

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

**AIR FORCE RESERVE COMMAND  
INSTRUCTION 10-203**

**12 JANUARY 2021**

**Operations**

**CRISIS RESPONSE PROCESS**



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This instruction implements and expands upon the guidance in Air Force Policy Directive (AFPD) 10-2, *Readiness*, Air Force Instruction (AFI) 10-2501, *Emergency Management Program*, AFI 10-401, *Air Force Operations Planning and Execution*, and AFRCI 10-202, *Command, Control, and Communications* to establish command and control structures to support the Chairman, Joint Chiefs of Staff (CJCS) and provide continuity of command and control and appropriate response in the event of contingencies and crisis situations. This instruction provides guidance to the Headquarters Air Force Reserve Command (HQ AFRC), subordinate Numbered Air Forces (NAF), AFRC Directorates, the HQ AFRC Force Generation Center (FGC), Air Reserve Personnel Center (ARPC), and covers the full spectrum of Air Force Reserve (AFR) crisis response, from relatively small events which may require minor deviations from day-to-day processes, to major situations that require the convening of the AFRC Crisis Action Team (CAT). This instruction establishes and defines the AFR Crisis Response Process, and includes the composition, functions, training requirements, and activation procedures of the HQ AFRC CAT and subordinate echelons of command. This publication applies to the HQ AFRC, Special Staff personnel, subordinate NAFs, the FGC, ARPC and AFRC personnel performing duties during periods of international tension, national tasking, contingency operations, and exercises. It does not apply to the Air National Guard or the United States Space Force. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. Ensure all records created as a result of processes

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## ***SUMMARY OF CHANGES***

This document has been substantially revised and must be completely reviewed. Major changes include incorporation of lessons learned from recent COVID pandemic responses, exercises and training. Specific changes include: addition of Multi-Crisis Operations guidance and updated CAT staff qualifications and duties. Additional specification of AFRC Command Center responsibilities and duties have been added along with changes to CAT support positions and security procedures.

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## Chapter 1

### AFRC CRISIS RESPONSE OVERVIEW

**1.1. Purpose.** This instruction establishes the crisis response process for HQ AFRC. It provides guidance to HQ AFRC Directorates, FGC, ARPC, and AFRC NAFs through the full spectrum of crisis response, from relatively small events which may require minor deviations in day-to-day processes, to major situations that require the convening of the AFRC CAT. It also establishes the composition and procedures for the HQ AFRC CAT, individual and organizational responsibilities, qualifications, and CAT training requirements. It further describes the process for internal exercises of the Crisis Action process.

**1.2. AFRC Crisis Response Overview.** The FGC/CC is accountable for the HQ AFRC Crisis Response Process, which consists of four (4) levels of effort aside from Daily Operations: Emerging Crisis Operations, Crisis Response Operations, Multi-Crisis Operations, and Sustained Operations.

**1.3. Emerging Crisis Operations.** Refers to the AFRC response to developing situations where significant AFR support is anticipated or AFR forces/assets/installations are at risk.

**1.4. Crisis Response Operations.** Crisis Response Operations are a coordinated AFRC response to emergencies that require the direct attention of the AFRC/CC (or CD), one or more NAF/CCs, ARPC/CC, FGC/CC, and AFRC Staff Directors. Crisis Response Operations can range from an informational meeting of AFRC Senior Staff to long-term 24-hr operations for AFRC and all subordinate units. Crisis Response Operations necessitate the activation of the CAT. A non-all-inclusive list of triggers for initiating Crisis Response Operations is contained in paragraph **5.3.1**.

**1.5. Multi-Crisis Operations.** At some point while managing one crisis, one or more additional crises may occur that will split the command's attention and response efforts. The likelihood of managing multiple crises simultaneously is real and the command must be prepared for this.

**1.6. Sustained Operations.** At some point following Crisis Response Operations, the battle rhythm supporting the crisis will begin to normalize without the need to keep the CAT activated. The CAWG and/or Operational Planning Team (OPT) will continue to meet as necessary to review requirements while key staff organizations and functional area managers (FAM) may be placed on 24-hr standby by their leadership to support any new surge requirements. Once the crisis is over or becomes a sustained rotational requirement, the command can transition back to normal daily operations.

## Chapter 2

### ORGANIZATIONAL RESPONSIBILITIES

**2.1. Organizational Responsibilities.** HQ AFRC A-Staff Directors, Special Staff Chiefs and the FGC/CC designate qualified staff personnel to support the crisis response process.

**2.2. HQ AFRC Directorates, Special Staff, and Primary Supporting Unit Responsibilities.**

2.2.1. Establish and identify organizational “workflow” email accounts on unclassified and classified AFRC networks. Standardized naming functions of organizational workflow email accounts should be established and maintained to simplify identification among users.

2.2.2. Ensure functional checklists are current and posted in the CAT designated site.

2.2.3. Senior CAT Director (SCD). All FGC Division Chiefs, and two each Division Chiefs from HQ AFRC/A3 and A5A8 (in the grade of O-6) will be trained and certified as an SCD.

2.2.4. CAT Executive Officer (CXO). The BW Chief of Future Operations (CFO), and two each field grade officers from HQ AFRC/A3, A4, FGC and one from A5A8 will be trained and certified as a CXO.

2.2.5. CAT Admin Manager (CAM). Each FGC Division, HQ AFRC/A1, and A6 will each designate seasoned NCOs (E-6 through E-8) to be trained and certified as a CAM as per paragraph 4.5.

2.2.6. CAT Communications Support (CCS). HQ AFRC/A6 will designate at least two video-conference technicians to be trained and certified as a CCS. CCS 24/7 contact information will be provided to the FGC BW to expedite immediate response when needed.

2.2.7. Other AFRC A-Staff and Special Staff should designate a SCD, CXO, or CAM to be trained as an augmentee to support CAT Staff functions.”

2.2.8. HQ AFRC Directorates, Special Staff Chiefs, and FGC Divisions tasked for CAT Staff support will ensure appointed CAT personnel:

2.2.8.1. Meet the minimum qualifications in [Table 4.2](#).

2.2.8.2. Complete initial and recurring annual CAT training.

2.2.8.3. Ensure compliance with security responsibilities set forth in [Chapter 5](#).

2.2.8.4. Develop procedures, checklists, and reference material for gathering, consolidating, and reporting functional information and data as specified in [Attachment 3](#) of this AFRCI.

2.2.8.5. Have updated contact information in the self-service of the mass notification system. Information will be updated as changes occur.

2.2.8.6. Have access to Secure Internet Protocol Router Network (SIPRNET) and Non-Secure Internet Protocol Router Network (NIPRNET) organizational email accounts.

2.2.9. HQ AFRC Directorates, Special Staff Chiefs, and FGC Divisions tasked as CAT Members and/or CAT Staff will update a bi-monthly CAT recall roster maintained by the BW, detailing all personnel trained in CAT operations with contact information for each individual (office, home and/or cellphone numbers). The BW may request updated rosters at any time.

**2.3. FGC Operations Division (FGC/FGO) Responsibilities:** The FGO Division Chief serves as the Principal SCD (see [Chapter 4](#) for duty description). Additionally, the FGO will:

- 2.3.1. Advocate to obtain funding for CAT operations and infrastructure.
- 2.3.2. Ensure CAT recall roster and Entry Authorization List (EAL) are updated bi-monthly or as necessary when changes occur.
- 2.3.3. Ensure CAT training is conducted IAW [Table 4.3](#).
- 2.3.4. Provide storage capability for classified CAT material.
- 2.3.5. Ensure unclassified and classified CAT continuity folders and SharePoints are established and all CAT personnel have access to them.
- 2.3.6. Ensure primary and alternate CAT facilities are maintained in an operational status.
- 2.3.7. Ensure AFRC CAT Staff collect, disseminate, store, and control crisis information during AFRC CAT activation.
- 2.3.8. Ensure AFRC CAT correspondence is standardized, consolidated, and minimized to the maximum extent during Crisis Response Operations.
- 2.3.9. Be prepared to convene OPTs in response to emerging and actual crises as directed by AFRC senior leaders and/or CAT if activated (ref paragraph [3.8.1.1](#)).

**2.4. HQ AFRC/A1 Responsibilities:**

- 2.4.1. Update the bi-monthly CAT recall roster maintained by the BW detailing all on-call A1 Directorate support personnel for initial CAT operations with contact information for each individual (office, home, and cellphone numbers).
- 2.4.2. Provide personnel accountability data to the CAT as requested. A1 provides management and oversight as it relates to the development and execution of AFPAAS events.
- 2.4.3. Provide personnel accountability data to AFRC Senior Leadership daily and to the CAT as requested.

**2.5. HQ AFRC/A2 Responsibilities:**

- 2.5.1. Update the bi-monthly CAT recall roster maintained by the BW detailing all on-call Intelligence support for initial CAT operations with contact information for each individual (office, home, and cellphone numbers).
- 2.5.2. Upon notification of CAT activation, provide immediate intelligence support to the CAT, to include presenting the intelligence analysis portion of the CAT initial situation brief. Provide briefing slides to the CAT Staff within:
  - 2.5.2.1. Three (3) hours after notification of activation during normal duty hours.
  - 2.5.2.2. Five (5) hours after notification of activation outside of normal duty hours.
- 2.5.3. Provide ongoing, dedicated intelligence support to the AFRC CAT when activated, to include 24-hour support if required by the SCD.
- 2.5.4. Be prepared to provide dedicated alternate or off-site intelligence support to the AFRC CAT if convened as part of Continuity of Operations Plan (COOP) execution.

2.5.5. Be prepared to convene OPTs in response to emerging and actual crises as directed by AFRC senior leaders and/or CAT if activated. (Reference paragraph **3.8. HQ AFRC Operational Planning Team (OPT).**)

## **2.6. HQ AFRC/A3 Responsibilities:**

2.6.1. Update the bi-monthly CAT recall roster maintained by the BW detailing all on-call Operations support personnel for initial CAT operations with contact information for each individual (office, home, and cellphone numbers).

2.6.2. Upon notification of CAT activation, provide immediate weather support to the CAT (as the crisis dictates), to include presenting the weather effects portion of the CAT initial situation brief. Provide briefing slides to the CAT Staff within:

2.6.2.1. Two (2) hour after notification of activation during normal duty hours.

2.6.2.2. Four (4) hours after notification of activation outside of normal duty hours.

2.6.3. Be prepared to arrange ongoing, dedicated weather support to the AFRC CAT when activated, and as required by the SCD.

2.6.4. Be prepared to arrange dedicated alternate or off-site weather support to the AFRC CAT if convened as part of COOP plan execution.

2.6.5. Provide oversight for HQ AFRC internal and local exercises per AFRCI 10-202 (see **Attachment 6**).

2.6.6. Be prepared to convene OPTs in response to emerging and actual crises as directed by AFRC senior leaders and/or CAT if activated. (Reference paragraph **3.8. HQ AFRC Operational Planning Team (OPT).**)

## **2.7. HQ AFRC/A4 Responsibilities:**

2.7.1. Update the bi-monthly CAT recall roster maintained by the BW detailing all on-call Logistics, Engineering and Force Protection support personnel for CAT operations with contact information for each individual (office, home, and cell phone numbers).

2.7.2. Upon notification of the CAT activation, provide updates of aviation asset Mission Capability status to the CAT as directed. Additional information may include aircraft equipment support status, base facilities limitations and parking ramp survey at designated crisis relief staging area(s).

2.7.3. Be prepared to convene OPTs in response to emerging and actual crises as directed by AFRC senior leaders and/or CAT if activated. (Reference paragraph **3.8. HQ AFRC Operational Planning Team (OPT).**)

## **2.8. HQ AFRC/A5A8 Responsibilities:**

2.8.1. Update the bi-monthly CAT recall roster maintained by the BW detailing all on-call Plans, Programs and Requirements support personnel for CAT operations with contact information for each individual (office, home, and cell phone numbers).

2.8.2. Be prepared to convene OPTs in response to emerging and actual crises as directed by AFRC senior leaders and/or CAT if activated. (Reference paragraph **3.8. HQ AFRC Operational Planning Team (OPT).**)

**2.9. HQ AFRC/A6 Responsibilities:**

2.9.1. Update the bi-monthly CAT recall roster maintained by the BW detailing all on-call communications support personnel for CAT operations with contact information for each individual (office, home, and cell phone numbers).

2.9.2. Upon notification of CAT activation, provide immediate Defense Collaboration Services (DCS), Video Teleconference (VTC), and/or telecon support (secure/non-secure), as determined by the SCD, CXO, or Senior Duty Officer (SDO). Conference participants will include all AFRC NAFs, ARPC, AF/RE, and possibly one or more AFRC units. Provide sufficient support to ensure a virtual conference can occur within:

2.9.2.1. Two (2) hours after notification of activation during normal duty hours.

2.9.2.2. Four (4) hours after notification of activation outside of normal duty hours

2.9.3. As directed by the Battle Watch, provide DCS, VTC, and/or telecon links (and the instructions for accessing them) IAW the above timing criteria.

2.9.4. Provide ongoing, dedicated communications support to the AFRC CAT when activated, to include 24-hour support if required by the SCD. The AFRC CAT is formed in a virtual workspace rather than collocated physical workspace. This results in heavy dependency on communications for internal and external processes.

2.9.5. Be prepared to provide dedicated alternate or off-site communications support to the AFRC CAT if convened as part of COOP plan execution.

2.9.6. All radio frequency requirements must be coordinated thru HQ AFRC/A6OS Spectrum Management Office.

**2.10. HQ AFRC, NAFs and ARPC:** CAT Members not physically located at HQ AFRC (i.e. NAF/CCs, ARPC/CC) will ensure supporting plans and communications capabilities are in place to meet the intent of this AFRCI, and to virtually attend classified and unclassified CAT briefings as requested by the CAT General Officer (GO).

2.10.1. Critical to CAT operations is for all AFRC organizations to obtain and maintain standardized communication capabilities and backup systems for both unclassified and classified networks. HQ AFRC, NAFs and ARPC will synchronize efforts to ensure HQs and subordinate organizations have standardized and backup communications to the maximum extent feasible.

2.10.2. Senior leaders will raise awareness of any communication outage or needs to the AFRC CAT Staff as soon as they become aware.

**2.11. NAF Liaison Officers (LNOs).** During a crisis, LNOs will transition to the FGC and engage directly with the AFRC CAT Staff. LNOs will serve as the conduit between their respective organization and the AFRC CAT. At every opportunity, NAF LNOs should join in meetings, conversations, and correspondence to pass critical information from their NAFs, and to obtain key details necessary for their senior leaders to make informed decisions.

2.11.1. NAF LNOs unable to transition to the FGC for the duration of a crisis, or no longer required at the FGC for sustained crisis operations, will be responsible for engaging with the CAT Staff through other means as required, such as weekly telecons. Telecons will be initiated

by the CAT Staff to sync communication between organizations, until such time that the SCD deems no longer necessary.

2.11.2. NAF LNOs will provide an organizational email box to the CAT Staff for use in correspondence that is accessible to all their LNOs. LNOs will be responsible for limiting and updating member access and permissions to the organizational box.

## Chapter 3

### CRISIS RESPONSE ORGANIZATIONS

**3.1. Crisis Response Organizations.** Command and Control of AFR forces remains consistent throughout the three stages of operations described in **Chapter 1** of this AFRCI, and as described in AFRCI 10-202, *Command, Control, and Communications*. The following organizations manage AFRC crisis response processes:

**3.2. HQ AFRC Command Center (HQ AFRC A3/A3NC).** The AFRC Command Center provides MAJCOM-level Command and Control (C2) functions IAW AFMAN 10-207, to include Emergency Action Message (EAM) processing, Operational Reporting, and Emergency Management functions.

3.2.1. Is organized administratively under AFRC/A3, but reports directly to the AFRC/CD.

3.2.2. Is the primary link between Headquarters Air Force (HAF), Air Force Service Watch Cell (AFSWC), AFRC unit Command Posts (CPs), and AFRC Senior Leadership.

3.2.3. When activated, is a member of the AFRC CAT to facilitate communication across the Command and Control spectrum.

3.2.4. Will maintain redundant C2 systems to ensure uninterrupted C3.

**3.3. HQ AFRC Force Generation Center (FGC).** The FGC is a Primary Subordinate Unit (PSU) to HQ AFRC and reports directly to the AFRC/CC. The FGC executes AFRC Deliberate and Crisis Force Generation processes IAW AFRCI 10-202 and other guidance. The FGC/CC is delegated tasking authority over AFRC forces to meet force generation requirements.

3.3.1. Force generation planning and mission execution. Processes related to AFR force generation, deployment, and mission execution remain within the purview of the FGC, ensuring a seamless transition between Daily, Emerging Crisis, Crisis Response and Sustained Operations.

3.3.2. FGC Duties. The FGC retains responsibility for all actions and reports related to:

3.3.2.1. Coordination with AF Force Providers (MAJCOMS: AMC, ACC, AFSOC, AFSPACE, AFCYBER), AFPC/DPAW, and higher headquarters for the purposes of force generation.

3.3.2.2. Reclamas for Selected Reserve (SELRES) personnel.

3.3.2.3. Initiating and reviewing sourcing solutions.

3.3.2.4. Tasking AFR personnel, equipment, and aircraft.

3.3.2.5. M4S orders request validation and verification.

3.3.2.6. The execution of aircraft evacuation, deployment, and employment operations (NOTE: the CAT, when activated, will assume responsibility for crisis response planning, and for directing the execution of those plans).

3.3.2.7. Provide AFRC/CC In-Transit Visibility (ITV) of deploying and redeploying AFR personnel, equipment, and aircraft.

3.3.2.8. Deployment data management.

3.3.2.9. Quality Control of AFR deployment processes.

**3.4. FGC Battle Watch (FGC/FGOB).** The Battle Watch (BW) provides 24/7 C2 of “operational” (e.g. tasked) AFRC forces during Emerging Crisis, Crisis Response and Sustained Operations. Additionally, the Battle Watch:

3.4.1. Serves as the single “operational voice” for the AFRC/CC, and directs mission changes while coordinating related operational activities. BW performs mission management across the range of operations.

3.4.2. Coordinates the actions of the FGC, AFRC, ARPC, NAFs, and AFR units during Daily and Emerging Crisis Operations to formulate and execute solutions to emerging situations, and internal and external taskings.

3.4.3. May conduct split operations during a crisis. Senior Duty Officers (SDO) would maintain management of Daily Operations, while the CFO would assume management of Emerging Crisis Operations. If the crisis were to escalate, requiring CAT activation, the CXO would step in to manage Crisis Response Operations.

3.4.4. Will maintain redundant C3 systems to ensure uninterrupted C3 should one system fail.

**3.5. AFRC Crisis Action Team (CAT).** All CAT Members will attend the initial CAT meeting, then as directed for subsequent meetings.

3.5.1. CAT Members. The CAT consists of the following personnel or designated alternate:

3.5.1.1. AFRC/CC, CD, or CAT GO

3.5.1.2. AFRC/CCC

3.5.1.3. All AFRC NAF/CCs

3.5.1.4. AFRC/DS

3.5.1.5. All AFRC A-Staff Directors

3.5.1.6. All AFRC Special Staff Directors

3.5.1.7. FGC/CC

3.5.1.8. ARPC/CC

3.5.2. The following personnel/functions may be called to support the CAT:

3.5.2.1. Mobilization Assistants (MA) and Reserve Advisors (RA). MAs and RAs may be individually selected by the AFRC/CC, CD or CAT GO for their specific area of expertise.

3.5.2.2. HQ AFRC/CCQ (for emergencies affecting Robins AFB and/or local area).

3.5.2.3. Intelligence Services.

3.5.2.4. Weather Services.

3.5.2.5. Anti-Terrorism/Force Protection subject matter experts

3.5.2.6. MAJCOM and NAF liaison officers (LNO).

3.5.2.7. Other individuals as directed by AFRC/CC, CD or CAT GO.

3.5.3. AF/RE Staff. During periods when both the Headquarters Air Force (HAF) CAT and the AFRC CAT are active, the AFRC CAT may include the AFCAT/RE in conferences at the direction of the AFRC/CC or CD.

3.5.4. HQ AFRC CAT Major Duties:

3.5.4.1. Analyze the crisis situation to determine impact to AFRC forces and installations. Determine support requirements, Limiting Factors (LIMFAC), hazards, and shortfalls.

3.5.4.2. Respond to Requests for Information (RFI) from Higher Headquarters (HHQ), other MAJCOMs, and other appropriate United States government agencies.

3.5.4.3. Coordinate with other MAJCOMs to synchronize the efforts of associated AFRC units with their active-duty counterparts.

3.5.4.4. Receive and respond to HHQ-generated Warning Orders (WARNORD), Planning Orders (PLANORD), Alert Orders (ALERTORD), Execute Orders (EXORD), Prepare to Deploy Orders (PTDO), Deployment Orders (DEPORD), and/or Operational Orders (OPORD). Prepare and transmit AFRC Orders as applicable to ARPC, AFRC Staff, FGC, and subordinate AFRC units with information copies to AF/RE.

3.5.4.5. Develop and present Courses of Action (COA) to AFRC/CC or CD.

3.5.4.6. Execute approved COAs to mitigate or minimize adverse impact to AFRC forces, assets, and installations.

3.5.4.7. Gain and maintain personnel accountability for all AFRC forces.

3.5.4.8. Maintain Situational Awareness of mobilization progress, briefed by FGC or ARPC.

3.5.4.9. Proactively shape and disseminate crisis information to internal and external military and civilian audiences through Public Affairs channels, especially if the crisis situation could affect public safety, support of civil authorities, or garner media attention.

**3.6. Chief of Future Operations (CFO).** The CFO serves as an alternate to the Principal CXO and is responsible for all CAT preparations to include maintaining all CAT facilities and equipment in operational order. Additionally, the CFO will:

3.6.1. Train all CAT personnel annually, maintain a list of qualified CAT Members and recall rosters, and assist A3OR in planning CAT exercises.

3.6.2. Maintain an Entry Access List (EAL), validate CAT member's security clearances and ensure CAT attendance is limited to those with a need-to-know.

3.6.3. Ensure CAT products are readily available, standardized, and posted to established CAT folders and shared locations for a common operating picture.

3.6.4. Capture Lessons Learned (LL) and coordinate with A9 for resolution.

3.6.5. Obtain and maintain qualifications and training requirements listed in [Tables 4.2](#) and [Table 4.3](#).

3.6.6. Publish and maintain AFRC CAT Instructions, checklists, continuity folders, and CAT training materials for SCDs, CXOs, and CAMs support.

3.6.7. Oversee development and management of the unclassified and classified CAT SharePoint sites.

**3.7. FGC Crisis Analysis Working Group (CAWG).** The CAWG serves to analyze acute events, actions, or taskings that have the potential to affect Air Force Reserve Command interests, assets, or its image. The CAWG assembles during times of Emerging Crisis to provide quick resolutions on appropriate response actions after detailed analysis of emerging events and HHQ taskings.

3.7.1. The CAWG will consist of the FGC/CC (or CD), FGC Division Chiefs (as required), the Chief of the Battle Watch, subject matter experts as needed for the nature of the emerging crisis, Chief of Future Operations (CFO), and the on-duty Senior Duty Officer (SDO).

3.7.2. The CAWG will analyze all available information obtained by the SDO to determine the best course of action for the FGC to manage the situation, or decide if an OPT or CAT activation is recommended.

3.7.3. The CAWG may assemble to monitor and report on the progress of AFRC-sponsored exercises.

**3.8. HQ AFRC Operational Planning Team (OPT).** AFRC senior leaders may direct the establishment of an Operational Planning Team (OPT) to assess the situation, review plans, and anticipate tasks and response actions. The OPT provides AFRC senior leaders and/or the CAT with viable courses of action in order to make informed decisions to control the direction and effort of the crisis response.

3.8.1. The OPT will be responsible for coordinating all AFRC actions required to support an emerging or actual crisis. The OPT will be comprised of core planners and subject matter experts as required, depending on the nature of the crisis.

3.8.1.1. OPT Chair will be provided by the Directorate with the preponderance of function dictated by the crisis or as directed by the CAT GO.

3.8.1.2. OPT members will coordinate with Functional Area Managers (FAMs) and Functional Area Representatives (FARs) for RFIs and sourcing requirements to/from AFRC units.

3.8.1.3. OPT will brief AFRC senior leaders and/or the CAT regularly to ensure AFRC/CC, CD, or CAT GO intent is met and receive additional guidance.

3.8.1.4. OPT may continue operations after the CAT stands down to complete residual requirements stemming from recovery operations.

3.8.2. The FGC will provide a secure location with basic communication capabilities (unclassified and classified phone and computer), a work table and VTC access to support the OPT.

3.8.3. HQ AFRC/A6 will provide communication support to the OPT at the request of FGC to build additional communication capabilities as needed to manage the crisis.

**3.9. AFRC Functional Area Managers (FAM).** AFRC FAMs are responsible for assisting in the identification and subsequent FGC tasking of AFR forces IAW AFI 10-401 (paragraph 12.4.2) and AFRCI 10-202. FAMs support the FGC through all phases of operations. Each FAM is appointed by his/her director and represents the directorate by providing functional area expertise

and sourcing solution recommendations to the FGC throughout the spectrum of operations. Additionally, FAMs will:

- 3.9.1. Identify and recommend sourcing of assigned AFRC personnel and equipment as required.
- 3.9.2. Coordinate with FGC/FGF to ensure rapid verification and validation of potentially tasked unit type codes (UTC), individual reservists, and force packages within AFI 10-401 timelines.
- 3.9.3. Coordinate shortfalls/reclamas with FGC/FGF IAW AFI 10-401.
- 3.9.4. Monitor the Time Phased Force Deployment Data (TPFDD) and be knowledgeable of the functional UTC availability and unit readiness status via DCAPES, Defense Readiness Reporting System (DRRS), and other AFRC/A5XW approved data sources.
- 3.9.5. Check SIPRNET and NIPRNET email accounts at least once a day for taskings, more frequently as operations tempo increases.
- 3.9.6. Complete FAM qualification and training requirements as listed in [Table 4.3](#).
- 3.9.7. Ensure access to Deliberate and Crisis Action Planning and Execution Segments (DCAPES) IAW AFI 10-401, paragraph 12.11.2.2.

**3.10. AFRC Functional Area Representatives (FAR).** FGC FARs are highly knowledgeable in a combination of weapon systems, that fall within a common grouping, such as Agile Combat Support (ACS), fighter aircraft, cargo aircraft, logistics, etc. Their duties are to match capabilities validated by the FAMs to spaces in a TPFDD. FARs also execute mobilization authority.

## Chapter 4

### CAT POSITIONS: DUTIES, QUALIFICATIONS, AND MANNING REQUIREMENTS

**4.1. CAT General Officer (CAT GO).** AFRC/CC or CD will serve as the CAT GO, or may designate an AFRC general officer to serve in their absence upon CAT activation. The CAT GO approves force generation actions requiring GO-level approval.

**4.2. AFRC CAT Staff.** CAT Staff provides direct administrative support to the CAT, to include tasker management, setting and maintaining a battle rhythm, and day-to-day execution of CAT duties. The CAT Staff contains the following functions, filled by pre-designated members of the HQ AFRC and FGC staff (see [Chapter 4](#) for a detailed explanation of individual position duties):

- 4.2.1. Senior CAT Director (SCD).
- 4.2.2. CAT Executive Officer (CXO).
- 4.2.3. CAT Administrative Manager (CAM).
- 4.2.4. CAT Communications Support (CCS).

**4.3. Senior CAT Director (SCD).** The FGC, Operations Division Chief (FGC/FGO) is the Principal SCD. The Principal SCD is the executive agent with oversight of CAT operations to include execution, staffing, facilities, and the scheduling and training of all SCDs, CXOs, CAMs, and CCSs. If available, the Principal SCD will conduct the initial CAT briefing.

4.3.1. SCDs are responsible to the AFRC/CC for executing the AFRC Crisis Response Process. SCDs will be selected from a pool of trained officers (see paragraph [2.2.3](#)) based on mission requirements, individual experience, and the anticipated length of the operation.

4.3.2. Each FGC Division Chief will be trained and certified as an SCD. These positions should expect to provide immediate backfill to the Principal SCD for operations lasting up to 14 calendar days.

4.3.3. HQ AFRC/A3 and A5A8 will each designate two Division Chiefs (in the grade of O-6) to be trained and certified as SCDs. Other A-Staff and Special Staff may be tasked to provide a member with appropriate qualifications to be trained and certified as a SCD. These designees may be activated for SCD duty when:

- 4.3.3.1. Specific expertise is required, as determined by AFRC/CC, CD, or CAT GO.
- 4.3.3.2. CAT operations are anticipated to go beyond 14 days.
- 4.3.3.3. The CAT is formed as a result of COOP initiation.

4.3.4. SCDs are tasked to:

- 4.3.4.1. Oversee all CAT activities and personnel detailed to the CAT for a given event.
- 4.3.4.2. Provide information and recommend COAs to the AFRC/CC, CD, or CAT GO.
- 4.3.4.3. Coordinate with appropriate CAT Members and oversee staff functions as required.
- 4.3.4.4. Obtain and maintain qualifications and training requirements listed in [Table 4.2](#) & [Table 4.3](#).

4.3.4.5. Conduct recurring CAT briefings and maintain a focus on the agenda and taskers.

4.3.4.6. Coordinate CAT hours of operation/manning based on direction from the AFRC/CC, CD or CAT General Officer (GO).

4.3.4.7. Remind individuals of their responsibility to mark and destroy their classified working papers.

**4.4. CAT Executive Officer (CXO).** The FGC Battle Watch Chief is the Principal CXO and serves as the focal point for all CXO functions and training additional CXOs. The Principal CXO provides daily oversight of CAT processes, to include operations and infrastructure management.

4.4.1. The CXO is directly responsible to the SCD. The CXO serves as the senior on-duty officer in the absence of the SCD. The CXO is the focal point for all CAT activities and has the responsibility and authority to ensure procedures are followed and required tasks are accomplished. CXO qualifications and training requirements are listed in [Table 4.2](#) and [Table 4.3](#).

4.4.2. The FGC Divisions (FGF & FGX) will each designate one field grade officer to be trained and certified as a CXO. Other A-Staff and Special Staff may be tasked to designate a member with appropriate qualifications to be trained and certified as a CXO. These designees should expect to provide immediate backfill to the Principal CXO for operations lasting up to 14 calendar days.

4.4.3. HQ AFRC/A3 will designate two field grade officers and A5A8 will designate one field grade officer to be trained and certified as a CXO. Other A-Staff and Special Staff may be tasked to provide a member with appropriate qualifications to be trained and certified as a CXO. These designees may be activated for CXO duty when:

4.4.3.1. Specific expertise is required, as determined by FGC/CC or SCD.

4.4.3.2. CAT operations are anticipated to go beyond 14 days.

4.4.3.3. The CAT is formed due to Continuity of Operations Plan (COOP) initiation.

4.4.4. The CXO will prepare, coordinate, and staff packages IAW applicable CAT job guides and checklists.

**4.5. CAT Administrative Manager (CAM).** The FGC BW Superintendent is the Principal CAM, serves as the focal point for CAT administrative functions upon CAT activation, and supports the CFO in training CAT personnel. The CAM performs basic CAT Staff support duties.

4.5.1. Each FGC Division will designate one seasoned NCO (E-6 through E-8) to be trained and certified as a CAM. These CAMs can expect to support operations lasting up to 14 calendar days.

4.5.2. HQ AFRC/A1 and A6 will each designate two seasoned NCOs (E-6 through E-8) to be trained and certified as a CAM. These designees should expect to support operations lasting beyond 14 days.

4.5.3. Other A-Staff and Special Staff may be tasked to designate a member with appropriate qualifications to be trained and certified as a CAM.

4.5.4. CAM qualifications and training requirements are listed in [Tables 4.2](#) and [Table 4.3](#).

4.5.5. CAM duties include:

4.5.5.1. Message traffic handling and preparation.

4.5.5.2. General administrative duties for CAT and OPT.

4.5.5.3. CAT conference room preparation.

4.5.5.4. Supports the CXO in building briefing products for CAT Members.

4.5.5.5. Coordinate with AFRC/A6 to ensure CAT computer equipment receive the latest Enterprise Information Management updates.

4.5.5.6. Maintain a Daily Events Log.

4.5.5.7. Escort CAT Members arriving for a CAT meeting as needed, and verify names of CAT meeting attendees from the EAL.

**4.6. AFRC CAT Augmentees.** CAT Staff augmentees may become necessary to back fill assigned CAT Staff in their absence or when long-term operations (15 days or more) occur or are expected.

4.6.1. Duties may include those outlined in this instruction for other CAT personnel.

4.6.2. Length of assignment will vary based on specific mission augmentee is required to perform.

4.6.3. CAT augmentee qualifications, training, and manning response requirements are the same as the position they are filling.

**4.7. CAT Communications Support (CCS).** The CCS serves as a technical expert in the design and operation of the AFRC teleconferencing system. A6 will identify a minimum of two highly skilled and competent VTC technicians to support CAT operations.

4.7.1. The CCS will begin setting up a VTC or similar capability at least 30 minutes prior to a scheduled CAT meeting.

4.7.2. The CCS will communicate with external agencies to ensure appropriate VTC details are passed prior to establishing a VTC.

4.7.3. The CCS will work with the CFO to test the VTC system quarterly for functionality and correct any issues encountered.

**4.8. AFRC CAT Manning Response.** Personnel assigned to the AFRC CAT will respond according to the levels of activity depicted in **Table 4.1** below. At all activity levels, manning requirements may be adjusted as needed by the SCD or FGC/CC.

**Table 4.1. HQ AFRC, FGC, and CAT Duty Position and Manning.**

Position	Daily Operations	Increased Posture	Crisis Action Operations	Sustained Operations
1. AFRC Command Center	Continuous 24/7 Command and Control Oversight			
2. Battle Watch (BW) SDO	Continuous 24/7 Mission Management Operations			
3. Chief of Future	CAT Ops	CAWG	SCD and CXO	CAT

Operations (CFO)	preparation	support	support	recovery
4. Principal Senior CAT Dir (SCD)	Daily Duty			
5. All other SCDs	Daily Duty	Standby	As directed by AFRC/CC, CD, or CAT GO	Standby
6. Principal CAT Exec (CXO)	Daily Duty			
7. All other CXOs	Daily Duty	Standby	As directed by SCD	Standby
8. Principal CAT Admin (CAM)	Daily Duty			
9. All other CAMs	Daily Duty	Standby	As directed by CXO	Standby
10. FAMs	As required by FGC/FGF			
11. CAT General Officer (GO)	Daily Duty	Standby	As Directed by AFRC/CC or CD	Standby

**4.9. CAT Duty Qualifications.** Each Director must select members for CAT support based on the minimum qualifications listed in [Table 4.2](#). The SCD in coordination with the responsible directorate may waive grade and experience requirements.

**Table 4.2. CAT Duty Qualifications.**

Qualification	SCD	CXO	CFO	CAM	CCS
Minimum Rank	O-6	O-4	O-4	E-6	None
Clearance	Top Secret	Top Secret	Top Secret	Secret	Secret
Ops Experience <sup>1</sup>	Recommended	Recommended	Recommended	Not Required	Not Required
HQ AFRC Experience	6 Months Mandatory	6 Months Mandatory	6 Months Preferred	6 Months Preferred	6 Months Preferred
SIPRNET Account	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory
Note 1: Ops Experience may include flight experience, knowledge in airfield operations, or familiarity with command and control processes.					

**4.10. Initial and Recurring CAT Training.** All CAT Members and FAMs will accomplish required training actions and events in accordance with the matrix provided in **Table 4.3**

**Table 4.3. AFRC CAT and FAM Training Requirements Matrix.**

Item	Target Audience	Necessity	Method	POC	Frequency
AFRC CAT Initial Certification Course	All CAT Personnel and AFRC FAMs	M	Classroom / tour of BW & CAT	FGOB	One-time
End of Training Guidance	CAT Directors	M	Classroom Brief	FGC/CC	One-time
AFRC CAT Recurring Training Course	All CAT Staff and AFRC FAMs	M	Web-based brief / tour of BW & CAT	FGOB	Annually
Crisis Response <sup>1,2,3</sup> (Tabletop Exercise)	All CAT Personnel	M	Planned Exercise	AFRC/ A3O	Annually
Relocation <sup>1,2,3</sup> Exercise	All CAT Personnel	M	Planned Exercise	AFRC/ A3O	Annually
Execution Sourcing <sup>1,2,3</sup> (Tabletop Exercise)	AFRC and subordinate HQs personnel and units	M	Planned Exercise	AFRC/ A3O	Annually
Contingency Wartime planning course	Any CAT Personnel / FAM	O	Formal School	AFRC/ A5XW	As required
Joint Air Operations Planning Course	Any CAT Personnel / FAM	O	Formal School	AFRC/ A3	As required
AF Emergency Management Program	Any CAT Personnel / FAM	O	ADLS Course	AFRC/ A4	As required

M= Mandatory O= Optional/Recommended

Notes: 1. Exercises may be combined with other exercises 2. HHQ exercise creditable 3. Real world events may serve as credit

## Chapter 5 OPERATIONS

### 5.1. Crisis Response Stages.

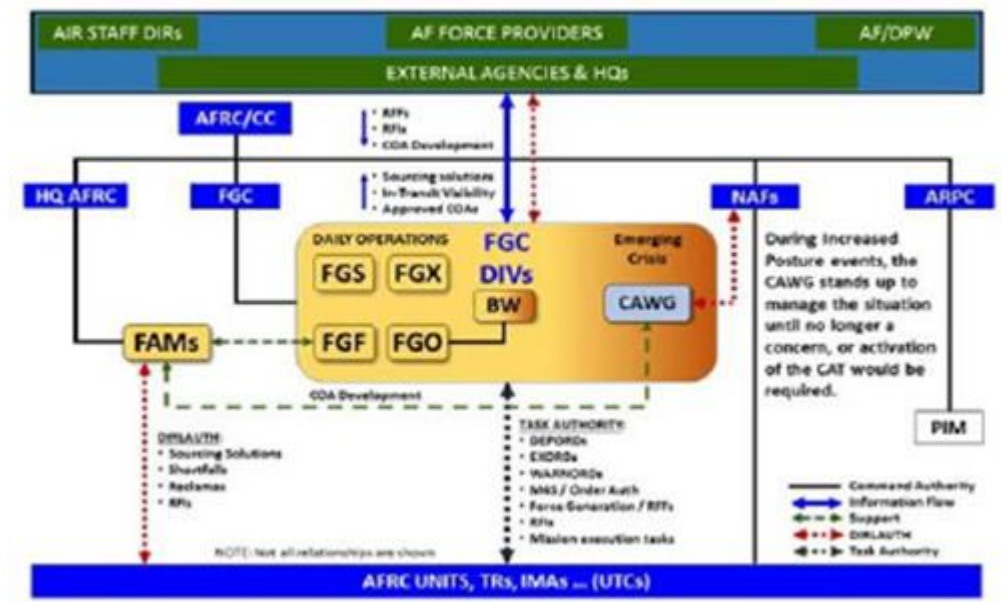
5.1.1. Crisis situations do not always have an immediately recognizable trigger event. There may be indications and warnings (I&W) of an impending trigger as a situation develops. The transition from Daily Operations to Emerging Crisis, to Crisis Response Operations and/or Multi-Crisis or Sustained Crisis Operations is both fluid and situation dependent.

5.1.2. Battle Watch and AFRC Command Center monitors and evaluates current global events for I&W with potential impact to AFR forces, consulting with the Crisis Analysis Working Group as necessary to determine if one or more triggers for a formal AFRC crisis response (see paragraph 5.3.1) have been met.

### 5.2. Emerging Crisis Operations.

5.2.1. The BW SDO has the option to activate the CAWG, dependent on the developing situation. The CAWG will analyze the developing situation and determine the best COA to pursue. The CAWG may recommend activation of an OPT or the CAT to the FGC/CC or AFRC/CC. AFRC senior leaders may direct an OPT be convened at this point to further assess the situation, review plans, and anticipate tasks and response actions.

**Figure 5.1. Command Relationships during Emerging Crisis Operations.**



**Table 5.1. Command Relationships during Emerging Crisis Operations Notes.**

Note: Does not include Individual Mobilization Augmentees (IMA) currently performing duty through their unit of assignment or IMAs assigned to Special Operations Command

Note: PIM Force Presentation has been delegated to ARPC via:

“MEMORANDUM OF AGREEMENT BETWEEN HQ AIR RESERVE PERSONNEL

CENTER AND AFRC FORCE GENERATION CENTER CONCERNING FORCE PRESENTATION/MOBILIZATION OF PRE-TRAINED INDIVIDUAL MANPOWER (PIM)” dated 18 Apr 18
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5.2.2. CAWG Consultation Triggers. There is no way to prepare for every possible contingency scenario, and no checklist will replace sound command and staff judgment. The following non-all-inclusive list is provided as a guide. Battle Watch SDOs should consult the CAWG for functional guidance when the following trigger(s) occur.

5.2.2.1. A weather event that has the potential to force the evacuation of AFRC aircraft and/or personnel, or cause extensive damage to an AFRC installation, facility, or equipment.

5.2.2.2. An event that causes the activation of a CAT at an AFRC installation, or at a host installation with an AFRC tenant or AFRC resources.

5.2.2.3. An AFRC base or where an AFRC unit is tenant, declares Hurricane Condition (HURCON) III or greater.

5.2.2.4. An event that will likely result in an official request for AFRC-owned equipment and/or resources.

5.2.2.5. An event that triggers implementation of a local support agreement between an AFRC unit and civilian authorities.

5.2.2.6. A Request for Information from HQ AF/A3O (Air Force Operations Group), MAJCOM staffs, Active Duty NAF AOCs (examples: 618 AOC, ACC AOS), or other competent United States Government (USG) authority.

5.2.2.7. An event that will likely result in a Federal Emergency Management Agency (FEMA) request or US Northern Command (USNORTHCOM) declaration of an AFRC installation as a Support Base, or Staging Facility.

5.2.2.8. Receipt of a HHQ Order or exercise, which requires extensive action.

5.2.3. When notified by the Battle Watch SDO, selected CAWG members remain on 24-hr telephone standby to provide functional support to the FGC Battle Watch and/or FGC/FGF. Standby members are determined based on the situation, the needs of the CAWG and/or Battle Watch SDO. The Battle Watch SDO may request Directors place appropriate FAMs on telephone standby.

5.2.4. HQ AFRC FAMs should not hesitate to contact the Battle Watch or FGC/FGF with any information considered functionally important for AFRC force management and mission execution.

5.2.5. Selected HQ AFRC FAMs remain on 24-hr standby and provide requested support until released by their respective Director.

5.2.6. AFRC Directors may “swap out” FAMs in coordination with the Battle Watch and/or FGC/FGF, but will ensure that the required functional expertise remains readily accessible during the duration of Emerging Crisis Operations.

### 5.3. Crisis Response Operations.

5.3.1. CAT Activation Triggers. The CAT is activated at the direction of the AFRC/CC or CD, or after recommendation from the FGC/CC. The activation of the AFRC CAT will normally be reserved for (not-all-inclusive):

5.3.1.1. A major catastrophe, disaster, or attack involving the US homeland or interests abroad (ex.: 9-11).

5.3.1.2. Declaration of Full or Total Mobilization.

5.3.1.3. Activation of the Air Force Crisis Action Team, AFCAT.

5.3.1.4. Activation of the 78 ABW CAT.

5.3.1.5. Major incident directly affecting HQ AFRC buildings and/or Robins AFB (consider implementation of the HQ AFRC Continuity of Operations Plan (COOP)).

5.3.1.6. Major incident directly affecting an AFRC unit or HQs (NAF, ARPC, RE staff).

5.3.1.7. Major exercise.

5.3.1.8. Increase in Defense Readiness Condition (DEFCON) level.

5.3.2. CAT Activation Recommendation Procedures. When a trigger for CAT activation is reached, the FGC/CC (FGC/CD in absence of CC) or CAWG will recommend COAs to the AFRC/CC or CD regarding activation of the CAT.

5.3.3. When the AFRC/CC or CD directs CAT activation, the FGC/CC notifies the Battle Watch SDO of the time of activation, and the timing of the initial situation brief to the CAT. The SDO then directs the AFRC Command Center to initiate CAT recall procedures (see [Attachment 2](#) for a full description of AFRC CAT recall and notification procedures).

5.3.4. Principal CAT Staff members will immediately report to the designated CAT facility upon notification of a CAT recall. Arriving members will receive instructions from the Battle Watch SDO until the arrival of the SCD or CXO. Initial CAT Staff actions should be geared towards the preparation of an initial situation brief to the CAT.

5.3.5. FAMs will report for duty at their normal operating locations. If the member's normal operating location is unavailable (ex: an emergency directly affecting one or more HQ AFRC buildings) then the member will report to the designated CAT facility.

5.3.6. Upon CAT activation, FGC/FGF will engage the appropriate HQ AFRC FAMs as required.

5.3.7. AFRC Command Center will notify the Air Force Watch when the AFRC/CC or CD directs the activation the CAT. Notification will be made immediately via telephone, with a follow-up email at the appropriate classification level NLT three hours after activation.

5.3.8. Upon CAT activation, all CAT Staff and appropriate FAMs will be prepared to provide continuous, in-place, 24/7 shift coverage as determined by the SCD. Shifts will normally be twelve hours with sufficient overlap for the departing shift to brief oncoming personnel.

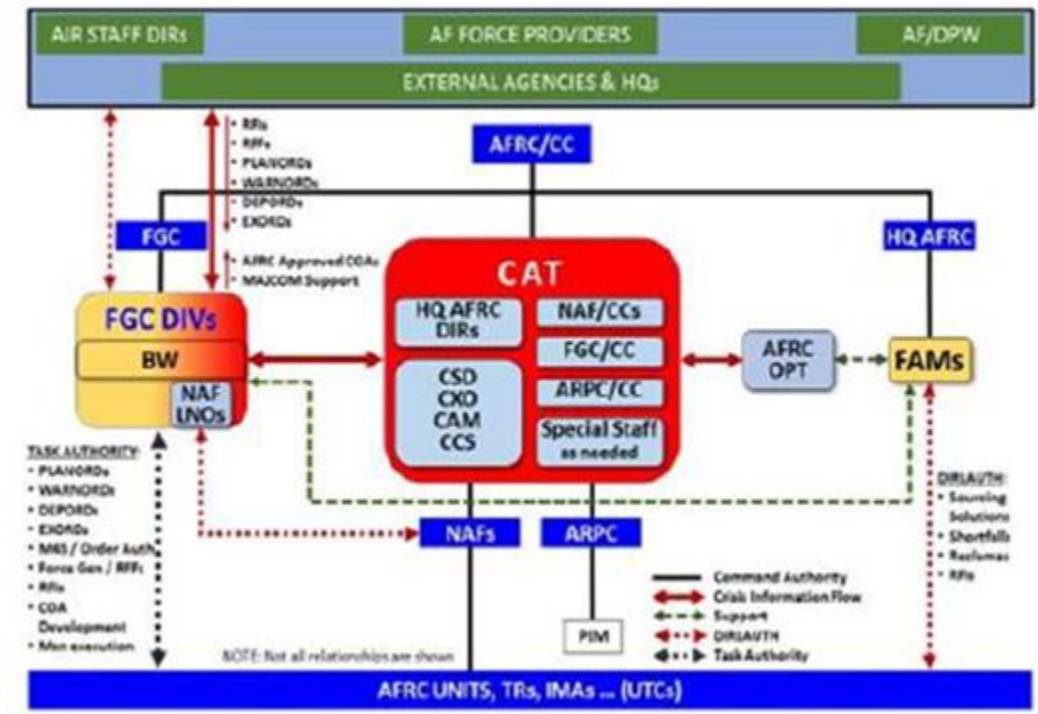
#### **5.4. CAT Command Relationships.**

5.4.1. The main focus of the CAT is managing C3 and enabling CAT Members to analyze the crisis and mitigate threats to AFRC personnel, aircraft, installations, and equipment. It also

serves to respond to HHQ taskings and provide the appropriate resources at the appropriate time to support Combatant Command requirements.

5.4.2. Execution of Reserve capabilities in response to national emergencies remains within the purview of the FGC. A diagram showing command relationships during CAT activation is shown in [Figure 5.2](#).

**Figure 5.2. Command Relationships during Crisis Operations.**



**Table 5.2. Command Relationships during Crisis Operations.**

Note: Does not include IMAs currently performing duty through their unit of assignment, or IMAs assigned to SOCOM.

Note: For this instruction the term Pre-trained Individual Manpower (PIM) refers to Participating Individual Ready Reserve (PIRR), Individual Ready Reserve (IRR), Retired REGAF, Retired Reserve (awaiting pay), and Standby Reserve personnel categories. PIM is tasked directly by AF Force Providers upon SECDEF Order. FGC, in coordination with ARPC, provides visibility of PIM taskings

Note: PIM Force Presentation has been delegated to ARPC via:

“MEMORANDUM OF AGREEMENT BETWEEN HQ AIR RESERVE PERSONNEL CENTER AND AFRC FORCE GENERATION CENTER CONCERNING FORCE PRESENTATION/MOBILIZATION OF PRE-TRAINED INDIVIDUAL MANPOWER (PIM)” dated 18 Apr 18

**5.5. Initial CAT Brief.** The Principal CAT Staff prepares and delivers an initial Situation Brief to the CAT. The timing, content, and delivery method of the initial brief will depend upon the nature of the crisis, location/status of Principal CAT Staff, status of communications equipment, and guidance from AFRC/CC, CD, and/or FGC/CC or CAT/GO. In the absence of any Principal CAT Staff, the Battle Watch SDO will prepare and deliver the initial CAT brief.

5.5.1. CAT activation during normal duty hours. Recommend scheduling the initial CAT brief no earlier than two, but NLT three hours after CAT activation to allow for brief preparation and communications set-up.

5.5.2. CAT activation outside normal duty hours. Recommend scheduling the initial CAT brief no earlier than three, but NLT five hours after CAT activation to allow for brief preparation and communications set-up.

5.5.3. The goal of the CAT initial situation brief is to give CAT Members, and FAMs enough information in order to quickly analyze the crisis and develop a plan for its mitigation. See [Attachment 3](#) for a detailed description of the briefing's subject content, information providers, and briefing structure.

5.5.4. The nature and timing of the crisis at hand may make the use of a VTC impossible for the initial CAT brief. CAT participants should plan to conduct the initial brief via audio-teleconference (slides are typically emailed to CAT Members prior to the brief), with subsequent briefs conducted via VTC.

5.5.5. Initial Brief Deliverables. The initial CAT brief should conclude with an initial plan of action for crisis mitigation/resolution. At a minimum, the Principal SCD should be able to verbally provide:

5.5.5.1. Statement of Commander's Intent (obtained by the FGC/CC or SCD ahead of time).

5.5.5.2. Key details of the situation that necessitated the CAT activation.

5.5.5.3. Determination of the functional capabilities / units needed for further operations.

5.5.5.4. Assignment of Taskers (to include implied) and suspenses for: HQ AFRC Staff, FGC, ARPC, NAFs and AFRC units.

5.5.5.5. Key assumptions.

5.5.5.6. Establishment of the Battle Rhythm.

5.5.5.7. Time and venue (CAT conference room, telecon, etc.) for next CAT brief.

5.5.5.8. Mission assignments received or actions taken to mitigate the crisis.

5.5.5.9. Recommended CAT Members.

**5.6. Multi-Crisis Operations.** In the event that another crisis arises while conducting response operations for an initial crisis, the CAT Staff, with the exception of the SCD, will split their effort in managing support functions for each crisis. Additional actions will follow:

5.6.1. The Principal CXO will invoke pre-trained or additional augmentee support as needed.

5.6.2. For each crisis, the AFRC CAT org box [afrc.cat.unclass@us.af.mil](mailto:afrc.cat.unclass@us.af.mil) will be used for correspondence to centralize C2 and eliminate any confusion from external organizations.

5.6.2.1. Common naming functions will be used in products and correspondence to discern the difference between each crisis.

5.6.3. Within the Battle Watch, separate CAMs and separate CXOs will be designated in a teaming concept to manage the flow of information and products for each crisis.

5.6.3.1. Each team will be responsible for managing message traffic related to their specific crisis and will coordinate with each other in the development of a single CAT brief.

5.6.3.2. Any conflicts between the teams will be resolved by the SCD.

5.6.4. One CAT brief will be developed to present multiple crisis response efforts during a single CAT meeting, dedicating a portion of the briefing time appropriately to the severity of each crisis.

5.6.4.1. CXOs will work together to minimize slide inputs and coordinate directly with Directorate OPRs as needed for slide adjustments.

5.6.4.2. Separate situational briefings (SITBRIEFs) will be developed for each crisis and should be consolidated in correspondence to minimize message traffic, to the maximum extent.

5.6.5. Separate Task Trackers will be developed for each crisis for ease of tracking with an appropriate distinguishing number assigned to each task.

5.6.6. The CAT GO will determine the need for separate OPTs to develop COAs for response options commensurate to their assigned crisis.

5.6.7. If one crisis dictates that correspondence and response options must be classified, CAT Staff will direct OPTs to develop products on the SIPRNET.

5.6.7.1. CAT Staff may assist in transferring products from NIPRNET to SIPRNET if needed.

5.6.8. Each crisis will have its own link on the CAT SharePoint with matching features and functions.

5.6.8.1. Knowledge Management priority will be given to the Battle Watch to generate and maintain required SharePoint sites for crisis information collection, dissemination, and collaboration until the CAT is deactivated.

**5.7. Sustained Operations.** The SCD establishes and modifies the CAT Battle Rhythm based on AFRC/CC, CD, or CAT GO direction, the needs of the situation, and/or on-scene and HHQ Commander requirements.

5.7.1. A standard, notional Battle Rhythm is shown in [Attachment 4](#).

5.7.2. Follow-on CAT briefs may use the same format as the initial brief, or be modified based on mission needs and/or AFRC/CC, CD, or CAT GO direction.

5.7.3. A-Staff and Special Staff members designated as CAT Staff and employed as augmentees, should expect to continue supporting CAT operations until released by the SCD.

**5.8. Personnel Accountability.** The AFRC Director of Manpower, Personnel, and Services (A1) is the OPR for AFRC personnel accountability (as it relates to the Air Force Personnel Accountability and Assessment System (AFPAAS)) and establishes procedures to provide for the

timely accountability of all categories of personnel. The AFRC Command Center is the primary agency responsible for managing and executing the Emergency Mass Notification System (EMNS) for the Command. **Note:** The approved Installation Notification and Warning System (INWS, currently known as Mass notification system) is simply a notification system; it is not a part of the AFPAAS system. Responding to Emergency Mass Notification System (EMNS) does not complete accounting requirements. No accountability takes place within EMNS. All affected personnel must log into AFPAAS in order to perform the necessary accountability/assessment actions.

5.8.1. AFRC/A1R, Plans and Integration Division, is the executive agent for personnel accountability. A1R will monitor AFPAAS and upon request provide the baseline totals for each personnel category.

5.8.2. Personnel Accountability efforts may be directed by HQ AF (HAF), AFRC/CC, or CD for MAJCOM/AF level exercises and during Emerging Crisis and Crisis Response Operations.

5.8.3. When directed, one hundred percent (100%) accountability for affected AFRC units and IMA personnel will be accomplished within 48 hours IAW AFI 36-3802, *Force Support Readiness Programs*. HQ AGRs and IMAs will be accounted for through the respective AD unit of assignment.

5.8.4. During real-world events and AF directed exercises, AFRC/A1RR will utilize AFPAAS as the mechanism to perform Total Force Accountability (TFA).

5.8.5. Personnel Accountability efforts initiated by HAF are directed through Personnel channels to AFRC/A1R. A1R notifies the Battle Watch (and CAT, when activated) of any HAF-directed accountability actions. A1R works with the AFRC Command Center to release AF Accountability EXORDs to AFRC units.

5.8.6. Personnel Accountability efforts internally initiated by AFRC are normally directed by A1R in response to real-world emergent or emergency situations. AFRC wing (or wing equivalent) commanders are authorized to initiate accountability efforts in response to local events or exercises.

5.8.7. A1RR provides accountability status to senior leaders with courtesy copies to the AFRC Command Center and Battle Watch (CAT, when activated). Unless otherwise directed, status is provided NLT 1600 EST until 100% accountability is reached for affected AFRC unit and IMA personnel.

**5.9. Reporting.** AFR units continue reporting to AFRC Command Center IAW AFMAN 10-2504, AFMAN 10-206, *Operational Reporting*, throughout the spectrum of AFRC operations.

5.9.1. During Emerging Crisis Operations, the FGC/CC, through the Battle Watch, may direct selected AFR units to accomplish periodic situation reports (SITREP) in addition to normal reporting requirements.

5.9.2. SITREP reporting will be accomplished IAW AFMAN 10-206, paragraph 4.1, or as directed by AFRC/CC, CD, or CAT GO.

5.9.3. If a unit is tasked to provide an additional specific topic (ex: WG/CC's intent for aircraft evacuation in advance of an approaching storm) within a SITREP; the unit is NOT relieved of any normal reporting requirements that also include that topic (ex: WG/CC-directed Hurricane Condition (HURCON) changes per AFMAN 10-206).

5.9.4. During real-world events and AF directed exercises, a report is available within AFPAAS containing a listing of IMAs and AGRs (assigned to AD PAS codes), their DEERS enrolled dependents, and their accounting status.

**5.10. CAT Security Procedures.** CAT Members must possess at least a SECRET eligibility and have been granted access by their Director/Command to at least SECRET level information, as documented in DISS, and be on the CAT entry access list (EAL). The senior member at external locations (for VTC participants) is responsible to ensure all participants at their location have the proper eligibility and access. Directorates must make arrangements to escort personnel not on the EAL.

5.10.1. The SCD is responsible for the overall control of classified and controlled unclassified information; however, each CAT member has the responsibility to exercise control over his/her area and for safeguarding, handling, marking, transporting and destroying classified and controlled unclassified information properly. Personnel must take great care to prevent discarding classified and controlled unclassified material inappropriately.

5.10.2. Operations Security (OPSEC)/Electronic Emission Security (EMSEC) Procedures. The operation of electronic equipment and emanations must be controlled in and around areas where classified, controlled unclassified, or critical information is kept or processed.

5.10.3. To ensure CAT personnel adhere to the OPSEC and EMSEC procedures, the unauthorized use of any portable electronic device (PED) within a classified processing area—even government issued—is strictly prohibited. The use of PEDs may constitute a security incident or a vulnerability to the protection of critical information and appropriate administrative action may be taken against the offender. **Note:** PEDs include, but are not limited to any electronic device capable of recording and/ or transmitting visual, audio or location data (regardless of the device's settings or power status).

5.10.4. Marking information. Personnel applying classification markings or responding to classified messages will be appointed and trained as Derivative Classifiers IAW Presidential Executive Order 13526. All classified working papers will be marked IAW DoDI 5200.48, DoDM 5200.48. Personnel applying controlled unclassified information markings in wholly unclassified documents/messages or within classified documents/messages will mark such documents IAW DoDI 5200.48, DoDM 5200.48, and any forthcoming AF guidance.

5.10.4.1. All classified material shall be marked properly and IAW applicable Security Classification Guides; controlled unclassified information IAW applicable CUI Registry instructions. Controlled unclassified information used or created in the CAT will be clearly marked "CUI."

5.10.4.2. The CAM will ensure Security Classification Guides are available to guarantee proper classification management and to assist in quickly resolving any classification challenges.

5.10.4.3. Binders and/or folders used to retain classified and controlled unclassified media will be maintained as needed. Each CAT Staff member will ensure their binders/folders are properly marked and transported between work centers.

5.10.4.4. The CAM will ensure no classified and/or controlled unclassified information from CAT briefings is released without taking proper actions to safeguard media or decontrol the controlled unclassified information.

5.10.5. Securing classified and controlled unclassified information. Each CAT Staff member is responsible for ensuring classified and controlled unclassified information under their control is properly safeguarded and protected from unauthorized disclosure.

5.10.6. Classified and controlled unclassified information will never be left unattended in the CAT or the area the CAT Staff member is working in. Positive control of classified and controlled unclassified information must be maintained at all times. When no longer used, store classified information in a GSA-approved security container; lock controlled unclassified information in a file cabinet or drawer.

5.10.7. Storing classified information. Battle Watch will provide a General Services Administration (GSA) approved security container that is suitable for the storage of classified materials for CAT use. Stored material will be minimal and kept only as per DoDM 5200.01, Vol 3, Enclosure 3, paragraph 16.

5.10.8. Binders/folders containing classified information will be stored in the BW/CAT security containers, the originator's organizational security containers, or destroyed upon completion of the operation/mission.

5.10.9. Only NSA-approved shredders will be used to destroy classified information; Controlled unclassified information will be destroyed by shredding or by other approved means that would make it difficult to recognize or reconstruct the information.

5.10.10. No paper waste of any kind will be mixed with the garbage/trash. Trash cans (bags) within the CAT, BW and OPT working areas will be inspected by the CAM to ensure no classified or controlled unclassified documents were inadvertently thrown in before the bag is removed and discarded.

**5.11. Continuity of Operations Plan (COOP).** The principal SCD will ensure the ability to continue operations IAW the AFRC COOP plan.

**5.12. CAT De-activation.** The CAT GO will make the recommendation to AFRC/CC or CD for deactivating all or part of the CAT, based on the status of the crisis. The recommendation will be to return to normal daily operations, or transition to sustained operations, with the Principal CAT Staff maintaining a focus on the enduring crisis.

**5.13. Return to Sustained Operations.** As crisis operations become routine, AFRC/CC or CD may elect to maintain some crisis response visibility and/or capability through the FGC. The Battle Watch, CAWG and/or an OPT may be used to report on, or respond to additional or enduring requirements. Key staff organizations and FAMs may remain on 24-hr standby by their leadership to support sustained crisis operations. Once the crisis is over or becomes a sustained rotational requirement, the command can transition back to normal daily operations.

**5.14. After Action.** The CFO conducts a hotwash with all pertinent CAT and FAM participants as soon as practical after the decision to de-activate the CAT has been reached.

5.14.1. Lessons Learned (LL): The CFO manages the LL collection process for the FGC resulting from CAT operations. All AFRC personnel involved with the CAT activation will submit lessons learned, as close to real-time as possible, to the AFRC Lessons Learned

SharePoint site (unclassified only) or AFRC CAT SharePoint site (classified) as appropriate. The CFO will coordinate with AFRC/A9 to input submissions into the Joint Lessons Learned Information System (JLLIS) via the NIPRNET (<https://www.jllis.mil>) or SIPRNET (<http://www.jllis.smil.mil>) as appropriate. The captured LL will be validated through the Lessons Learned Working Group and assigned an action OPR for resolution. Once resolved, the LL will be closed through the same corporate process and disseminated as appropriate

5.14.2. The CFO will generate an After Action Report (AAR) IAW AFI 10-1302\_AFRC SUP, *Air Force Lessons Learned Program*. The CFO will forward the AAR to FGC/CC, through the principal SCD, for review and further dissemination NLT 14 working days after CAT deactivation. If sustained crisis operations are encountered and the CAT is expected to stand up periodically, the SCD may approve an end-of-year AAR instead of an AAR after every CAT activation.

RICHARD W. SCOBEE  
Lieutenant General, USAF  
Commander

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

DoDM 5200.01 Vol 1, *DoD Information Security Program: Overview, Classification, and Declassification*, 24 February 2012

DoDM 5200.01 Vol 2, *DoD Information Security Program: Marking of Classified Information*, 24 February 2012

DoDM 5200.01 Vol 3, *DoD Information Security Program: Protection of Classified*, 24 February 2012

DoDM 5200.01 Vol 4, *DoD Information Security Program: Controlled Unclassified Information (CUI)*, 24 February 2012

AFPD 10-2, *Readiness*, 6 November 2012

AFI 36-3802, *Force Support Readiness Programs*, 23 February 2009

AFMAN 10-206, *Operational Reporting (OPREP) Incorporating Change 1-1 September 2020*, 18 June 2018

AFI 10-401, *Air Force Operations Planning and Execution*, 7 December 2006

AFI 10-402, *Mobilization Planning*, 8 March 2018

AFI 10-1302 AFRC Supplement, *Air Force Lessons Learned Program*, 7 January 2020

AFI 10-2501, *Emergency Management Program*, 10 Mar 20

AFRCI 10-202, *Command, Control, and Communications*, 8 October 2014

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**AAR**—After Action Report

**ACC**—Air Combat Command

**AFI**—Air Force Instruction

**AFPAAS**—Air Force Personnel Accountability and Assessment System

**AFPC/DPAW**—Air Force Personnel Center/Directorate of AEF & Personnel Operations

**AFPD**—Air Force Policy Directive

**AFRC**—Air Force Reserve Command

**AFRCI**—AFRC Instruction

**AFSOC**—Air Force Special Operations Command

**ALERTORD**—Alert Order

**AMC**—Air Mobility Command  
**ANG**—Air National Guard  
**ARC**—Air Reserve Component  
**ARPC**—Air Reserve Personnel Center  
**BW**—Force Generation Center Battle Watch (AFRC)  
**C2**—Command and Control  
**C3**—Command, Control and Communications  
**CAM**—Crisis Action Team Administrative Manager  
**CAT**—Crisis Action Team  
**CAT GO**—Crisis Action Team General Officer  
**CAWG**—Crisis Analysis Working Group  
**CDR**—Commander  
**CFO**—Chief of Future Operations  
**CCS**—Crisis Action Team Communications Support  
**CJCS**—Chairman, Joint Chiefs of Staff  
**COA**—Course of Action  
**COOP**—Continuity of Operations Plan  
**CONPLAN**—Concept Plan  
**CSCS**—Country-specific security cooperation section  
**CXO**—Crisis Action Team Executive Officer  
**DCAPES**—Deliberate and Crisis Action Planning and Execution System  
**DCS**—Defense Collaboration Services  
**DoD**—Department of Defense  
**EAL**—Entry Access List  
**ECG**—Exercise Control Group  
**EMSEC**—Electronic Emission Security  
**EXORD**—Execute Order  
**FAM**—Functional Area Manager  
**FAR**—Functional Area Representative  
**FEMA**—Federal Emergency Management Agency  
**FGC**—Force Generation Center  
**GFM**—Global Force Management

**HAF**—Headquarters Air Force  
**HHQ**—Higher Headquarters  
**HQ**—Headquarters  
**HQ AFRC**—Headquarters, Air Force Reserve Command  
**HURCON**—Hurricane Condition  
**I&W**—Indications and Warnings  
**IMA**—Individual Mobilization Augmentee  
**INWS**—Installation Notification and Warning System  
**IPR**—In-Progress Review  
**IRR**—Individual Ready Reserve  
**ITV**—In-transit Visibility  
**JLLIS**—Joint Lessons Learned Information System  
**LIMFAC**—Limiting Factors  
**LL**—Lessons Learned  
**MA**—Mobilization Assistant  
**MAJCOM**—Major Command  
**MOA**—Memorandum of Agreement  
**NAF**—Numbered Air Force  
**NGB**—National Guard Bureau  
**NIPRNET**—Non-secured Internet Protocol Router Network  
**NLE**—National Level Exercise  
**OCR**—Office of Collateral Responsibility  
**OFAMO**—Office of FAM Oversight  
**OPLAN**—Operation Plan  
**OPR**—Office of Primary Responsibility  
**OPSEC**—Operations Security  
**PED**—Personal Electronic Device  
**PIM**—Pre-trained Individual Manpower  
**PIRR**—Participating Individual Ready Reserve  
**PLANORD**—Planning Order  
**PSU**—Primary Subordinate Unit  
**RA**—Reserve Advisor

**RFF**—Request for Forces  
**RFI**—Request for Information  
**RIO**—(Headquarters) Reservist Readiness and Integration  
**SCD**—Senior CAT Director  
**SDO**—Senior Duty Officer  
**SDOB**—SecDef Order Book  
**SELRES**—Selected Reserve  
**SIPRNET**—Secure Internet Protocol Router Network  
**SITREP**—Situation Report  
**SOCOM**—Special Operations Command  
**TMT**—Task Management Tool  
**TPFDD**—Time-Phased Force and Deployment Data  
**TR**—Traditional Reservist  
**USG**—United States Government  
**USNORTHCOM**—United States Northern Command  
**UTC**—Unit Type Code  
**VTC**—Video Teleconference  
**WARNORD**—Warning Order  
**WX**—Weather

## Attachment 2

### CAT NOTIFICATION AND RECALL PROCEDURES

**A2.1. CAT Recalls.** CAT, CAT Staff, and additional support recalls are conducted at the discretion of AFRC/CC or CD, normally upon the recommendation of the FGC/CC. The officer directing CAT recall does so through the Battle Watch SDO, who initiates overall CAT recall procedures via the AFRC Command Center.

A2.1.1. All military personnel recalled to CAT duty will report in uniform, unless circumstances would delay in reporting for the initial CAT brief.

**A2.2. Principal CAT Staff (SCD, CXO, CAM, & CCS).** The Battle Watch SDO directly notifies the on-call CAT Staff with reporting instructions. CAT Staff members report to the designated meeting location and remain on duty until released by the SCD, or shift change.

A2.2.1. During normal duty hours, members will report immediately, or as stated upon notification.

A2.2.2. Outside of normal duty hours, members will report no later than 2 hours after notification.

A2.2.3. The CCS will have 2 hours to establish a VTC (DCS or telecon) if notified during normal duty hours, and 4 hours to establish a VTC if notified outside of normal duty hours.

A2.2.4. The CAT Staff will reach out to AFRC/A2 and AFRC/A3 personnel directly for intelligence updates and weather updates respectively as appropriate and provide a timeline for product submission.

A2.2.5. The CAT Staff will notify all CAT participants of the link-in procedures for the initial and subsequent VTC(s) (DCS or telecon) and also provide read-aheads, time permitting.

**A2.3. CAT Members (HQ AFRC Directors, Special Staff Chiefs, NAF/CCs, ARPC/CC).** The AFRC Command Center directly notifies all CAT Members of a CAT activation and reporting instructions via the mass notification system. If time and/or location is not understood in the mass message, contact the BW for guidance. The BW SDO or CFO will craft the activation message (See [Figure A2.1](#) below) and send to the Command Center for release.

A2.3.1. Unless otherwise stated in the mass message, members can expect to report within 2 hours after notification during normal duty hours, and 4 hours if outside normal duty hours.

A2.3.2. HQ AFRC Directors may provide other reporting instructions to their members (i.e. report to the CAT instead of duty section to provide immediate subject matter expertise), but will ensure FAM functional support is provided to the FGC and CAT per this AFRCI.

A2.3.3. When notified of a CAT recall, FAMs should immediately notify their individual chains of command to receive any additional functional guidance.

A2.3.4. Each Directorate may alter the length of shifts for their personnel in coordination with the SCD, provided the established shift is covered (e.g., two 6 hour shifts rather than one twelve hour shift). Functional coverage will continue for the duration of Crisis Response Operations, or until directed otherwise by the SCD.

A2.3.5. NAF/CCs will be directed of the manner to report, either secure video teleconference (SVTC), teleconference, in person or via NAF Liaison.

**A2.4. All CAT Support Organizations (HQ AFRC Directorates, Special Staff).** Recall procedures will be established as appropriate within all organizations supporting the CAT to ensure subject matter experts can be contacted if their expertise is required. Unless directed otherwise in the CAT activation message, CAT support members report to their pre-designated physical or virtual meeting location.

A2.4.1. During normal duty hours, members will report no later than 1 hour after notification.

A2.4.2. Outside of normal duty hours, members will report no later than 3 hours after notification.

A2.4.3. FAMs under each HQ AFRC Directorate should expect a pre-CAT brief one hour prior to the initial CAT brief, if time permits the CAT Staff to assemble and develop a read-ahead. Notification of this pre-brief will be sent to the appropriate FAM organizational email address.

**A2.5. HQ AFRC Command Center.** The Command Center is responsible for conducting the CAT recall via the mass notification system. Follow-up phone calls will be made directly to the NAF and ARPC Commanders, HQ AFRC DS, and RE. **NOTE: BW will contact these members for subsequent CAT notices.**

A2.5.1. Command Center will work with the BW CFO to maintain appropriate, current, and standardized contact rosters to ensure all key personnel across the command can be contacted at the onset of a crisis. **Note:** Since mass is the primary means of notifying a majority of the personnel associated with CAT operations, it is imperative that all AFRC personnel trained in CAT operations update their personal contact information as changes occur. Contact the Command Center for guidance.

**A2.6. CAT Activation Message.** The following CAT activation verbiage template is provided for use by the AFRC Command Center for notification purposes.

**Figure A2.1. CAT Activation Verbiage.**

<p>THIS IS THE AFRC COMMAND CENTER.</p> <p>YOU ARE NOTIFIED THAT _____ HAS DIRECTED A CRISIS ACTION TEAM ACTIVATION.</p> <p>THE CAT WILL CONVENE AT _____ (EST (or EDT)/ ZULU) TIME, IN THE (PRIMARY / ALTERNATE) CAT FACILITY.</p> <p>ONLY PRIMARY CAT MEMBERS OR THEIR ALTERNATES WILL ATTEND THIS INITIAL CAT BRIEF.</p> <p>EXTERNAL AGENCIES WILL RECEIVE ADDITIONAL INSTRUCTIONS FOR VTC CONNECTION DIRECTLY FROM THE CAT STAFF.</p>
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**A2.7. Table A2.1** below contains a recommended summary of actions (and timing) required to convene the AFRC CAT and conduct the initial CAT situation brief:

Table A2.1. CAT Activation and Timing.

Initiating Official	Notification / Action	Line of Communication	Result / Timing	
			During normal duty Hours	Outside normal hours
BW SDO	Receives indication of an actual or potential crisis	Email, News agency, Phone call, other media	BW SDO assembles the CAWG or calls FGC/CC to recommend CAT activation	BW SDO assembles the CAWG or calls FGC/CC to recommend CAT activation
FGC/CC	Provides details of crisis to AFRC/CC or CD; recommends CAT activation	Email, News agency, Phone call, other media	BW SDO assembles the CAWG or calls FGC/CC to recommend CAT activation	BW SDO assembles the CAWG or calls FGC/CC to recommend CAT activation
AFRC/CC, CD	Provides decision to activate the CAT; notifies BW SDO (via FGC/CC)	Phone call	FGC/CC contacts AFRC/CC immediately	FGC/CC contacts AFRC/CC immediately
BW SDO	Notifies AFRC Command Center of CAT activation	Phone call	BW SDO directly initiates CAT Staff recall & drafts CAT activation message	BW SDO directly initiates CAT Staff recall & drafts CAT activation message
AFRC Command Center	Releases CAT activation notice	Specifically tailored email	AFRC Command Center copies email into mass notification system and reviews for clarity/accuracy	AFRC Command Center copies email into mass notification system and reviews for clarity/accuracy
CAT Staff (minus CCS)	Receives CAT activation notice	Mass notification system messaging system	All CAT Members receive CAT notice and report to CAT per Mass notification	All CAT Members receive CAT notice and report to CAT per Mass notification system

			system instructions; normally within 2 hrs	instructions; normally within 4 hrs
CCS	Receives CAT activation notice	Phone call	Report to the BW immediately and begin drafting initial CAT brief	Report to the BW within 2 hrs and begin drafting initial CAT brief
CAT Members, FAMs, Intel, WX experts	Receives CAT activation notice	Phone call	Establish DCS / VTC / Telecon support no earlier than 3 hrs or as directed	Establish DCS / VTC / Telecon support no earlier than 5 hrs or as directed

### Attachment 3

#### INITIAL CAT SITUATION BRIEF: MINIMUM CONTENT AND FORMAT

**A3.1.** The initial CAT situation brief may vary in overall content depending upon the nature of the emergency and amount of information available. The initial brief follows the DoD five-step field order concept (Situation, Mission, Execution, Admin/Logistics, C3), and as a minimum, will address the subjects listed in **Table A3.1** below. Identify any items that remain unknown at the time of the brief.

**A3.2.** Conducting a VTC for the initial brief may not be feasible due to time constraints and coordination difficulties. CAT Members, Directors, Staff, and briefers will, at a minimum, conduct the initial CAT situation brief via audio teleconference. Time permitting, the Principal SCD will ensure “read-ahead” briefing slides are emailed to all members at least 30 minutes prior to the brief. Follow-on briefs should be held via VTC if feasible.

**A3.3.** All CAT Staff assigned to support CAT operations are required to be familiar with the required briefing content contained below.

**A3.4.** When the CAT is activated, FAMs will report to their duty location, and immediately gather and provide any assigned / required information to the CXO or CAM.

A3.4.1. Provide the required information within the following timelines:

A3.4.1.1. Within 1 hour of notification during normal duty hours.

A3.4.1.2. Within 3 hours of notification outside of normal duty hours.

A3.4.2. If required information is not available, indicate the reason why and a best estimate for when the information will be obtained.

**Table A3.1. Initial CAT Situation Brief Minimum Briefing Items.**

Subject	Information provided by	
	OPR	OCR(s)
<b>1. Description of the crisis situation</b> Concise statement explaining why the CAT convened	<b>BW SDO</b>	A1, A2, A3, A4, A5A8
Subject	Information provided by	
	OPR	OCR(s)
<b>2. Status of AFRC Forces / Installations / Capabilities that are/may be affected by the crisis</b> Provide numbers and status of the following:		
<b>AFRC personnel (including civilians)</b>	A1	ARPC, RIO
<b>Facilities in affected area(s)</b>	A4	A3

	<b>Communications equipment</b>	A6	A3
<b>Subject</b>		Information provided by	
		OPR	OCR(s)
<b>3. Mission Assignments received from HHQ, RE, and AF Force Providers (RFF)</b> Provide source of request & AFRC solution details		BW SDO	All FAMs, ARPC, RIO
<b>Subject</b>		Information provided by	
		OPR	OCR(s)
<b>4. Implied / Pending Taskers for HQ AFRC (RFI)</b> Provide source of request & AFRC OPR & suspense		FGC/FGO	All FAMs, other CAT Members
<b>Subject</b>		Information provided by	
		OPR	OCR(s)
<b>5. Assumptions</b> Develop from past experience or Lessons Learned		FGC/FGO	CAT Members
<b>Subject</b>		Information provided by	
		OPR	OCR(s)
<b>6. Commander's Intent / Direction</b> Obtain in person or via phone call prior to brief		FGC/CC or SCD	CXO

**Table A3.2. Initial CAT Situation Brief Additional Briefing Items (time permitting).**

<b>Subject</b>		Information provided by	
		OPR	OCR(s)
<b>1. Environment</b> Scope is based on each situation			
	<b>Weather</b> (obtain local & affected area Wx for hurricanes)	A2	Host base Wx
	<b>Civil Concerns</b> (include any MOAs and/or support agreements for mutual aid)	A3	A2, A5
<b>2. Non-AFRC Forces and Installations</b>		BW SDO	A2

<b>affected</b> Provide known details			
<b>Subject</b>		Information provided by	
		OPR	OCR(s)
<b>3. Breakdown of AFRC Forces available for immediate response:</b>			
	Aviation Personnel	FGC	A2, FGO, ARPC, RIO
	Combat Support	FGC	FGF, A1, A2, A4, A5, A6, ARPC, RIO
	Health Service Support	FGC	SG
	Total number of AFRC personnel available	FGC	ARPC, RIO, FGC/FGS
	Materiel and Equipment	A4	A3
<b>Subject</b>		Information provided by	
		OPR	OCR(s)
<b>4. Status of recalls and/or accountability drills</b> AFPASS events		Command Center A1	ARPC, RIO,  AFRC Cmd Ctr
<b>5. Emergency and Special Program (ESP) Code Brief</b>		FM	

Figure A3.1. Example Format of Initial Situation Brief (Six-Pac Format).



**U.S. AIR FORCE**

**“Crisis Name” Initial SITBRIEF**  
as of DD MMM YYYY; XXXXz

<p><b>Situation:</b></p> <ul style="list-style-type: none"> <li>• Hurricane / OPORO / HAF Tasking</li> </ul>	<p><b>Status of Forces / Installations / Capabilities:</b></p> <ul style="list-style-type: none"> <li>• Unit Z fully operational and ready to ...</li> </ul>
<p><b>Mission Assignments Received:</b></p> <ul style="list-style-type: none"> <li>• Unit X tasked to ...</li> </ul>	<p><b>Implied / Pending Tasks:</b></p> <ul style="list-style-type: none"> <li>• AFRC A1 will ...</li> <li>• FGC will ...</li> <li>• 10AF will ...</li> </ul>
<p><b>Assumptions:</b></p> <ul style="list-style-type: none"> <li>• Unit Y expected to ...</li> </ul>	<p><b>Commander's Intent / Direction:</b></p> <ul style="list-style-type: none"> <li>• Stand up full CAT and run 24/7 ops</li> <li>• Monitor and report progress of ...</li> </ul>

BLUE = Update from previous report

***Fly, Fight and Win...***

## Attachment 4

## NOTIONAL CAT BATTLE RHYTHM

**A4.1.** The sample Battle Rhythm below is presented as an example only. Battle Rhythms will be mission-specific and conform to the current situation and needs of both on-scene and HHQ Commanders. Consider external and HHQ requirements prior to publishing a Battle Rhythm for use by the AFRC CAT, Staff, and subordinate units.

**Table A4.1. Notional CAT Battle Rhythm.**

<b>TIME (EDT/Z)*</b>	<b>EVENT</b>	<b>OPR</b>	<b>OCR</b>
0300 / 0700	Morning Situation Brief inputs due to CAT Staff (Email Org box)	ALL CAT	Others tasked
0330 / 0730	Morning Situation Brief compiled	CAT Staff	N/A
0400 / 0800	Shift change-over begins	ALL CAT	N/A
0415 / 0815	Morning Situation Brief reviewed and details clarified	SCD	CXO
0430 / 0830	Shift change-over complete	ALL CAT	N/A
0500 / 0900	Release Situation Briefing Slides “Read-aheads” via email to CAT Members	CXO	N/A
0600 / 1000	Morning Situation Brief presented to CAT	SCD	N/A
0700 / 1100	CAT Taskers reviewed, assigned, and released to CAT Members	SCD	CXO
0800 / 1200	AFRC CAT SITREP released to AF WATCH	CXO	CAM
1500 / 1900	Evening Situation Brief inputs due to CAT Staff (Email Org box)	ALL CAT	Others tasked
1530 / 1930	Morning Situation Brief compiled	CAT Staff	N/A
1600 / 2000	Shift change-over begins	ALL CAT	N/A
1615 / 2015	Evening Situation Brief reviewed and details clarified	SCD	CXO
1630 / 2030	Shift change-over complete	ALL CAT	N/A
1700 / 2100	Release Situation Briefing Slides “Read-aheads” via email to CAT Members	CXO	N/A
1800 / 2200	Evening Situation Brief presented to CAT	SCD	N/A

1900 / 2300	CAT Taskers reviewed, assigned, and released to CAT Members	SCD	CXO
2000 / 0000	Open Event Log for new Zulu day	CAM	CXO
<b>* ADD an hour to the Zulu Conversion time during Standard Time</b>			

Attachment 5

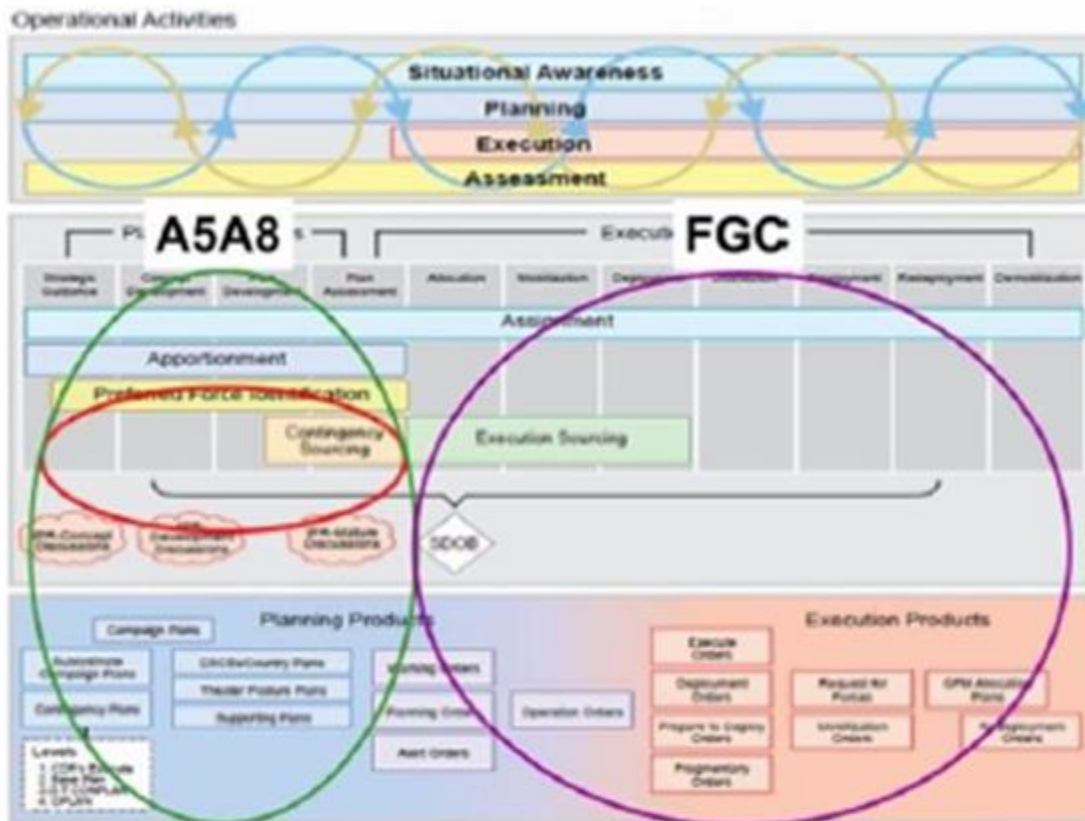
CRISIS SOURCING PROCESS AND TRAINING RESPONSIBILITIES

A5.1. Crisis Sourcing.

A5.1.1. AFRC will initiate the sourcing process IAW paragraph 5.3 Crisis Response Operations.

A5.1.2. All those involved in the crisis response process are to have a basic understanding of the TPFDD process and how the TPFDD process affects and applies to the AFRC sourcing process. See Figure A5.1 Joint Planning.

Figure A5.1. Joint Planning.



Note:  
 1. Green Circle: Deliberate Planning  
 2. Purple Circle: Crisis and Execution Planning  
 3. Red Circle: Deliberate Process in identifying units to validate OPLANs

Legend:  
 CDR—Commander  
 CONPLAN—Concept Plan  
 CSCS—Country-specific security cooperation section  
 GFM—Global Force Management  
 IPR—In-Progress Review  
 OPLAN—Operation Plan  
 SDOB—SecDef Order Book

Figure A5.2. TPFDD Contingency Sourcing Process (Deliberate).

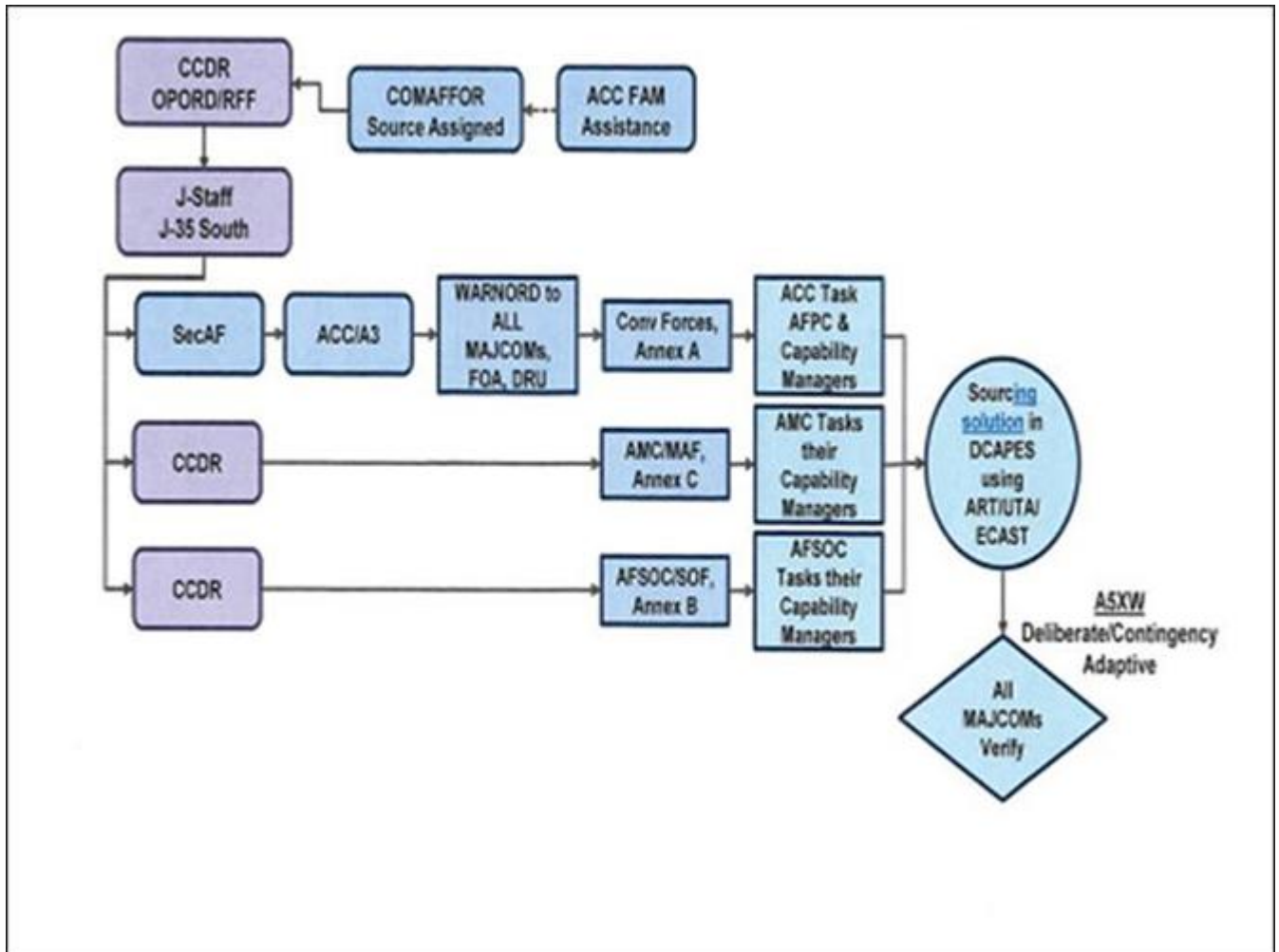


Figure A5.3. AFRC Sourcing Process.

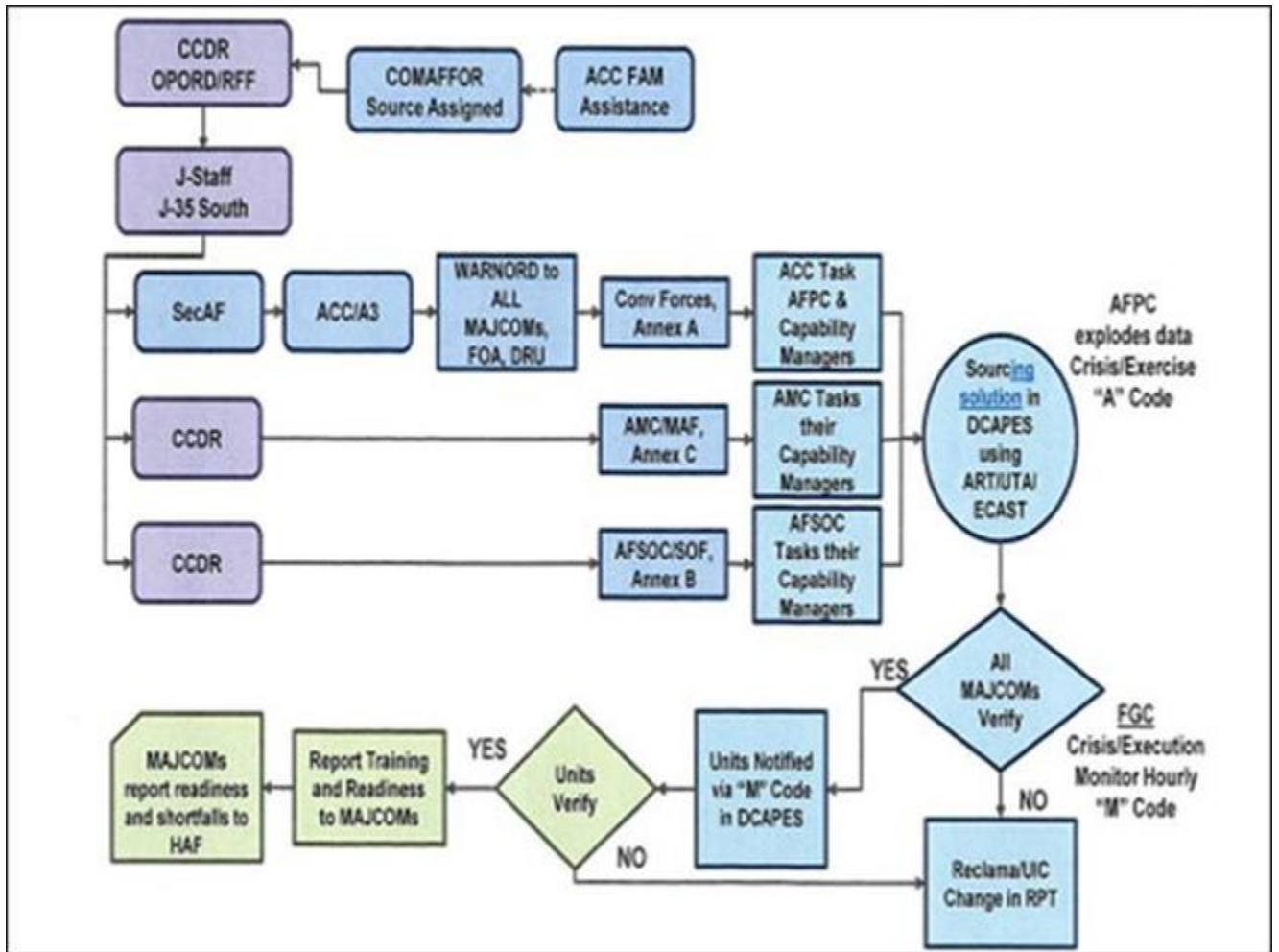
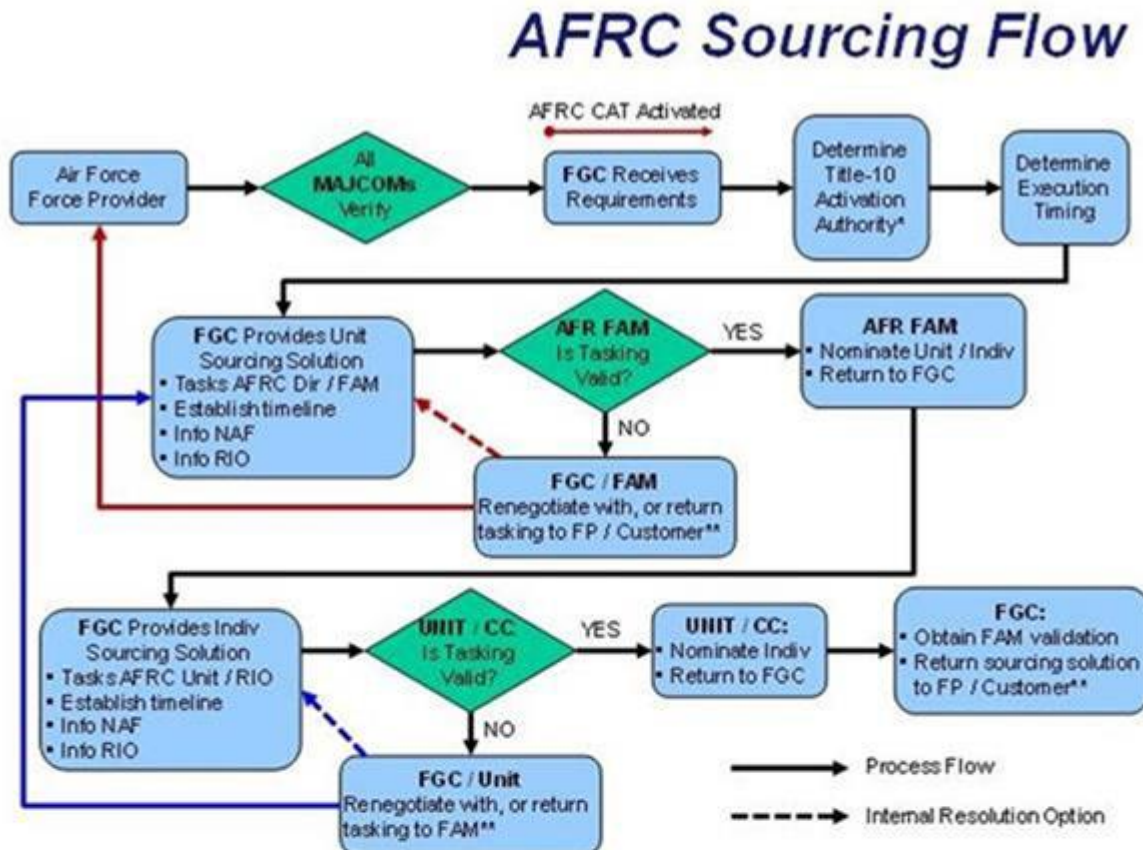


Figure A5.4. AFRC Crisis Execution Process.



\* Requirements filled via mobilization authorities have special timelines IAW Public Law, SECDEF Policy, and AFI 10-402.

\*\* Non-volunteer requirements will be returned via DCAPEs and / or reclaims processes IAW AFI 10-401.

#### Note:

1. The type of United States Code (U.S.C.) Title-10 activation authority will have an impact on sourcing timelines as well as the amount/type of personnel available for tasking. Refer to AFI 10-402, *Mobilization Planning*. Planners should consider the following types of Authorities:
  - A. Voluntary activation. 10 U.S.C. § 12301(d)
  - B. Involuntary activation. 10 U.S.C. §§ 12301(a), § 12302, 12304, 12304a, & 12304b.
2. For involuntary activations, additional approval steps are required for tasked individuals.
3. Involuntary (mobilization) activation authority may or may not be granted in advance of the emergency execution of an OPLAN.
4. AFRCI 10-202 para 5.3: The FGC is the single agency responsible for generating AFR forces and its span of control extends from IRs to entire units.
5. AFRCI 10-202, para 2.5: The FGC coordinates all sourcing and execution of AFRC assets and personnel through direct contact with FAMs and unit Installation Deployment Readiness Cells. Additionally, the FGC coordinates with subject matter experts from each HQ AFRC directorate and ARPC. Once a sourcing solution is determined, the sourced individuals/units are notified of their selection and begin preparations to execute. Please also refer to AFRCI 10-202, Figure 2.3.

**Figure A5.5. AFRC Crisis Execution Process Continued.**

6. AFRCI 10-202 para 5.3.1.1: The FGC provides C2 of units and individuals throughout the Force Generation Process.
7. AFRCI 10-208 para 3.3.1: Processes related to AFR force generation, deployment, and mission execution remain within the purview of the FGC, ensuring a seamless transition between Daily, Emerging Crisis, Crisis Response and Sustained operations.
8. Crisis Action: The FGC retains responsibility for all actions and reports related to-
  - A. (AFRCI 10-208, para 3.3.2.1) Coordination with AF Force Providers (MAJCOMS: AMC, ACC, AFSOC), AFPC/DPAW, and higher headquarters for the purposes of force generation and access to the reserve component.
  - B. (AFRCI 10-208, para 3.3.2.1 – 3.3.2.4) Reclamas for SELRES personnel, Initiating and reviewing sourcing solutions, Tasking AFR personnel, equipment, and aircraft, and M4S orders request validation and verification.
9. Refer to AFRCI 10-208 Figure 5.1. and Figure 5.2. for further C2 information.

**A5.2. Training.**

A5.2.1. FGC/CC has overall responsibility to train all FAMs, FARs, BW, Command Center, and other CAT participants in CAT processes.

A5.2.2. FGC/FGF will coordinate with the Office of FAM Oversight (OFAMO) to provide FAMs with training on the "execution sourcing" process, during initial and/or quarterly FAM training meetings.

A5.2.3. OFAMO will accomplish FAM training IAW AFI 10-401, paragraph 12.6.

## Attachment 6

### CRISIS RESPONSE EXERCISES

**A6.1.** AFRC/A3OR originates a proposed exercise schedule during the first quarter of each fiscal year. It will consider the annually published AFRC/CD's strategic guidance document that establishes the AFRC exercise participation strategy, and it includes key engagements and prioritized guidance for exercise participation. The schedule will be coordinated via TMT through the expected participating organizations through the AFRC/DS for AFRC/CD approval. It will include a basic description (e.g., "HurriVac event"), relative dates, and proposed exercise control group (ECG) lead directorate.

A6.1.1. The ECG is an action officer level organization lead by a designated ECG Chief. ECG members should be O5, E8, GS13 or below and will consist of directorate and FGC representatives, designated by their director/commander, who will provide exercise planning and execution, as needed, for HQ AFRC internal exercises. ECG representatives are expected to serve long term, to take advantage of their continuity for exercise expertise. Representatives will be requested by AFRC/A3 from the following organizations, with others included if/when needed for specific exercise requirements.

A6.1.1.1. AFRC/A1

A6.1.1.2. AFRC/A2

A6.1.1.3. AFRC/A3 (as required, min 2)

A6.1.1.4. AFRC/A4 (as required, min 1)

A6.1.1.5. AFRC/A5A8

A6.1.1.6. AFRC/A6

A6.1.1.7. AFRC/A9

A6.1.1.8. AFRC/FM

A6.1.1.9. AFRC/SG

A6.1.1.10. FGC (as required, min 2)

A6.1.1.11. NAF (as required)

**A6.2.** As part of the coordination, the lead directorate will provide the name of the ECG Chief. The ECG Chief should be a division chief/O-6. Upon CD approval of the schedule, the designated ECG chief will schedule the ECG meetings to plan the exercise. The first ECG meeting should occur approximately 3 months, but not less than 2 months, prior to exercise execution. The frequency of meetings will be determined by the ECG chief. The ECG chief or lead directorate representative will lead all ECG meetings for that exercise. ECG team members, comprised of directorate and FGC representatives, will aid the planning and execution effort. Planning events/products will include, in relative order of sequence:

A6.2.1. FGX and/or CFO (and ECG chief/representative if available) attend national level exercise (NLE) conferences to obtain scenario, input deadlines and other information for the AFRC ECG planning efforts.

A6.2.2. ECG develop exercise concept to guide and focus the planning effort. It identifies the exercise type (e.g. command post exercise, field training exercise, etc.), major participating organizations, the level of exercise play (inclusive hours), the broad scenario profile and the plans, procedures, and activities that are the primary exercise focus.

A6.2.3. ECG develop the exercise objectives, the precise, action-oriented statements that identify the goals for the exercise. Objectives should be developed around tasks from applicable mission essential task lists (METL). When participating in linked exercises (e.g. AFRC COOP in conjunction with a NLE), AFRC objectives should be compatible with those of the overall USAF objectives. The AFRC-sponsored exercise will be named "Patriot XXXXX".

A6.2.4. ECG develop exercise master scenario event listings (MSEL), a chronological database of planned events and expected player actions that exercise controllers use to manage and guide the exercise to achieve exercise objectives.

A6.2.5. ECG will be responsible for setting the exercise ROEs, rules that govern what limits will be set on the executing organizations (e.g. all correspondence to outside agencies must go through the White Cell, simulate COOP movement, limit civilian comp time for exercise, etc).

A6.2.6. ECG may pick trusted agents at NAFs/FOLs or other organizations, subject matter experts who are given advance knowledge of exercise scenario details for the purpose of assisting with exercise development and planning. Organizations should limit the number of trusted agents to maintain the integrity of exercise information.

A6.2.7. ECG populate the White Cell (normally 1-2 personnel), which will replicate the actions or inputs of non-participating organizations that are needed to keep exercise activities on track.

A6.2.8. ECG members, with possible supplemental A9/IG members, populate the exercise evaluation team (EET), who ensure exercise objectives are met, provide on-the-spot instruction and capture lessons learned and/or best practices for the after-action report (AAR) and inclusion in the Joint Lessons Learned Information System (JLLIS) for their organization. They can also recommend and coordinate event changes, when required, during exercise execution. AARs and LLs will conform to AFI 10-1302 and AFRC Supplement.

A6.2.9. AFRC/A9 will provide facilitation of the LL process for each exercise. Actions will be monitored through the Lessons Working Group (LLWG).

**A6.3.** AFRC/A3OR will be responsible for the archiving of internal exercise documentation and providing formats for future exercises.

**A6.4.** All exercise documentation will be maintained on the unclassified or classified AFRC CAT SharePoint site as appropriate.