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AIR FORCE TEST CENTER**

**AIR FORCE TEST CENTER
INSTRUCTION 10-200**



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Operations

CRISIS COMMAND AND CONTROL

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This instruction implements Air Force Materiel Command Instruction 10-200, *Air Force Materiel Command (AFMC)*. This AFTC Instruction standardizes the crisis and contingency Command and Control (C2) organizational structure and processes within the Center. It introduces a Center level Crisis Action Team (CAT) organization within AFTC's 3 Installation Construct (see [Attachment 1, Terms](#)); defines organizational responsibilities; establishes crisis Command and Control (C2) policy and details the tasking authorities during AFTC crisis or contingency response operations. It is applicable to all AFTC units. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) AFI 33-322, *Records Management and Information Governance Program* and disposed of IAW the Air Force Records Disposition Schedule (RDS) located in the Air Force Records Information Management System (AFRIMS). Refer recommended changes and questions about this publication to the 412 CS/SCOK using the Air Force (AF) Form 847, Recommendation for Change of Publication; route AF Form 847s through the appropriate chain of command. This instruction requires the collection and or maintenance of information protected by the Privacy Act of 1974 authorized by Title 10, United State Code, Section 9013 and Executive Order 13478, Relating to Federal Agency Use of Social Security Numbers. The applicable SORN F036 AF PCC, Military Personnel Records System, is available at: <http://dpclo.defense.gov/Privacy/SORNs.aspx>. This instruction does not require tiers at or below the Wing level. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

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1. Introduction

1.1. General Information

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

1.1.2. The purpose of the AFTC CAT is to provide the AFTC Commander with a single AFTC focal point for expedited command and staff actions to direct AFTC forces during emergency situations. The procedures also establish a single staff activity to provide the required reporting information to HQ AFTC CAT.

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

2. Concept, Policy and Security

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

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

2.2.1. The AFTC Vice Commander (AFTC/CV) is the AFTC senior official designated to oversee the AFTC CAT crisis/contingency C2 response program and policies. The AFTCC Director of Staff (AFTC/DS) is the Office of Primary Responsibility (OPR) for AFTC crisis/contingency C2 policy and has delegated the role of primary CAT manager to AFTC Director of Security (AFTC/DSS).

2.2.2. AFTC/CV will designate no less than two Alternate CAT Directors will be identified and trained from the AFTC Directorate Chiefs (typically, the Staff Judge Advocate and the Chief, Safety) to assist in supplementing the CAT Director rotations/requirements.

2.2.2.1. The Alternate CAT Director may not serve fulfill both his/her functional role and serve as the CAT Director simultaneously. This means that when that individual is fulfilling the role of CAT Director, it will be necessary to seek functional expertise from another individual on his/her staff.

2.2.2.2. During “Delta” scenarios, it is incumbent on the chain of command to consider at least one of the alternate CAT Directors for inclusion on the Delta-personnel list to ensure AFTC HQs ability to retain full and comprehensive CAT Director coverage.

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

2.3.1. The AFTC/CC/CV/CA/DS or their designated AFTC Command authority can direct AFTC Directorates, and Installation CAT activations as required through the AFTC CAT, providing a venue to address an actual or expected contingency situation. *This does not impede the owning Wing or Installation Commander’s ability to activate their crisis C2 nodes.*

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

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

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

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

2.3.3. In the event that the AFTC CAT has not assumed one of the three activity levels identified above then the CAT is considered to be inactive.

2.4. Security.

2.4.1. Representatives to the AFTC CAT must possess at least a SECRET clearance.

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

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

2.4.4. 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 AFTC's Critical Information and Indicators List (CIIL) over unsecure phones and computers. Use Secure Terminal Equipment (STE) or other secure communications whenever possible or other means. Observe the highest degree of OPSEC and COMSEC awareness and discipline during classified activities, briefings, and discussions.

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

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

2.4.4.3. Always recheck the physical security of the CAT room prior to conducting successive classified briefings.

3. CAT-Operating Procedures

3.1. CAT-Standby Procedures:

3.1.1. Each CAT position will maintain at least one qualified person on standby at all times.

Table 1. CAT Members.

POSITION	Functional Area	Attachment #
CAT Leadership		
CAT Director	CV/DS/JA/SE	
CAT Operations Officer (OPSO)	CCE/CCCE/CCX	
CAT Manager	DSS	
CAT Admin	CCEA	
Directorate Representative		
Strategic Services	AZ	
Command & Staff	CS	
Manpower, Personnel & Services	DP	
Engineering	EN	
Financial Management	FM	
History Officer	HO	
Inspector General	IG	
Staff Judge Advocate	JA	
Contracting	PK	
Small Business	SB	
Safety	SE	
Plans & Programs	XP	

3.2. CAT-Activation. Anytime a decision is made to activate the CAT all installations will follow these procedures:

3.2.1. Duty Hours: During normal duty hours, the 412 TW/Command Post will notify the AFTC/CV, who will then be responsible for notifying CAT leadership team members. A CAT member from each of the Directorates is expected to report to the CAT location within 30 minutes of notification.

3.2.2. After Duty Hours: 412 TW/CP will notify Standby Duty Officers (SDOs) of a CAT activation, SDOs may either notify their respective Directors to respond to the CAT activation or attend the briefing themselves as determined by their Director. The expected response time should be within 90 minutes of notification.

3.2.3. When the automated notification system is inoperative or degraded, the AFTC/CV will initiate an AFTC CAT recall by contacting the AFTC 2-Ltr Directorates, who will then be responsible for recalling the rest of their CAT members via pyramid recall procedures.

3.2.4. CAT members will assemble in the AFTC 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 CAT Director becomes the executive agent for the AFTC Commander and is granted the authority necessary to fulfill obligations for which the CAT was convened. Also, each CAT member assumes authority to act on behalf of the Directorate or staff agency chief which the member represents.

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

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

3.3. Primary Operating Location. The CAT will convene in Bldg. 1, Room 214.

3.4. Alternate Operating Location. If the CAT Director determines the Primary Operating Location is not feasible, or if the Primary Operating Location needs to be evacuated, the CAT will reconvene in the Blue Room Bldg. 1, or other room designated by the CAT Director.

3.5. Initial Briefing and Actions:

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

- 3.5.1.1. Initial situation.
- 3.5.1.2. Security/Safety considerations.
- 3.5.1.3. Operations.
- 3.5.1.4. Intelligence provided by 412 TW/XP2.
- 3.5.1.5. Decision points for the Commander.
- 3.5.1.6. Time and location for the follow-on briefing.

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

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

3.7.1. Roll Call.

3.7.2. Commander's Intent.

3.7.3. Incoming and Outgoing Messages.

3.7.4. Present Situation:

3.7.4.1. Summarize present situation.

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

3.7.4.3. Identify logistics requirements to support contingencies.

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

3.7.4.5. Brief status of other mobility issues.

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

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

3.7.7. Time of next CAT meeting.

3.8. CAT Directives. When the AFTC CAT is activated, crisis tasks/directives flow from the AFTC CAT to activating/activated Installation CATs in the form of CCD sent to organizational email. The CAT Director is the releasing authority for all outgoing messages. In certain instances, AFTC CAT may direct the 412 TW/CP to send CCD(s) directly to installation Command Posts for action, however this will only be done when absolutely necessary.

3.8.1. In the event that Installation CATs are activated, CCD(s) flow from the Installation CATs to subordinate units using Center Command Directives (CCDs) via email as appropriate.

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

3.9. Message Files. Carefully manage incoming and outgoing messages to be certain that all taskings are acknowledged and processed and to ensure that precise guidance is properly relayed to the field. For simplicity and to assure continuity, a CAT master message file is kept under the AFTC CAT Director Workflow and the current exercise/crisis operation SharePoint page. The master message file is the primary source of reference for the CAT Director and the Operations Officer. Proper management of additional message files is the full responsibility of each respective CAT member.

3.10. CAT Release or Deactivation. The CAT Director may release CAT members whose continued presence is not required after the follow-on briefing. Such persons will notify their counterparts on the changeover team before reverting to telephone standby status. The CAT Director may place the entire CAT on telephone standby after all immediate actions are complete. This does not mean the CAT is deactivated. In this situation, all CAT members who were initially assembled (Primary and Secondary CAT representatives recalled by the CAT Director) will remain available to be recalled via telephone or Ad Hoc. The CAT Director will deactivate the CAT when approved by proper authority and satisfied that all directed taskings and appropriate responses have been received. Prior to deactivation, the CAT Director will accomplish the following actions:

- 3.10.1. Notify AFTC CC/CV/CA/DS or designated alternate requesting authority, to deactivate the CAT.
- 3.10.2. CAT deactivation messages will be sent IAW [para 3.10](#) and will include A-Staff for deactivation message.
- 3.10.3. File a copy of CAT deactivation message.
- 3.10.4. Prepare a final summary briefing for AFTC Commander.
- 3.10.5. Dispose of CAT correspondence IAW with Air Force Manual (AFMAN) 33-322, *Management of Records*, and Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

4. AFTC Installation CATs

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

- 4.1.1. The following three installations will establish an Installation CAT to support contingency and crisis operations and have the functional expertise, or staff reach-back capability, to support crisis operations: Edwards Air Force Base (412 TW), Eglin Air Force Base (96 TW), and Arnold Engineering Development Complex (AEDC). The Installation Commander will appoint in writing a primary and alternate CAT Director and Manager in accordance with this instruction.

4.2. Installation Crisis Action Team. The CAT is composed of pre-designated individuals (typically Group Commanders), with representation from tenant Wing Commanders as needed. See **Table .2** for typical membership of the CAT:

Table 2. Crisis Action Team Members.

Crisis Action Team Representation ² :		
Behavioral Health ¹	Judge Advocate	Public Affairs
Chapel	Maintenance GP CC	Tenant Units Wing CC
Financial Management	Medical GP CC	Vice Wing CC
Installation Command Post	Mission Support GP CC	Wing Command Chief
Contracting	Operations GP CC	Wing Commander
Note: 1. Indicates optional members. 2. Recommended to include the following in the event the Emergency Operations Center is not activated or where Group versus Squadron structures exist: Civil Engineer Group, Logistics Readiness, Security Forces, Communication and other functional mission support organizations aligned under the installation.		

4.3. Installation CATs will:

- 4.3.1. Direct their organizations crisis response activities and provide names, organization, secure and non-secure office phones, Non-secure Internet Protocol Router Network (NIPRnet) and Secret Internet Protocol Router Network (SIPRnet) organizational email addresses to Installation CAT POCs located on the AFTC CAT SharePoint: https://usaf.dps.mil/teams/AFMC-CAT/AFTC_CAT/SitePages/Home.aspx.
- 4.3.2. Incorporate and institutionalize crisis response concepts into relevant Center guidance, policies, strategies, programs, budgets, training, exercise and evaluation methods.
- 4.3.3. Initiate and maintain an effective Installation crisis response program.
- 4.3.4. Represent the Installation at command-level crisis response and conferences.
- 4.3.5. Provide training to CAT personnel on CAT operations and activities.
- 4.3.6. Coordinate with assigned and attached subordinate units to develop and maintain crisis response plans and capabilities to complement Installation crisis response plans.
- 4.3.7. Coordinate with the Installation Continuity Program Manager (CPM) to ensure that Installation CAT facilities, equipment, communications and other relocation/reconstitution requirements are fully addressed in the Installation Continuity of Operations Plan (COOP).
- 4.3.8. Direct subordinate units to appoint a crisis response OPR in writing to oversee the crisis response program activities in their organization; subordinate unit names and contact information must be provided to the Installation CAT.

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

4.3.9.1. Include the necessary staff functions to adequately address AFTC CAT tasks in a timely manner.

4.3.9.2. Develop and maintain continuity guides and checklists.

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

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

4.3.9.5. Installations will establish standardized NIPRnet and SIPRnet CAT email accounts identified as the "*Installation's organizational title organizational position Workflow*" (e.g. "Eglin CAT Director Workflow"). This is the primary organizational account to which inbound tasks and requirements are sent, Installation level sub-tasks are released and Wing responses to Center level crisis/contingency tasks are sent.

4.3.9.6. Participate in quarterly familiarization training.

4.3.9.7. Brief the AFTC CAT as appropriate.

4.3.9.8. Consolidate, review and approve their installation's subordinate unit's SITREPS for consolidation into the installation SITREP.

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

4.3.9.10. Notify the AFTC CAT of activation, deactivation or status change.

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

4.3.9.12. Present hotwash results to senior Installation leadership. Forward a copy to AFTC CAT for lessons learned dissemination within the Command's crisis response community and inclusion in AFMC After Action Reviews.

5. CAT Training

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

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

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

5.2.2. Roles and responsibilities of various positions.

5.2.3. Battle rhythm and scheduling expectations.

5.2.4. Evacuation procedures.

5.2.5. COOP/relocation procedures.

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

5.3.1. CAT qualification begins with initial training which facilitates entry into the CAT environment. Directorate training prepares their individual Directorate duties. Monthly computer system checks verify CAT systems' operations. Occasional mass briefings provide a forum for more in-depth CAT training. Leadership orientation prepares team members for managing CAT operations.

5.3.2. Special Staff Mission Essential Function (MEF) (i.e., CS, FM, JA, and PK) will participate in CAT training, exercises and contingencies on an as-required basis. The AFTC/DSS will notify Special Staff ahead of time if their participation is expected; however, this does not preclude the CAT Director from calling any Directorate to the CAT.

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

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

5.4. Initial Training.

5.4.1. Newly assigned AFTC CAT members will complete the Air Force Emergency Management Program Course (AFEMPC) (ZZ1331131), Control Center Operations (CCO) (ZZ133053) in Advance Distributed Learning Service (ADLS) and the CAT training located on the AFTC CAT SharePoint training site within 60 days of assignment to CAT duties.

5.4.2. CAT Leadership Orientation is an additional prerequisite for CAT Directors and OPSOs. AFTC/DSS provides the orientation briefing, detailing CAT leadership team duties, roles, and responsibilities.

5.5. Recurring Training & Certification.

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

5.5.2. Practical Training. Personnel will participate in a Real World or Exercises at least once per year. CAT duty in an assigned position during an actual contingency fulfills this training.

5.6. Certification. The CAT Manager will review all electronic training records monthly and notify individuals and their respective Director on any overdue training requirements.

5.7. Training Management and Documentation.

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

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

CHRISTOPHER J. SPINELLI, Colonel, USAF
AFTC Vice Commander

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

Joint Publication 1, *Doctrine of the Armed Forces of the United States*, 12 July 2017

AFI 10-208, *Air Force Continuity of Operations (COOP) Program*, 9 Oct 2018

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AFI 10-801, *Defense Support of Civil Authorities (DSCA)*, 28 Jan 2020

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AFMAN 10-206, *Operational Reporting*, 17 Jun 2018

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AFMAN 10-2502, *Air Force Incident Management System (AFIMS) Standards and Procedures*, 12 Sep 2018

AFPD 10-2, *Readiness*, 5 November 2012

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AFMCI 10-200, *AFMC Crisis Command and Control*, 24 Oct 2019

AFMCI 10-205, *Emergency Notification Alert and Recall*, 13 Dec 2018

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*, 22 September 2009

Abbreviations and Acronyms

AFMAN—Air Force Manual

AFMC—Air Force Materiel Command

AFMCI—Air Force Materiel Command Instruction

AFRC—Air Force Reserve Command

AFRIMS—Air Force Records Information Management System

C2—Command and Control

CAT—Crisis Action Team

CCD—Center Command Directives

COA—Course of Action

COOP—Continuity of Operations

CP—Command Post

DIRLAUTH—Direct Liaison Authority
DOD—Department of Defense
DS—Director of Staff
DSCA—Defense Support of Civil Authorities
EOC—Emergency Operations Center
FEMA—Federal Emergency Management Agency
HAF—Headquarters Air Force
HOI—Headquarters Operating Instruction
HQ—Headquarters
IAW—In Accordance With
ICD—Installation Commander Directive
IMA—Individual Mobilization Augmentee
IOI—Item of Interest
MCD—MAJCOM CAT Directive
NIPRnet—Non-classified Internet Protocol (IP) Router Network
OPLAN—Operations Plan
OPR—Office of Primary Responsibility
OPREP- 3—Operational Report
OPSO—Operations Officer
SDO—Standby Duty Officers
SIPRnet—Secure Internet Protocol (IP) Router Network
SITREP—Situation Report
SVTC—Secure Video Teleconference
TWG—Threat Working Group
VoSIP—Voice Over Secure Internet Protocol
VTC—Video Teleconference

Terms

Awareness—The continual process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react effectively.

Center—A named unit that performs a specialized mission; usually, it has only a few subordinate units.

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

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

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

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

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

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

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

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

Attachment 2

RESPONSIBILITIES AND DUTIES OF THE PERSONNEL DIRECTORATE

A2.1. This attachment outlines the responsibilities and duties of the Personnel Director.

A2.2. General. The A1 position will be filled by the Director, Manpower, Personnel, and Services or a designated representative. The Director of Personnel and DP Chiefs will establish internal procedures for providing support to the CAT.

A2.3. Duties and Responsibilities.

A2.3.1. The AFTC/DP Director will:

A2.3.1.1. Develop and maintain a kit containing necessary documents and regulations to support actions by DP.

A2.3.1.2. Develop and maintain a current DP pyramid notification roster.

A2.3.1.3. Ensure the DP notification plan is completed when initiated.

Attachment 3

RESPONSIBILITIES AND DUTIES OF THE VICE COMMANDER.

A3.1. This attachment outlines the responsibilities and duties of the Vice Commander of Air Force Test Center.

Table A3.1. CAT Staff.

CAT DiCAT Director	CAT O CAT Operations Officer
CAT MCAT Manager	CAT A CAT Admin

Section A3A—CAT Director

A3.2. General. The AFTC Vice Commander (AFTC/CV) is the AFTC senior official designated to oversee the AFTC CAT and AFTC crisis/contingency C2 response program and policies or their designated representative. AFTC/DSS is the Office of Primary Responsibility (OPR) for AFTC crisis/contingency C2 policy.

A3.2.1. Duties and Responsibilities. The CAT Director is responsible to the Commander and provides command and staff management to ensure proper AFTC response to emergency requirements. In dealing with the emergency, the CAT Director may assign or divert resources. The CAT Director must be in the rank/grade of O-5/GS-14/NH-04 and have at least 1 year of retainability on staff (mil only). The principal responsibilities of the CAT Director are:

- A3.2.1.1. Implement contingency and emergency actions through established command and control channels.
- A3.2.1.2. Monitor and assure expeditious command attainment of Readiness Conditions.
- A3.2.1.3. Prepare and present briefings to the Commander and staff as required.
- A3.2.1.4. Ensure continuing CAT tasks are accomplished.
- A3.2.1.5. Assign tasks to subordinate staff or organizations.
- A3.2.1.6. Ensure all AFTC responsibilities (coordination, waivers, etc.) are completed.
- A3.2.1.7. Direct preparation and execution of special plans.
- A3.2.1.8. Meet requirements for operational reporting.
- A3.2.1.9. Review and approve all messages released by the CAT.

Section A3B—CAT OPERATIONS OFFICER (OPSO)**A3.3. General.** AFTC/CV appoints CAT OPSO.

A3.3.1. Duties and Responsibilities. The OPSO is responsible to the CAT Director and provides command and staff management to ensure proper AFTC CAT response to emergency requirements. Senior OPSO(s) must be in the rank of O-4/GS-13/NH-03 with at least one year of retainability on staff (mil only) and OPSOs must be in the rank of O-2/GS-11/12 with at least one year of retainability on staff (mil only). The principal responsibilities of the OPSO:

A3.3.2. Serve as executive officer for the CAT Director and assist the CAT Director in organizing and managing activities of the CAT.

A3.3.3. Ensure that access to the CAT room is strictly controlled prior to starting the classified portion of any CAT proceeding. Personnel having access to the CAT must have at least a SECRET clearance (as verified by the unit security manager or JPAS roster) or higher if dictated by the contingency requiring CAT-Activation.

A3.3.4. Prepare initial, follow-on, daily summary, and changeover briefings.

A3.3.5. Monitor and track suspense requirements. Notify CAT Director when an item is completed or if follow-on action becomes necessary.

A3.3.6. Screen incoming communications. If CAT action is required, task the appropriate office, establish a suspense time, and advise the CAT Director.

A3.3.7. Review out-going communications for proper classification, addressees, and format. Review contents with the CAT Director and release when approved. Ensure all outgoing message traffic is properly formatted. Upon deactivation, draft CAT deactivation message for CAT Director release.

A3.3.8. Ensure that decisions and directives passed by telephone are confirmed by hard copy when required.

A3.3.9. After activation, monitor the location of all members on the currently active CAT and recall them as required.

A3.3.10. Ensure all administrative functions are properly managed during CAT operations.

A3.3.11. Coordinate with the CAT Manager for necessary administrative materials.

A3.3.12. Maintain a chronological log of major CAT actions and decisions so as to provide continuity and to provide a historical account.

A3.3.13. Ensure the CAT Manager maintains the CAT master message files and logs.

A3.3.14. With the CAT Manager, account for and store all classified material contained in the master message file. Properly destroy all classified material when no longer needed.

A3.3.15. Maintain information of counterparts on Joint Staff, Air Staff, MAJCOM and AFMC installations' crisis response staffs including email, phone, newsgroups, etc. to ensure continuity during CAT activations.

Section A3C—CAT Manager

A3.4. General. Be responsible for the non-contingency, day-to-day operations of the AFTC CAT.

A3.4.1. Duties and Responsibilities. The CAT Manager is responsible to the CAT Director and ensures all CAT representatives are qualified to operate the appropriate computer equipment and programs that support the CAT. The principal responsibilities of the CAT Manager are:

A3.4.1.1. Ensure these personnel are thoroughly familiar with the proper handling of all incoming and outgoing messages for the CAT in accordance with the instructions contained in the CAT Manager Continuity book.

A3.4.1.2. Schedule, conduct, track, and report CAT training completion to the Directorates.

A3.4.1.3. Maintain a recall roster of CAT personnel.

A3.4.1.4. Maintain a CAT kit for the CAT Manager, which contains the necessary policy, procedures and support items.

A3.4.1.5. Develop and keep current a CAT Manager Continuity book, to include any supporting checklists.

A3.4.1.6. Upon notification, report immediately to the CAT, and set up operations under CAT Director or CAT Operations Officer direction.

A3.4.1.7. Establish and maintain a log showing the disposition of all incoming and outgoing CAT documents received or processed by the CAT.

A3.4.1.8. Maintain the CAT master message files and logs.

A3.4.1.9. Prepare briefing slides, presentations, and any other CAT correspondence as directed by the CAT Director.

A3.4.1.10. Perform other functions as directed by the CAT Director.

A3.4.1.11. Maintain and update AFTC CAT SharePoint as needed.

Section A3D—CAT Admin

A3.5. General. Be responsible for the contingency information management support to the AFTC CAT during emergencies, and crisis response operations.

A3.5.1. Duties and Responsibilities. The CAT Admin is responsible to the CAT Operations Officer and ensures all information management support is available. The principal responsibilities of the CAT Admin are:

A3.5.1.1. Maintain access to NIPR, SIPR, AFTC CAT SharePoint.

A3.5.1.2. Maintain and complete required and mandatory CAT training.

A3.5.1.3. Maintain a functional log book during CAT operations.

A3.5.1.4. Manage all Directorate CAT tasks. Coordinate as OPR or OCR with other FARs, installations and Centers to ensure CAT tasks are properly staffed and completed within the CAT Director's established suspense.

A3.5.1.5. Upon notification, report immediately to the CAT, and set up operations under CAT Director or CAT Operations Officer direction.

A3.5.1.6. Coordinate with the CAT Operations Officer to ensure proper management of information management functions during CAT activities.

A3.5.1.7. Establish and maintain a log showing the disposition of all incoming and outgoing CAT documents received or processed by the CAT.

A3.5.1.8. Monitor CAT Director Workflow for any messages or email traffic ensuring CAT Operations Officer is aware of the new email traffic.

A3.5.1.9. Prepare briefing slides, presentations, and any other CAT correspondence as directed by the CAT Operations Officer or CAT Director.

A3.5.1.10. Perform other functions as directed by the CAT Operations Officer or CAT Director.

A3.5.1.11. Maintain and update AFTC CAT SharePoint as needed.

Attachment 4

RESPONSIBILITIES AND DUTIES OF THE DIRECTOR OF ENGINEERING (HQ AFTC/EN)

A4.1. This attachment outlines the responsibilities and duties of the Director of Engineering (HQ AFTC/EN)

A4.2. General. The Director of Engineering will provide the CAT Director with information and guidance on matters that affect the AFTC mission, as required.

A4.3. Duties and Responsibilities.

A4.3.1. AFTC/EN Director will:

A4.3.1.1. Develop and maintain a current EN pyramid notification roster.

A4.3.1.2. Ensure each representative is properly prepared to perform CAT EN duties and is fully aware of EN policies and procedures.

A4.3.1.3. Develop and maintain a CAT EN continuity book.

A4.3.1.4. Provide Engineering expertise and counsel to the CAT.

A4.3.1.5. When actively supporting the CAT, maintain a chronological log of CAT EN activities in order to provide continuity and to provide a historical account.

A4.3.1.6. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 5

RESPONSIBILITIES AND DUTIES OF THE DIRECTOR OF FINANCIAL MANAGEMENT (HQ AFTC/FM)

A5.1. This attachment outlines the responsibilities and duties of the Director of Financial Management (HQ AFTC/FM)

A5.2. General. The Financial Management Directorate will provide the CAT Director with information and guidance on financial matters that affect the AFTC mission, as required.

A5.3. Duties and Responsibilities.

A5.3.1. AFTC/FM Director will:

A5.3.1.1. Develop and maintain a current FM pyramid notification roster.

A5.3.1.2. Ensure each representative is properly prepared to perform CAT FM duties and is fully aware of FM policies and procedures.

A5.3.1.3. Develop and maintain a CAT FM continuity book.

A5.3.1.4. Provide financial management expertise and counsel to the CAT.

A5.3.1.5. When actively supporting the CAT, maintain a chronological log of FM activities in order to provide continuity and to provide a historical account.

A5.3.1.6. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 6

RESPONSIBILITIES AND DUTIES OF THE STAFF JUDGE ADVOCATE (HQ AFTC/JA)

A6.1. This attachment outlines the responsibilities and duties of the Staff Judge Advocate (HQ AFTC/JA)

A6.2. General. HQ AFTC/JA will provide the CAT Director with information and guidance on legal matters that affect the AFTC mission, as required. These include, but are not limited to the following: Rules of Engagement (ROE), Law of Armed Conflict (LOAC), legal issues pertaining to deployed and deploying forces, international law, and legal issues relating to personnel, finance, entitlements, benefits, claims, and military justice.

A6.3. Duties and Responsibilities.

A6.3.1. CAT JA Director will:

A6.3.1.1. Develop and maintain a current JA pyramid notification roster.

A6.3.1.2. Ensure each representative is properly prepared to perform CAT JA duties and is fully aware of JA policies and procedures.

A6.3.1.3. Develop and maintain a CAT JA continuity book.

A6.3.1.4. Provide legal expertise and counsel to the CAT.

A6.3.1.5. When actively supporting the CAT, maintain a chronological log of CAT JA activities in order to provide continuity and to provide a historical account.

A6.3.1.6. Accomplish other CAT duties as tasked by the CAT Director or OPSO.

Attachment 7**RESPONSIBILITIES AND DUTIES OF THE DIRECTOR OF CONTRACTING (HQ AFTC/PK)****A7.1. This attachment outlines the responsibilities and duties of the Director of Contracting (AFTC/PK)**

A7.2. General. The AFTC Director of Contracting (AFTC/PK) advises the CAT Director on contracting matters that impact the AFTC mission. AFTC/PK will maintain a 24-hour on call contracting representative. An AFTC/PK representative will attend CAT updates, briefings, and discussions, as required by the CAT Director.

A7.2.1. AFTC/PK will advise the CAT Director on contracting guidance received from DOD, USAF.

A7.2.2. AFTC/PK will advise AFTC commanders, subordinate unit commanders, and AFTC units involved in or supporting AFTC operations, of current contracting policy regarding Air Force Materiel Command.

A7.2.3. Develop and maintain a current PK pyramid notification roster.

A7.2.4. Ensure each representative is properly prepared to perform PK duties and is fully aware of PA policies and procedures.

A7.2.5. When actively supporting the CAT, maintain a chronological log of PK activities in order to provide continuity and to provide a historical account.

A7.2.6. Accomplish other CAT duties as tasked by the CAT Director or OPSO.