

**BY ORDER OF THE COMMANDER
47TH FLYING TRAINING WING**

**LAUGHLIN AIR FORCE BASE
INSTRUCTION 10-202**



7 JULY 2022

OPERATIONS

**CONTINGENCY OPERATIONS AND
PREPARATIONS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive (AFPD) 10-2, Readiness. This instruction is directive and applies to LAFB units and tenant organizations. It amplifies procedures prescribed and assigns responsibilities for command and control of LAFB resources during contingency operations. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>. See **Attachment 1** for a Glossary of References and Supporting Information.

SUMMARY OF CHANGES

This revision concerns updates/additions to the LAUGHLINAFBI 10-202. These changes are a result of deficiencies identified during real world accountability and lessons learned during exercises. This document was extensively changed and requires complete review.

Section A

Purpose

1. Purpose. This instruction establishes the composition of the 47 Flying Training Wing (FTW) Crisis Action Team (CAT) and processes for contingency operations management. In addition, this instruction outlines the various wing recall/accountability options.

Section B

FTW Crisis Action Team

2. Administration. The 47 FTW CAT is tasked to coordinate all necessary strategic actions during contingency operations. The Director, Plans and Programs (47 FTW/XP) is the OPR for training and coordination of the CAT operations, and serves as a CAT Director. At least four alternate directors will also be appointed and trained.

3. Composition. All members of 47 FTW CAT will be appointed in writing or designated by position in this publication. All members will possess at a minimum a Secret security clearance.

3.1. There are two options for CAT activation, which are:

3.2. CAT Option 1. This level of activation includes the Wing Commander, Vice Wing Commander, Command Chief, Group Commanders/Directors, Director of Staff, Judge Advocate, Public Affairs, Command Post, Comptroller and the CAT Director/Manager/Admin.

3.3. CAT Option 2. This level of activation includes all members from the CAT Option 1 activation as well as the addition representatives from the units/agencies identified below. All members will report to the CAT when recalled for the initial briefing. Following the initial briefing, Group Commanders/Directors will determine which members are necessary for continued CAT membership, clear off those members no longer required, and provide the names and/or organizations of cleared off members to the CAT Director. Released members will remain available as directed (telephone standby, on base, etc.) until the CAT is deactivated. CAT members are:

3.3.1. Wing Commander (CC)

3.3.2. Vice Wing Commander (CV)

3.3.3. Command Chief (CCC)

3.3.4. CAT Director/Manager/Admin (XP)

3.3.5. Director of Staff (DS)

3.3.6. Chaplain (HC)

3.3.7. Comptroller (CPTS)

3.3.8. Command Post (CP)

3.3.9. Public Affairs (PA)

3.3.10. Safety (SE)

3.3.11. Staff Judge Advocate (SJA)

3.3.12. Maintenance Directorate (MX)

3.3.13. Medical Group (MDG)

3.3.14. Mission Support Group (MSG)

- 3.3.15. Anti-Terrorism Officer (ATO)
- 3.3.16. Civil Engineer Squadron (CES)
- 3.3.17. Communications Squadron (CS)
- 3.3.18. Contracting Flight (CONF)
- 3.3.19. Force Support Squadron (FSS)
- 3.3.20. Logistics Readiness Flight (LRF)
- 3.3.21. Security Forces Squadron (SFS)
- 3.3.22. Operations Group (OG)
- 3.3.23. Operations Support Squadron (OSS)
- 3.3.24. Weather Flight (OSW)

4. Training. The XP Director is the executive agent and is responsible for procedural training and support.

4.1. Each CAT member will:

4.1.1. Complete training within 60 days of appointment. Online training consists of Air Force Emergency Management Program Course (AFEMPC) (ZZ133131) myLearning. This course is a one-time requirement upon initial position assignment and no recurring training is required unless major program changes occur. Coordinate initial CAT procedural training with the XP Director.

4.1.2. Notify the XP Director of changes in primary or alternate members within 5 workdays of the change.

4.2. Member organizations are responsible for providing organization-specific training, to include: policies, procedures, reports, and key points of contact for each functional area within the organization. This may include the preparation of continuity binders to be used by members when the CAT is activated.

4.3. 47 CES/CEX will train CAT members, upon request, on the use of Laughlin AFB Virtual Operations Center.

4.4. The CAT Manager, normally the Plans Chief, will ensure all CAT Admin are properly trained. Additional CAT Managers may be appointed from other units as determined by wing leadership.

4.5. The primary CAT Directors, normally the XP Director and the Director of Staff, will ensure CAT members are trained on procedural operations to include member responsibilities. CAT Directors can also perform duties as the CAT Manager. The following positions are designated and will be trained as alternate CAT Directors within 60 days of appointment to these positions: 47 MSG/DD, 47 CS/CC, 47 SFS/CC, 47 OGX, and 47 OSS/OSL. If these positions become vacant, or are otherwise eliminated, the commander of the unit will appointment a replacement in writing following the example in [attachment 2](#) of this publication.

4.6. CAT Directors/Managers/Admin require additional training. These positions require augmentation by wing personnel outside the Wing Staff Agencies. **Table 1** shows the “fair share” breakdown for these positions:

Table 1. 5. Activation / Termination / Long Term Operations / Battle Rhythm.

5.1. Recall of the CAT and other necessary personnel will be at the direction of the Wing Commander or designated representative, IAW appropriate line of succession.

5.2. When a full response is determined to be inappropriate, the Wing Commander may use a tailored CAT, consisting of only those functional areas appropriate to the current situation.

5.3. The Command Post will notify all members via AtHoc, telephone, Commanders Net, and Giant Voice (as required) during a recall. This recall process will include procedures for a communication system failure situation, which could involve tasking runners and/or Security Forces personnel as available to notify CAT members.

5.4. The Command Post will develop and maintain a CAT Recall checklist, and initiate recall actions as directed. The Command Post will notify the primary (or one alternate if the primary cannot be reached) member from each organization.

5.5. Upon notification, members will report to the CAT Center (Room 129D) on the first floor of building 344 (Wing Headquarters), unless directed to report to the Alternate CAT location at building 121. CAT members and support personnel will report as soon as safely possible or as directed by the Wing Commander.

5.6. The CAT Director is responsible for deactivating the CAT. The Director will end operations when the emergency or contingency situation is terminated or remaining actions can be accomplished through normal staff action, as directed by the Wing Commander or designated representative.

5.7. Normally, the CAT will be activated to support specific short-term events, such as a local/regional disaster response affecting Laughlin AFB (LAFB) and the local community or its operations. However, during periods of national emergency, or when required to support long-term contingency operations, the CAT may be required to remain active for an extended period of time. If the decision is made to transition to long-term operations, the following will be accomplished:

5.7.1. Groups will schedule their members, to include members on-call, to ensure 24-hour coverage for as long as the CAT is activated.

5.7.2. If not already activated, when directed, Commanders will activate their respective Group Control Centers (GCC) and/or Unit Control Centers (UCC) and will deactivate them when directed by the CAT.

6. Evacuation/Alternate CAT Location. Evacuation procedures will be initiated when required. The CAT Director, assisted by the CAT Manager are responsible for 100% accountability of all members within the CAT.

7. Roles and Responsibilities . It is the responsibility of each CAT member to ensure an alternate is available when the primary member is on temporary duty (TDY) or away from home station (TDY, leave, etc.). CAT members will be familiar with all actions associated with varying stages of increased readiness or emergency conditions.

7.1. Wing Commander will:

7.1.1. Direct implementation of national Defense Condition (DEFCON), Force Protection Condition (FPCON), Information Operations Condition (INFOCON), or Health Protection Conditions (HPCON) actions as appropriate.

7.1.2. Make key decisions on wing response actions to local or Major Command (MAJCOM) directed actions.

7.1.3. Oversee the actions taken by the 47 FTW Emergency Operations Center (EOC).

7.1.4. Ensure personnel have a working knowledge of LAFB plans, policies, and procedures applicable to the 47 FTW's wartime mission and contingency operations via Key Leaders briefings.

7.1.5. Keep Commander, Air Education and Training Command (AETC/CC) informed on the status of contingency operations and major taskings.

7.1.6. Release local directives and outgoing messages to Higher Headquarters (HHQ).

7.1.7. Direct special briefings as required.

7.2. CAT Director will:

7.2.1. Maintain a working knowledge of AETC plans, policies, and procedures applicable to the 47 FTW's wartime mission and contingency operations.

7.2.2. Assist the Wing Commander in managing activities.

7.2.3. Review incoming and outgoing messages to ensure continuity of operations.

7.2.4. Release outgoing messages once approved by the Wing Commander.

7.2.5. Conduct CAT briefings to include operating procedures as required. Items that may be briefed include:

7.2.5.1. Situation. Summary of events leading to the current situation.

7.2.5.2. Intelligence. Pertinent intelligence information that may affect the situation.

7.2.5.3. Weather. Current or forecast weather that may affect LAFB operations.

7.2.5.4. Required Action. Summary of contingency plans providing options and requirements for response. This includes pertinent contingency checklists used to initiate base response actions.

7.2.5.5. Current Status. Completed or pending actions, delays and causes, and estimated completion times.

7.2.5.6. Security Precautions. Include Physical, Information Assurance, Communications Security (COMSEC), and Operations Security (OPSEC) pertaining to the situation.

7.2.5.7. Media Status. If media interest is involved.

7.2.5.8. Monitor status of DEFCON, FPCON, INFOCON, HPCON actions, and ensure proper status is disseminated through CAT Grams via email and Laughlin AFB Virtual Operations Center.

7.2.6. Ensure proper coordination between members on required actions.

7.2.7. Direct administrative actions for the CAT.

7.2.8. Prepare daily Situation Reports (SITREPs) when required.

7.2.9. Maintain 100% accountability for all CAT members.

7.2.10. Direct accountability for the installation as required.

7.3. CAT Manager will:

7.3.1. Assist the CAT Director with operation of the CAT as needed.

7.3.2. Assist with accountability in the event of CAT relocation to alternate site.

7.3.3. Act as CAT representative to the EOC if situation dictates.

7.3.4. Coordinate with HHQ on resources and reception of personnel as needed.

7.4. CAT Admin will:

7.4.1. Ensure CAT computers are operational and ready for CAT activation.

7.4.2. Set up displays in a timely manner.

7.4.3. Manage all electronic displays during CAT operation and populate displays as needed.

7.4.4. Maintain a chronological log (using Local time) of key events and lessons learned for critique and future reference. Ensure that the Wing Historian (47 FTW/HO) has access to all documentation to fully cover contingency operations in the wing history.

7.4.5. Troubleshoot connectivity issues as they arise and coordinate for resolution.

8. Computer Procedures. Senior Staff, if possible, will bring their computers with them. Admin computers and a few spares are maintained by 47 FTW/XP in the primary and alternate CAT. The Installation Control Center (ICC) folder on the Shared Drive contains all products utilized by the CAT during operations to include Situation Brief Slides, CAT Gram templates, Quick Reaction Checklists, etc. Folder access is given to all personnel assigned in writing to the CAT. The Common Operating Picture (COP) for LAFB is called the "Laughlin AFB Virtual Operations Center" and is controlled and maintained by 47 CES/CEX

Section C

Wing Recall / Accountability

9. Wing Recall Procedures and Personnel Accountability.

9.1. Unit Recall System. All wing or tenant units will develop a pyramid recall system to facilitate contact with all assigned military, civilian employees and contractors who may be subject to recall. This includes development of means to contact personnel in a communication-out (Comm-out) situation.

9.2. Recall Rosters. All wing and tenant units will maintain up-to date recall rosters. In order to ensure maximum accuracy, unit recall rosters will be updated and upon any personnel change or on a quarterly basis by the 1st of the month indicated (JAN, APR, JUL, OCT). The Command Post will initiate the recall utilizing standardized recall options as outlined below.

Unit Commanders will ensure results of their respective unit recall are compiled and attainment/personnel accountability reported at directed intervals.

9.3. Personnel accountability. This is the process for determining the physical location and status of all personnel under direct control of local military authority. This may include the status of family members and others who are eligible for direct/indirect military support and are affected by events related to completion of local military mission requirements.

9.3.1. Personnel Categories. There are six categories of personnel. These include Military, Department of Defense (DoD) Civilian, Non-Appropriated Funds (NAF) Civilian, DoD Contractor, Active Duty Military family members, and all Defense Enrollment Eligibility Record System (DEERS) eligible family members/personnel for direct/indirect support by military authorities as determined by local military authority or higher headquarters.

9.3.2. Reasons for Personnel Accountability. A Personnel Accountability recall may be initiated for a number of reasons, to include determination of personnel available for duty (Military, Civilian, or Contractor), or determination of personnel eligible for direct/indirect support by local military authority and government contract management whose welfare contributes to the local mission. The recall may also be a result of a natural or man-made disaster somewhere in the world requiring the Air Force to determine accountability of all employees and dependents who could potentially be in the disaster area.

9.3.3. Types of Personnel Accountability. There are two types of personnel accountability that can be initiated:

9.3.3.1. Wing Initiated Accountability. These will be initiated by the Wing Commander and will be conducted by telephone or other means to account for all personnel and dependents assigned or attached to LAFB units. Results will be compiled in accordance with the recall option chosen.

9.3.3.2. HHQ Initiated Accountability. This recall will be initiated by HHQ and/or Wing Commander and involves every member logging on to Air Force Personnel Accountability and Assessment System (AFPAAS) (<https://afpaas.af.mil>) and accounting for themselves and their dependents. Results will be compiled by the AF Personnel Readiness Cell. Specific instructions should be included on all unit recall rosters under OPTION 6.

9.4. Wing Recall/Accountability Options. It is imperative to maintain effective OPSEC throughout various recall and accountability levels of the 47 FTW. Therefore, messages sent out via AtHoc, will state only the option number and whether the primary or alternate location (i.e. "47 FTW/CC directs OPTION 1 PRIMARY"). All personnel will ensure that they have appropriate guidance in recall rosters to ascertain the required actions.

9.4.1. OPTION 1 (PRI/ALT): Crisis Action Team (CAT) Level 1 Recall: (CC, CV, OG/CC, MSG/CC, MDG/CC, MX Director, CCC, WSA/DS, FTW/JA , FTW/PA, FTW/CP, CPTS, CAT Director/Manager/Admins) report to Bldg. 344, Room 129D. Additional personnel will be recalled as the situation dictates.

9.4.2. OPTION 2 (PRI/ALT): Crisis Action Team (CAT) Level 2 Recall: (CAT Level 1 members, LRF, FSS, CES, CS, SFS, OSI, ATO, HC, SE, CONF, OSS, OSW, EOC

Director) report to Bldg. 344, Room 129D. Stand up GCCs and UCCs. Additional personnel will be recalled as the situation dictates. **OPTION 2 Should be utilized for situations where no EOC has been stood up.**

9.4.3. OPTION 3 (PRI/ALT): Emergency Operations Center (EOC) Recall. EOC members report to Bldg. 344, Room 129B. Stand up GCCs and UCCs. Units need only recall those personnel necessary to support this effort. ***Approval authority for this option is Incident Commander or MSG/CC or above.

9.4.4. OPTION 4: Essential Military and Civilians Only Recall. All essential military and government / contractor civilians report to your duty station immediately. Stand up GCCs and UCCs. Group/Squadron Commanders, Directors and Agency Chiefs will determine who the essential military and civilians are within their respective organizations and recall as the circumstances dictate. Otherwise, complete your recall procedure responsibilities and remain at home on telephone standby. Each GCC will report recall status to the CAT Admin (298-5573), or Command Post (298-5167) if the CAT is not activated, at Recall Initiation Time (RIT) +1 hour, then hourly thereafter until 100% is obtained.

9.4.5. OPTION 4A: Base-Wide Recall. All military, government civilian and applicable contractor personnel report to your duty station immediately. Stand up GCCs and UCCs. Each GCC will report recall status to the CAT Admin (298-5573), or Command Post (298-5167) if the CAT is not activated, at Recall Initiation Time (RIT) +1 hour, then hourly thereafter until 100% is obtained.

9.4.6. OPTION 5: Base-Wide Accountability. Complete your accountability procedure responsibilities, but DO NOT report to your duty station. Units will make telephone notifications to all assigned personnel, but will NOT recall them. Units will report results of accountability to the appropriate GCC. GCCs will forward group results to the CAT Admin (298-5573), or Command Post (298-5167) if the CAT is not activated, at Recall Initiation Time (RIT) +1 hour, then hourly thereafter until 100% is obtained.

9.4.7. OPTION 6: AF Accountability. All personnel log on to Air Force Personnel Accountability and Assessment System (AFPAAS) to self-report your status and that of your family members. If outside of normal duty hours, units will make telephone notifications to all assigned personnel, but will NOT recall them to the duty location. Members will log on to the AFPAAS (<https://afpaas.af.mil>) and report their status (and that of their family members, if applicable) through the Airman/Civilian logon. If members cannot access internet from their location, results of the telephone recall will be reported to the appropriate UCC for update in the system. If members cannot access AFPAAS and cannot contact their units, they should report their status through the AF Personnel Readiness Cell (1-800-435-9941), or (210) 565-2020 or DSN 665-2020.

Craig D. Prather, Colonel USAF
Commander

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

AFPD 10-2, 6 Nov 12, Readiness

AETCI 10-202, 3 Jun 14, Contingency and Crisis Response – Air Education and Training Command Crisis Action Team (CAT)

AFI 33-332, 12 Jan 15, Air Force Privacy and Civil Liberties Program

AFI 33-360, 1 Dec 15, Publications and Forms Management

AFI 36-3803, 7 Jun 16, Personnel Accountability in Conjunction with Natural Disasters or National

Emergencies

AFMAN 33-363, 1 Mar 08, *Management of Records*

Prescribed Forms

None

Adopted Forms

AF847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

ADLS—Advanced Distributed Learning Service

AETC—Air Education and Training Command

AFEMPC—Air Force Emergency Management Program Course

AFPAAS—Air Force Personnel Accountability and Assessment System

AFPD—Air Force Policy Directive

CAT—Crisis Action Team

CC—Commander

COMSEC—communications security

COP—Common Operating Picture

DEFCON—Defense Condition

DoD—Department of Defense

DEERS—Defense Enrollment Eligibility Record System

EOC—Emergency Operations Center

FPCON—Force Protection Condition

FTW—Flying Training Wing

GCC—Group Control Center

HHQ—Higher Headquarters

IC—Incident Commander

ICC—Installation Control Center

INFOCON—Information Operation Condition

LAFB—Laughlin Air Force Base

MAJCOM—Major Command

NAF—Non-Appropriated Funds

OPR—Office of Primary Responsibility

OPSEC—Operations Security

RIT—Recall Initiation Time

SITREP—Situation Report

TDY—Temporary Duty

UCC—Unit Control Center

Terms

CAT Director—Wing commander-designated OPR for wing CAT operations. Duties include coordinating activities, directing situation briefings, monitoring required activities and reports, and advising the commander on operations and procedures.

CAT Manager—Manages administrative actions in the CAT as well as coordinates support with other agencies. Oversees CAT admin staff.

Communication security—Protection resulting from all measures designed to deny unauthorized persons information of value that might be derived from the possession and study of telecommunications, or to mislead unauthorized persons in their interpretations of the results of such a study.

Information Security—Protection of information and information systems against unauthorized access or modification of information, whether in storage, processing, or transit, and against denial of service to authorized users.

Operations Security—Process of denying adversaries information about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations and other activities.

Attachment 2

COMMANDER'S CAT APPOINTMENT LETTER FORMAT

DD MMM YY

MEMORANDUM FOR 47 FTW/XP

FROM: UNIT

SUBJECT: Crisis Action Team (CAT) Members

1. In Accordance With (IAW) Laughlin Air Force Base Instruction (LAFBI) 10-202, paragraph 3, the following individuals are appointed as the primary and alternate CAT Members for the UNIT.

<u>NAME</u>	<u>GRADE</u>	<u>OFFICE SYMBOL</u>	<u>PHONE</u>
Last, First, I (PRI)	O6	47 XXX/XXX	DSN 732-XXXX
Last, First, I (ALT)	O5	47 XXX/XXX	DSN 732-XXXX
Last, First, I (ALT)	GS-11	47 XXX/XXX	DSN 732-XXXX
Last, First, I (ALT)	E7	47 XXX/XXX	DSN 732-XXXX

2. I verified with the unit security manager that the above personnel possess, as a minimum, a Secret security clearance and the first expiration occurs on XX Month XXXX.

3. These individuals are required to complete Air Force Emergency Management Program Course (AFEMPC) - Nov 2013 (ZZ133131) in Advanced Distribution Learning Services (ADLS) within 60 days of appointment IAW LAFBI 10-202 paragraph 4.

4. Any changes in the above appointments or security clearances will be communicated to the Director, Wing Plans and Programs within 5 workdays IAW LAFBI 10-202, paragraph 4.1.2.

5. If you have any questions, please contact the UNIT at DSN 732-XXXX.

FIRST I. LAST, Rank, USAF
 Commander, UNIT