



22 JUNE 2026

Operations

CRISIS COMMAND AND CONTROL

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available for downloading or ordering on the e-Publishing website at www.e-Publishing.af.mil

RELEASABILITY: There are no releasability restrictions on this publication

OPR: AFRL/DS

Certified by: AFRL/CD
(Colonel Karl Seekamp)

Supersedes: AFRLI10-800, 20 July 2023

Pages: 12

This instruction implements Air Force Materiel Command Instruction (AFMCI) 10-800, *Crisis Command and Control*. This Air Force Research Laboratory (AFRL) Instruction (AFRLI) defines the AFRL crisis command and control (C2) structure and responsibilities; outlines standard AFRL crisis C2 operating procedures; details the crisis operations lines of communication and details the tasking authorities during AFRL crisis or contingency response operations. Lastly, this AFRLI details AFRL Headquarters (HQ) crisis action operations. It applies to all AFRL personnel. Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule (RDS), which is located in the Air Force Records Information Management System. This publication may be supplemented at the directorate level, but all supplements must be routed to the Office of Primary Responsibility (OPR) of this publication for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the OPR using the Department of the Air Force (DAF) Form 847, *Recommendation for Change of Publication*; route DAF Form 847 from the field through the appropriate functional chain of command. Submit requests for waivers through the chain of command to the publication OPR in accordance with (IAW) AFRL Delegation of Waiver Approval Authority of Tier Compliance Items Memorandum.

SUMMARY OF CHANGES

This document has been revised and should be completely reviewed.

1. Introduction.

1.1. General Information.

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

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

1.1.3. When activated, the AFRL CAT acts as the executive agent and primary command and staff element of the AFRL Commander (AFRL/CC). Instructions issued by the AFRL CAT, through the AFRL CAT Director, are directive in nature to the AFRL staff and all AFRL assigned and attached forces.

1.1.4. AFRL CAT utilizes multiple Nonsecure Internet Protocol Router Network (NIPRNET) and Secure Internet Protocol Router Network (SIPRNET) tools and sites. The SharePoint page at the link below serves as the primary communication hub and repository of information. Access requests can be coordinated with the AFRL Operations Cell and CAT Director at AFRL.C2workflow@us.af.mil: <https://usaf.dps.mil/sites/10655/CAT/SitePages/AFRL-CAT.aspx>.

2. Concept, Policy, Personnel, And Security.

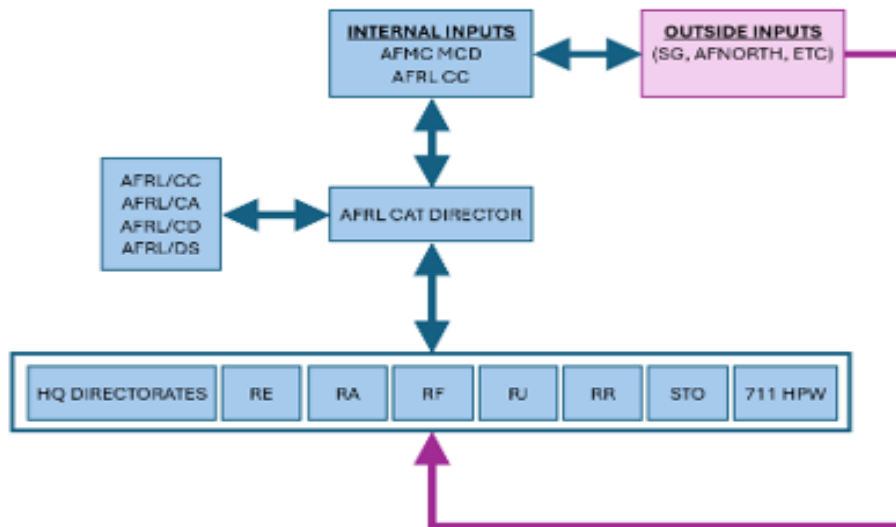
2.1. **Concept.** The AFRL CAT provides AFRL the means to respond quickly and effectively to a variety of crisis, contingency and wartime operations. After activation, the AFRL CAT assumes staff and oversight responsibilities until conditions permit a return to normal operations.

2.2. **Policy.** The CAT's authority and responsibilities are normally restricted to the specific situation for which it is activated.

2.2.1. The AFRL CAT manages resources to satisfy tasking requirements and collects reporting data tasked by HQ AFMC and/or outside agencies. Circumstances influencing the use of the AFRL CAT include contingency operations, exercises, disaster and response situations, and other actions in support of higher headquarter taskings.

2.2.2. Taskings originating from agencies outside of AFRL will be coordinated through the AFRL CAT Director. All responses will be vetted by AFRL Leadership (AFRL/CC, AFRL/CD, AFRL/CA, or delegated authority) before routing to AFMC and other outside agencies. See **Figure 1**. AFRL CAT Information Flow.

Figure 1. AFRL CAT Information Flow.



2.3. **Personnel.** The AFRL CAT consists of the AFRL CAT Commander, CAT Senior Director, CAT Director, Operations Officer, and the Functional Area Representatives. When the CAT is inactive, CAT administrative processes will be maintained by the AFRL Operations Cell Director.

2.3.1. **CAT Commander (CAT/CC).** The AFRL Deputy Commander is designated AFRL CAT/CC, the AFRL senior official designated to oversee the AFRL CAT as well as AFRL crisis/contingency C2 response.

2.3.2. **CAT Senior Director.** The AFRL Director of Staff (AFRL/DS) is the OPR for AFRL crisis/contingency C2 policy and is designated primary Senior CAT Director.

2.3.3. **CAT Director.** The CAT Director maintains functional oversight of the AFRL CAT, reporting directly to the CAT Senior Director and CAT/CC. The CAT Director is responsible for the day-to-day operations of the CAT once assembled, directing and overseeing tasks to ensure accomplishment, communication, and compliance with policy.

2.3.4. **Operations Cell (Ops Cell) Director.** The Ops Cell Director will maintain continuity for AFRL CAT processes, training, personnel rosters, and records. Upon CAT activation, the Ops Cell Director assumes the role of CAT Director until CAT deactivation or changeover with another acting CAT Director or Senior Director. The Ops Cell Director is responsible for maintaining the AFRL CAT in Level 3 – Steady State Operations.

2.3.5. **Operations Officer (OPSO).** The OPSO assists the CAT Director and Senior CAT Director in administrative tasks such as communication and record keeping.

2.3.6. **Functional Area Representatives (FAR).** Each HQ Directorate and Mission Organizations (MO) (RE, RA, RJ, RF, RR, STO, 711 HPW) will appoint a FAR (previously CAT POC) to act as the representative of the organization.

2.3.6.1. Each organization will support the AFRL CAT by appointing, at minimum, a primary and alternate FAR in writing and providing a copy of the appointment memo to AFRL C2 Workflow (AFRL.C2workflow@us.af.mil).

2.3.6.2. Organizations will support 24/7 CAT support or on-call support for extended AFRL CAT operations when necessary. HQ Directorate and MO Directors/Deputy Directors may appoint additional alternate FARs at their discretion. If required during CAT operations, FARs could be tasked to coordinate additional subject matter experts from within their organization.

2.3.6.3. If the organization has multiple operating locations, the Director/Deputy Director will consider appointing a minimum of one additional FAR alternate per operating location.

2.3.6.4. The primary FAR for each HQ Directorate or MO will ensure all FARs are fully trained and current in their unit-specific procedures.

2.3.6.5. Primary FARs will maintain individual continuity binders for use by their respective representatives. Each primary FAR will review and update their respective continuity binder every quarter. Continuity binders will be kept in the organization work area. Primary FARs are responsible for maintaining and properly storing any classified information under their control.

2.3.6.6. AFRL Ops Cell and CAT Director will maintain AFRL HQ guidance, policies, and procedures and will assist HQ Directorate and MO FARs as needed in maintaining unit CAT programs by assisting in best practices and integrating plans and procedures.

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

2.4.1. The AFRL/CC, AFRL/CD, AFRL/CA, or AFRL/DS can direct AFRL CAT assembly or activation, including HQ Directorate and MO FARs as required. Authority to assemble or activate the CAT can be delegated in writing by any of the above authorities.

2.4.2. The AFRL Ops Cell Director has authority to activate or assemble the AFRL CAT on behalf of AFRL/CD. Activation will be in response to AFMC CAT activation, subordinate CAT activation, emergency, or other crisis scenario requiring rapid command and control. AFRL Ops Cell Director will, as soon as practical, notify AFRL/CD or other activation authority outlined in [paragraph 2.4.1](#), provide a situation update, and receive commander's intent on whether to continue CAT operations.

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

2.4.3.1. Level 3, Steady-State/Routine Operations (no contingency or crisis). Operating hours will be directed by the AFRL Ops Cell Director or higher. During duty hours the CAT will be maintained by the CAT/Ops Cell Director, OPSO, and other personnel as required. The CAT Director and OPSO will be responsible for the opening/closing checklists and monitoring the organizational email box for routine correspondence.

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

2.4.3.3. Level 1, Maximum Surge Operations. CAT will be fully manned with CAT Leadership and FARs. Staff may be required to be in-place on the CAT Operations Floor for 24/7 operations. AFRL Senior CAT Director will prepare a “battle rhythm” for up to two weeks of 24/7 operations. CAT leadership team shifts with an accompanying roster are developed and maintained for two weeks of CAT operations. Daily SITREPs or IOI may be required. The AFRL/CC/CD/CA, AFRL/DS or designee may receive regular briefings. **Note:** Not all AFRL organizations have sufficient manning to sustain continuous CAT presence. Although FARs work for the CAT Director during operations, respective Directors will coordinate directly with the CAT Director to determine appropriate manning levels, responsibilities, support, and recall procedures.

2.5. Security.

2.5.1. All AFRL CAT members must:

2.5.1.1. Possess a minimum SECRET clearance and maintain a SIPRNET email account.

2.5.1.2. Read and adhere to the Standard Operation Procedures (SOP) for AFRL HQ CAT Operations Floor, Building 15 Room 063 (if in-person).

2.5.2. Individuals who do not meet the requirements in [paragraph 2.5.1](#) must work with their respective security points of contact (POC) to obtain proper documentation to participate in AFRL CAT activities.

2.5.3. Security considerations for voice communication procedures included in this AFRLI are intended to reduce the visibility of changes (actual or exercise) to the surrounding community. The procedures are also intended to deny access to classified and controlled unclassified information to unauthorized personnel. The CAT Operations Floor functions as a staff office and, as such, is responsible for control of classified materials. All CAT members are individually and collectively responsible for the security of classified material used in the CAT Operations Floor.

2.5.4. Operation Security (OPSEC) and Computer Security (COMSEC). The CAT is also a focal point of operations and communications security. CAT members must restrict their voice communications on non-secure circuits to mission essential unclassified information. Do not attempt to talk around classified information. CAT members should avoid discussing topics contained on AFRL’s Critical Information and Indicators List (CIIL) over unsecure phones and computers. Use Voice Over Secure Internet Protocol (VoSIP) phones whenever possible. Observe the highest degree of OPSEC and COMSEC awareness and discipline during classified activities, briefings, and discussions. Text messages or other forms of non-official communication are not authorized to discuss Controlled Unclassified Information (CUI), Classified Information, or information on the CIIL.

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

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

2.5.7. Always check the physical security of the CAT room prior to conducting subsequent classified briefings.

3. AFRL CAT Operating Procedures.

3.1. CAT-Standby Procedures.

3.1.1. Each HQ Directorate and MO will maintain at least one FAR on standby at all times.

3.1.2. FARs will monitor the unit CAT organization mailbox during business hours when on standby.

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

3.2.1. Duty Hours: AFRL/CD will, as AFRL CAT/CC, notify AFRL/DS to assume the role of Senior CAT Director. The Senior CAT Director, in cooperation with the CAT/CC will determine if the crisis requires FAR involvement. FARs will be notified via email or telephone to report to Building 15, Room 063, or report virtually via NIPRNET or SIPRNET Teams, video teleconference (VTC), or Secure VTC (SVTC).

3.2.2. After Duty Hours: AFRL/DS standby personnel will receive notification from AFMC or AFRL/CD of a CAT activation via telephone. Depending on the crisis, AFRL/DS standby personnel will attend the meeting with either AFMC or AFRL/CD. The expected response time should be within one hour upon notification.

3.2.3. If the crisis, contingency or wartime operations require the activation of HQ Directorate and MO FARs, AFRL/CD will ask the Senior CAT Director to initiate contact via telephone recall. The AFRL CAT Director will initiate an AFRL recall by contacting the unit FARs via current recall rosters and procedures.

3.2.4. CAT representatives will assemble, if necessary, in the AFRL CAT at the appointed time. Activation is normally accomplished within one hour of recall notification. In the interest of promptness, military dress and appearance standards are waived for initial assembly or activation.

3.2.5. Upon CAT activation, the Senior CAT Director becomes the executive agent for the AFRL/CD and is granted the authority necessary to fulfill obligations for which the CAT was convened. Each FAR assumes authority to act on behalf of the Directorate or MO which the member represents.

3.2.6. The Senior CAT Director or CAT Director presents the initial CAT briefing for the situation at hand as soon as possible after CAT activation. CAT leadership and at least one FAR from each HQ Directorate will attend the initial briefing. The briefing will not be delayed to accommodate members arriving late.

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

3.2.8. When the AFRL CAT is activated, all members are committed for an 8-hour duty period unless released early by the CAT Senior Director or CAT Director. When 24-hour continuous CAT operation is anticipated, the Senior CAT Director will designate shifts and briefing schedules. Each primary FAR will ensure coverage of 24/7 ops as required. Changeover will be at a specified time and will allow a 30-minute overlap for changeover briefing and other continuity activities. If the CAT is to remain active for more than 8 hours, each primary FAR will develop a continuous roster of personnel to support their position.

3.2.9. No-Shows to AFRL CAT assemblies will be reported to HQ Directorate or MO leadership for disciplinary action at the discretion of the unit Director/Deputy Director.

3.3. CAT Staff Augmentation

3.3.1. AFRL/CD and AFRL/DS may appoint additional personnel as acting CAT Directors and Operations Officers to enable prolonged and/or after-hours CAT operations.

3.3.2. Acting CAT Directors will be a minimum grade of O-3 or DO-II.

3.3.3. Acting Operations Officers will be a minimum grade of E-5 or DO-I.

3.3.4. AFRL Ops Cell and CAT Director will develop and maintain training plans and records for appointed CAT Staff augmentees.

3.4. **Primary Operating Location.** The AFRL CAT will be convened in AFRL HQ, Building 15, Room 063 (Operations Cell & CAT Operations Floor). OPR for access is AFRL/DS Ops Cell Director (AFRL.C2workflow@us.af.mil or 937-565-0277).

3.5. **Alternate Operating Location.** The Senior CAT Director may direct the standup of the CAT be accomplished virtually. If the Primary Operating Location needs to be evacuated, the CAT will reconvene at the HQ Continuity of Operations (COOP) location. The CAT Director will direct which CAT members will relocate to the COOP location and which will participate virtually.

3.5.1. Notification Procedures during or after duty hours:

3.5.1.1. AFRL CAT, when activated and during duty hours, will announce evacuation to the AFRL HQ COOP relocation site.

3.5.1.2. AFRL CAT, when not activated and during duty hours, will utilize email messages and phone calls to notify CAT members of the activation and relocation.

3.5.1.3. AFRL CAT, when not activated and after duty hours, will initiate a recall in accordance with normal AFRL recall procedures.

3.5.2. Immediate post-relocation tasks:

3.5.2.1. Establish contact with HQ AFMC CAT to provide new location info and contact information.

3.5.2.2. Notify HQ Directorate and MO Directors/Deputy Directors and FAR of new location and contact information.

3.6. Initial Briefing and Actions.

3.6.1. The CAT Director and relevant FARs will brief pertinent information to the assembled AFRL CAT during initial situation briefing. The briefing format will depend on the situation and may include the following topics:

- 3.6.1.1. Initial situation.
- 3.6.1.2. Security/Safety considerations.
- 3.6.1.3. Operations.
- 3.6.1.4. Intelligence.
- 3.6.1.5. Weather (if applicable).
- 3.6.1.6. Decision points for the CAT/CC.
- 3.6.1.7. Time/Location for follow-on briefing, if required.

3.7. **Follow-on Briefing and Actions.** If a follow-on briefing is required, all recalled CAT members will attend physically or virtually. The briefing will be accomplished utilizing the lowest classification system feasible given the situation. The CAT Director determines the time interval between initial and follow-on briefings. The Senior CAT Director and the CAT/CC may direct additional briefings or actions. Briefings should follow the same basic format as the staff or changeover briefings described in [paragraph 3.8](#) but are tailored as necessary to fulfill specific requirements.

3.8. **Daily Summary and Changeover Briefings.** When AFRL/CC and other staff must be fully aware of events and actions taking place during an emergency or contingency, the CAT Director should prepare a daily summary briefing on behalf of the Senior CAT Director and the CAT/CC. The brief will be posted on the appropriate system given the classification. The brief will be given synchronously at the discretion of the AFRL CAT Director or higher. The following briefing guide will be used or may be tailored as necessary to construct follow-on, daily summary, or changeover briefings:

- 3.8.1. Roll Call (if required).
- 3.8.2. Commander's Intent.
- 3.8.3. Incoming/Outgoing Messages.
- 3.8.4. Present Situation.
 - 3.8.4.1. Summary.
 - 3.8.4.2. Sequence of events to date.
 - 3.8.4.3. Identify logistics requirements to support contingencies.
 - 3.8.4.4. Surge requirements.
 - 3.8.4.5. Brief status of other issues.

3.8.5. Significant problems areas, brief items that have an impact on the ability of AFRL to successfully accomplish the mission.

3.8.6. Anticipated Activity and a summary of the anticipated course of action.

3.8.7. Time of next CAT meeting.

3.9. **AFRL Center Directive.** When the AFRL CAT is activated, Major Command Directives (MCD) may flow from the AFRL CAT to subordinate units using Center Command Directives (CCDs).

3.10. **AFRL CAT Records.** The AFRL CAT Director and OPSO will carefully manage incoming and outgoing messages, acknowledging all taskings and ensuring precise guidance is properly relayed to the field. The AFRL Ops Cell/CAT Director will maintain a library of MCD and CCD messages and associated files. Other CAT members may also utilize the AFRL CAT library structure to store and share respective FAR working files and records.

3.11. **CAT Release or Deactivation.** The CAT Director may release CAT members whose continued presence is not required after the follow-on briefing. Released personnel will notify their counterparts on the changeover team before reverting to telephone standby status. The Senior CAT Director may place the entire CAT on telephone standby after all immediate actions are complete. This does not mean the CAT is deactivated. In this situation, all CAT members who were initially assembled (Primary and alternate FARs recalled by the CAT Director) will remain available to be recalled. The CAT Director will deactivate the CAT when approved by the proper authority and the CAT Director has verified all directed taskings and appropriate responses have been received. To deactivate the AFRL CAT, the CAT Director will accomplish the following actions:

3.11.1. Notify AFRL/CD and receive approval for authority to deactivate the AFRL CAT.

3.11.2. Send CAT deactivation CCD to AFRL CAT personnel.

3.11.3. Ensure MCD, CCD, and other files, including deactivation CCD, are filed in the appropriate AFRL CAT library.

3.11.4. Prepare a final summary briefing for the AFRL Commander, if required.

3.11.5. Dispose of CAT correspondence according to AFI 33-322 and Air Force Records Information Management System (AFRIMS) Record Disposition Schedule (RDS).

3.11.6. Each CAT position will provide lessons learned to the AFRL CAT Director no later than five working days after AFRL CAT deactivation.

4. Training.

4.1. **Concept.** The AFRL Ops Cell/CAT Director will conduct and record training for the AFRL CAT Leadership and FARs. Training will be provided in person or virtually and will be either Deliberate or Just-In-Time Training.

4.2. Training Types.

4.2.1. **Deliberate Training.** AFRL Ops Cell/CAT Director will conduct one-on-one or small group orientation and training for newly appointment CAT personnel, regardless of position. This training will provide an overview of CAT operations, the support expected in the given position, and the tools and libraries required to enable CAT operations.

4.2.2. Just-In-Time Training (JIT). In the case of a short notice or temporary appointment to the AFRL CAT in response to a CAT activation or tasking, the AFRL CAT Director will provide abbreviated training tailored to the given situation and position. If the appointment is permanent, the CAT Director will give Deliberate Training as soon as the situation allows.

4.2.3. Deliberate and JIT Training will consist of computer procedures to include email management, printer set-up and SharePoint/Intelink sites for NIPRNET and SIPRNET, respectively, Roles and responsibilities of various positions, Battle rhythm and scheduling expectations, Evacuation Procedures, and COOP/relocation procedures.

JASON E. BARTOLOMEI,
Brigadier General, USAF
Commander, Air Force Research Laboratory

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

AFI 33-322, *Records Management and Information Governance Program*, 28 July 2021 AFMCI 10-800, *Crisis Command and Control*, 11 April 2022

Prescribed Forms

None

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFI—Air Force Instruction

AFMC—Air Force Materiel Command

AFMCI—Air Force Materiel Command Instruction

AFRIMS—Air Force Records Information Management System

AFRL—Air Force Research Laboratory

AFRLI—AFRL Instruction

C2—Command and Control

CAT—Crisis Action Team

CA—Executive Director

CC—Commander

CCD—Center Command Directive

CCMD—Combat Command

CD—Deputy Commander

CIIL—Critical Information and Indicators

COA—Course of Action

COOP—Continuity of Operations

DAF—Department of the Air Force

DS—Director of Staff

FAR—Functional Area Representative

FD—Functional Directorate

HPW—Human Performance Wing

HQ—Headquarters

IOI—Item(s) of Interest

JIT—Just in Time

JS—Joint Staff

MCD—MAJCOM Directive

NIPRNET—Nonsecure Internet Protocol Router Network

NORTHCOM—Northern Command

OPR—Office of Primary Responsibility

OPSO—Operations Officer

POC—Point of Contact

RDS—Record Disposition Schedule

SIPRNET—Secure Internet Protocol Router Network

SITREP—Situation Report

SOP—Standard Operating Procedure

SVTC—Secure Video Teleconference

TD—Technical Directorate

USAF—United States Air Force

VOSIP—Voice of Secure Internet Protocol

VTC—Video Teleconference