and is fully aware of FM policies and procedures.

A9.2.1.3. Develop and maintain a CAT FM FAR continuity book.

A9.2.2. FM FAR will:

A9.2.2.1. Provide financial management expertise and counsel to the CAT.

A9.2.2.2. When actively supporting the CAT, maintain a chronological log of FM activities in order to provide continuity and to provide a historical account.

A9.2.2.3. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 10**HQ AFMC/HC - COMMAND CHAPLAIN.**

A10.1. General. HQ AFMC/HC will provide the CAT Director with pastoral and religious information and guidance on related matters that affect the AFMC mission, as required.

A10.2. HC FAR will:

A10.2.1. Develop and maintain a current HC pyramid notification roster.

A10.2.2. Ensure each representative is properly prepared to perform CAT HC duties and is fully aware of HC policies and procedures.

A10.2.3. When actively supporting the CAT, maintain a chronological log of CAT HC activities in order to provide continuity and to provide a historical account.

A10.2.4. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 11**HQ AFMC/JA - STAFF JUDGE ADVOCATE.**

A11.1. General. HQ AFMC/JA will provide the CAT Director with information and guidance on legal matters that affect the AFMC mission, as required. These include, but are not limited to the following: Rules of Engagement (ROE), Law of Armed Conflict (LOAC), legal issues pertaining to deployed and deploying forces, international law, and legal issues relating to personnel, finance, entitlements, benefits, claims, and military justice.

A11.2. Duties and Responsibilities.

A11.2.1. Lead FAR will:

A11.2.1.1. Develop and maintain a current JA pyramid notification roster.

A11.2.1.2. Ensure each representative is properly prepared to perform CAT JA FAR duties and is fully aware of JA policies and procedures.

A11.2.1.3. Develop and maintain a CAT JA FAR continuity book.

A11.2.2. JA FAR will:

A11.2.2.1. Provide legal expertise and counsel to the CAT.

A11.2.2.2. When actively supporting the CAT, maintain a chronological log of CAT JA activities in order to provide continuity and to provide a historical account.

A11.2.2.3. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 12

HQ AFMC/SG - COMMAND SURGEON.

A12.1. General. HQ AFMC/SG provides resources to the CAT to assist the CAT Director in matters relating to combat casualty medical support, medical intelligence, contingency aeromedical evacuation planning, AFMC medical resource capabilities and availability, and overall medical mission support management. The medical position will be filled by the Command Surgeon or a designated representative.

A12.2. Duties and Responsibilities.

A12.2.1. Lead FAR will:

A12.2.1.1. Develop and maintain a current SG pyramid notification roster.

A12.2.1.2. Develop and maintain a CAT Medical FAR continuity book.

A12.2.1.3. Ensure each representative is properly prepared to perform SG duties and is fully aware of SG policies and procedures.

A12.3. Medical FAR will:

A12.3.1. Support the CAT Director in all medical support matters and advise the CAT Director and other CAT members on all medical service support policies and procedures

A12.3.2. Review all OPLANs, OPORDs, alert, warning, or execution orders, and tasking messages pertaining to the contingency operation in progress.

A12.3.3. Obtain appropriate medical intelligence and briefing material to support the CAT Director.

A12.3.4. Provide necessary briefings and medical information to the CAT Director.

A12.3.5. Coordinate with theater Surgeons and AFFOR Surgeons staffs concerning AFMC medical operations within their respective areas of responsibility (AOR).

A12.3.6. Maintain a chronological log of all actions taken and correspondence initiated and received while performing CAT Medical FAR duties.

A12.3.7. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 13**HQ AFMC/PA - DIRECTOR OF PUBLIC AFFAIRS.**

A13.1. General. HQ AFMC/PA advises the CAT Director on public affairs matters that impact the AFMC mission. AFMC/PA will maintain a 24 hour on call Public Affairs roster. When actively supporting the CAT, an AFMC/PA representative will attend CAT updates, briefings, and discussions, as required by the CAT Director.

A13.1.1. HQ AFMC/PA will advise the CAT Director on Public Affairs guidance received from DoD and/or USAF and other commands.

A13.1.2. HQ AFMC/PA will advise the following on public affairs policy that impacts the AFMC mission: AFMC commander and staff, subordinate unit commanders, Public Affairs officers within AFMC, and Public Affairs officers in non-AFMC units supporting AFMC operations.

A13.2. PA FAR will:

A13.2.1. Develop and maintain a current PA pyramid notification roster.

A13.2.2. Ensure each PA representative is properly prepared to perform CAT PA duties and is fully aware of PA policies and procedures.

A13.2.3. When actively supporting the CAT, maintain a chronological log of CAT PA activities in order to provide continuity and to provide a historical account.

A13.2.4. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 14**HQ AFM/PK - DIRECTOR OF CONTRACTING.**

A14.1. General. The AFMC Director of Contracting (HQ AFMC/PK) advises the CAT Director on contracting matters that impact the AFMC mission. HQ AFMC/PK will maintain a 24-hour on call contracting representative. An HQ AFMC/PK representative will attend CAT updates, briefings, and discussions, as required by the CAT Director.

A14.1.1. HQ AFMC/PK will advise the CAT Director on contracting guidance received from DOD, USAF.

A14.1.2. HQ AFMC/PK will advise AFMC commanders, subordinate unit commanders, and AFMC units involved in or supporting AFMC operations, of current contracting policy regarding Air Force Materiel Command.

A14.2. Lead FAR will.

A14.2.1. Develop and maintain a current PK pyramid notification roster.

A14.2.2. Develop and maintain a CAT Contracting FAR continuity book.

A14.2.3. Ensure each representative is properly prepared to perform PK duties and is fully aware of PK policies and procedures.

A14.3. The CAT PK FAR will:

A14.3.1. When actively supporting the CAT, maintain a chronological log of PK activities in order to provide continuity and to provide a historical account.

A14.3.2. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 15**HQ AFMC/SE - DIRECTOR SAFETY.**

A15.1. General. The Director of Safety provides representation on the CAT to assist the CAT Director in all matters related to control or elimination of the mishap risk factors associated with activities conducted during exercises, emergency and contingency, or wartime operations involving AFMC forces.

A15.2. FAR Lead will:

A15.2.1. Provide safety policy and guidance to the CAT Director and other CAT members.

A15.2.2. Develop and maintain a current SE pyramid notification roster.

A15.2.3. Ensure each representative is properly prepared to perform CAT duties and is fully aware of SE policies and procedures.

A15.3. FAR will.

A15.3.1. Act as the safety advisor to the CAT Director (with the understanding that each Directorate is responsible for assessing the risk(s) within their own area(s) of expertise/responsibility).

A15.3.2. When actively supporting the CAT, maintain a chronological log of CAT Safety activities in order to provide continuity and to provide a historical account.

A15.3.3. When requested, brief CAT Director on safety support presently available enroute and at the deployment location.

A15.3.4. Coordinate mishap investigation and reporting, as appropriate.

A15.3.5. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 16**OFFICE OF SPECIAL INVESTIGATION (OSI).**

A16.1. General. The AFOSI Region 3 OL-A will provide the CAT Director with information and guidance on counterintelligence and criminal matters that affect the AFMC mission, as required.

A16.2. OSI FAR will.

A16.2.1. Provide expertise in the investigative, operational, collection, analysis, and counterintelligence (CI) production capabilities.

A16.2.2. Conduct CI analysis and production to support AFMC's operational priorities and missions.

A16.2.3. Subject to AFMC's direction, coordinate with National, DOD, and Service CI agencies to support the command's CI requirements for collection, analysis, and production.

A16.2.4. Advise the CAT Director of the current criminal, terrorist, and foreign intelligence service threat(s) that may have an impact on operations.