

**BY ORDER OF THE COMMANDER
YOKOTA AIR BASE**

**YOKOTA AIR BASE INSTRUCTION
10-203**

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Operations

**YOKOTA AIR BASE COMMAND AND
CONTROL OPERATIONS**

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This instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness*. This instruction aligns with AFMAN 10-207, *Command Posts*, and AFI 10-2501, *Air Force Emergency Management Program*. It applies to the 374th Airlift Wing (374 AW) subordinate and partner units. It does not apply to the ANG or AFRC. 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*; route AF Form 847s from the fields through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afrims/afrims>. This instruction may not be supplemented.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include: Updated CAT Functions and Organization, removed Group Control Center (GCC) verbiage, added Unit Control Center (UCC) verbiage, updated UCCs to reflect Crisis Action Team Representation identified in DAFI10-2501. Updated Roles and Responsibilities. Added C2IMERA, removed Defense Collaboration Service (DCS), removed SharePoint. Updated Methods of Communication, removed TransVerse, added Mattermost and ChatSurfer as approved text-based chat platforms. Revised CAT Activation procedures. Updated training requirements.

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1. General. The 374th Airlift Wing (374 AW) Crisis Action Team (CAT) establishes the authority, structure, and procedures of the 374 AW and Yokota Air Base (YAB) during wartime operations, contingencies, accidents, natural disasters, exercises, and other situations deemed necessary by the 374th Airlift Wing Commander (374 AW/CC), or designated representative. The CAT is a mixture of wing/group/squadron leadership and support staff. The CAT is designed to be a natural extension of normal procedures, not an abrupt change in routine. The Yokota CAT provides the 374 AW/CC or designated representative a seamless, integrated, and effective command and control (C2) organization. Under the Commander's authority, this organization executes command responsibilities during crises and contingencies that exceed the capabilities of normal day-to-day C2 structures and consists of retaining, to the maximum extent possible, the mission capabilities of Yokota AB. When activated, the CAT can devote its full time and attention to how crises affect mission execution and is charged with eliminating or alleviating detrimental mission impact. The ability to plan, direct, coordinate, and exercise C2 of all wing forces is inherent to CAT operations. The 374 Airlift Wing Plans and Programs (374 AW/XP) manages the CAT program and its facilities on behalf of the 374 AW/CC.

2. CAT Functions and Organization. Composition of the CAT will be situation dependent. An effectively trained CAT enables increased decision cycles, graduated crisis response capability, and development of a course of action due to Higher Headquarter (HHQ) tasking or a developing situation. The CAT maintains the ability to conduct 24-hour operations if required, which normally consists of two 12-hour shifts. The 374 AW/CC or designated representative can direct full CAT activation or assign a smaller, tailored contingent pertinent to specific command requirements based on the nature of the event. Full CAT activation includes the CAT Staff, Unit Control Centers (UCCs), and the Threat Working Group (TWG). The Advisory Staff activates individually as required. Additional personnel may be tasked to join or brief the CAT as the situation dictates. Unless otherwise directed by the 374 AW/CC or designated representative, the CAT Staff, TWG, and the UCCs noted above will assemble at their respective work centers within an hour of initial CAT activation recall. NOTE: Members of the CAT may be released after initial activation based upon further determination of requirements.

2.1. The CAT is a separate entity from the Emergency Operations Center (EOC) with a separate function. The CAT may be activated without the EOC being activated, and vice versa. The CAT exists to direct information between the 374 AW/CC or designated representative and all subordinate/tenant organization UCCs. CAT communication with UCCs will differ depending on whether the EOC is also activated.

2.1.1. If the EOC is activated, the CAT will communicate with subordinate/tenant units through the EOC on behalf of the 374 AW/CC or designated representative except for instances specifically addressed in this publication.

2.1.2. If the EOC is not activated, the CAT will communicate with subordinate/tenant organization UCCs.

2.1.3. See [Paragraph 15.2](#) for additional information on EOC functions and responsibilities.

2.2. The CAT is composed of pre-designated individuals with representation from tenant unit Commanders as needed for the situation. Per DAFI10-2501, the following are the pre-designated primary members of the CAT:

- 2.2.1. Wing Commander
- 2.2.2. Vice Wing Commander
- 2.2.3. Wing Command Chief
- 2.2.4. Operations Group Commander (OG)
- 2.2.5. Maintenance Group Commander (MXG)
- 2.2.6. Medical Group Commander (MDG)
- 2.2.7. Mission Support Group Commander (MSG)
- 2.2.8. Installation Command Staff (including WSA/CC and 374 AW/DS)
- 2.2.9. Financial Management and Contracting
- 2.2.10. Installation Command Post Management
- 2.2.11. Judge Advocate (JA)
- 2.2.12. Public Affairs (PA)

2.3. If the EOC is not activated at the same time as CAT activation, recommend including the following additional CAT members:

- 2.3.1. Civil Engineering Squadron Commander
- 2.3.2. Logistics Readiness Squadron Commander
- 2.3.3. Security Forces Squadron Commander
- 2.3.4. Communications Squadron Commander

2.4. The optional CAT members are from the following organizations: Behavioral Health, Chapel, and Tenant Unit Wing Commander (N/A for YAB).

2.5. The CAT CORE Team consists of the CAT Support Staff, CAT Advisory Staff, appropriate UCCs and the TWG (threat situation dependent).

2.6. The CAT Support Staff consists of the CAT Director, CAT Executive, Intel representative, and a Communication Support Team (CST) representative.

2.7. The CAT Advisory Staff consists of Public Affairs (PA), Contracting Representative (CONS), Finance Representative (CPTS), Installation Deployment Officer (IDO), Historian, and a member from the 730th Air Mobility Squadron (730 AMS) as required. Some CAT Advisory Staff entities are already included in the primary CAT representatives, and some are geographically separated from the rest of the CAT and relocate based on priorities.

2.8. The minimum established UCCs, regardless of incident, will consist of the Air Terminal Operations Center, Base Defense Operations Center, CBRN Cell, Civil Engineer UCC, Command Post, Force Support Control Center, Maintenance Operations Center, Medical Control Center, Operations Control Center, Transportation Control Center, 36th Airlift Squadron (36 AS), and 459th Airlift Squadron (459 AS). The 730th Air Mobility Squadron

(730 AMS), 753rd Special Operations Aircraft Maintenance Squadron (753 SOAMXS), and the 515th Air Mobility Operations (515 AMOG) Group Commanders and their UCC staff will be prepared to establish operations if the situation dictates. UCCs assemble at the locations designated by their respective group commander.

2.9. The TWG typically stands-up in conjunction with the EOC or the CAT based on the threat situation and makes recommendations to the 374 AW/CC or designated representative. The TWG consists of representatives from the following organization.

- 2.9.1. Security Forces Squadron Commander (374 SFS/CC)
- 2.9.2. Anti-Terrorism Office (ATO)
- 2.9.3. Security Forces Plans (374 SFS/S5X)
- 2.9.4. Security Forces Intelligence (374 SFS/S2)
- 2.9.5. Intelligence (374 OSS/IN)
- 2.9.6. Air Force Office of Special Investigations (AFOSI)
- 2.9.7. Public Affairs (374 AW/PA)
- 2.9.8. Judge Advocate (374 AW/JA)
- 2.9.9. Bioenvironmental Engineering (374 OMRS/SGXB)
- 2.9.10. Public Health (374 OMRS/SGXM)
- 2.9.11. Emergency Management (374 CES/CEX)
- 2.9.12. Wing Information Protection (374 AW/IP)
- 2.9.13. Communications Squadron (374 CS)
- 2.9.14. CAT Director or CAT Executive (as conditions permit)

3. Roles and Responsibilities:

3.1. The Commander, 374th Airlift Wing (374 AW/CC), or designated representative will:

- 3.1.1. Direct Yokota AB to assume a readiness posture when necessary.
- 3.1.2. Order activation of the CAT in response to HHQ direction or when deemed necessary.
- 3.1.3. Establish and utilize a Battle Rhythm when conditions permit.
- 3.1.4. Utilize the CAT to execute command and control of 374 AW. (See [Attachment 2](#))
- 3.1.5. Prioritize CAT activities.
- 3.1.6. Weigh and select presented Courses of Action (COA).
- 3.1.7. Order posture level and implementation of directives, plans, or checklists to meet local or HHQ requirements.
- 3.1.8. Approve and/or direct changes to Alarm, Mission Oriented Protective Posture (MOPP), and Force Protection Condition (FPCON) conditions as required.
- 3.1.9. Deactivate the CAT when it is no longer required.

- 3.2. The Vice Commander, 374th Airlift Wing (374 AW/CV) will:
 - 3.2.1. Perform duties outlined in Paragraphs **3.1 and 4.1** in the absence of the 374 AW/CC.
- 3.3. All 374 AW Group Commanders and the Wing Staff Agency Commander will:
 - 3.3.1. Assemble within two hours of initial CAT Activation recall, situation dependent, or as directed.
 - 3.3.2. Designate Unit Control Center representatives at the Group level with the understanding of capabilities and limitations within the assigned Squadrons within that respective Group or with a specific skill set to provide oversight of assigned tasks/responsibilities and operate the Control Center during contingency and emergency operations.
 - 3.3.3. Ensure personnel are available 365 days a year to staff applicable UCC positions.
- 3.4. The Chief, Wing Plans and Programs (374 AW/XP) will:
 - 3.4.1. Serve as the primary CAT Director during CAT operations. Conventional XP functions will not be accomplished while the CAT is operational.
 - 3.4.2. Manage the CAT program development and execution on behalf of 374 AW/CC.
 - 3.4.3. Ensure adequate manning and process training is available and administered to all CAT Staff members.
- 3.5. The **Wing Plans and Programs (374 AW/XP)** section will:
 - 3.5.1. Serve as additional CAT Directors and CAT Executives during CAT operations. Conventional XP functions will not be accomplished while the CAT is operational.
 - 3.5.2. Develop and structure individual CAT workstations to be current and consistent.
 - 3.5.3. Maintain and update the CAT checklists as required, and ensure hard copies are available in both the primary and alternate CAT facilities.
 - 3.5.4. Provide training to CAT Staff members and ensure that UCC training is regularly scheduled and conducted by the Emergency Management Office.
 - 3.5.5. Verify CAT Staff personnel readiness.
 - 3.5.6. Manage the primary and alternate CAT facilities.
 - 3.5.7. Coordinate with the CAT CSTs, CP, and the 374 CS to ensure computer systems and communications equipment in the CAT function properly.
- 3.6. The **Chief, Command Post (374 AW/CP)** will:
 - 3.6.1. Ensure that the integrity of the primary CAT facility and standard workstations remain in good order, coordinating work orders with the facility manager and the CST.
 - 3.6.2. Collaborate with 374 AW/XP to synchronize CP and CAT operations.
 - 3.6.2.1. Coordinate a smooth transition from a day-to-day operational status to crisis/contingency operations when the CAT activates.
 - 3.6.2.2. Coordinate Command Post's resumption of normal C2 when the CAT stands down following a crisis/contingency.

- 3.6.3. Ensure CP personnel will disseminate Alarm, MOPP, FPCON, and other official announcements over Giant Voice and other mass alerting and notification systems.
- 3.6.4. Ensure CP personnel generate the Operational Report 3 (OPREP 3) message for 374 AW/CC or designated representative for approval prior to sending to PACAF or United States Forces Japan (USFJ) dependent on the situation.
- 3.6.5. Ensure the CP team communicates with CAT and backs up the CAT on HHQ directed reporting timelines that are initiated through CP channels.
- 3.6.6. Ensure the CP team tracks the status of all aircraft and reports required information in the Global Decision Support System (GDSS) as required.
- 3.7. The **Chief, Public Affairs (374 AW/PA)** will:
 - 3.7.1. Advise the 374 AW/CC or designated representative and the CAT on media, community relations, and visual information concerns.
 - 3.7.2. Regulate internal and external information flow as required/directed.
- 3.8. The **Chief, Safety (374 AW/SE)** will:
 - 3.8.1. Advise the 374 AW/CC or designated representative and the CAT on safety concerns.
 - 3.8.2. Work with 374 AW/CP to coordinate safety activities, if warranted, from the Mishap Response Plan and collect mishap reports.
- 3.9. The **Staff Judge Advocate (374 AW/JA)** will:
 - 3.9.1. Review all relevant ROE, SPINS and OPLAN Annexes relating to legal considerations.
 - 3.9.2. Advise the 374 AW/CC or designated representative and the CAT on legal concerns and implementation and/or interpretation of ROE, SPINS and OPLAN considerations.
- 3.10. The **Wing Chaplain (374 AW/HC)** will:
 - 3.10.1. Advise the 374 AW/CC or designated representative and the CAT on morale, spiritual and/or moral concerns.
- 3.11. The **Wing Historian (374 AW/HO)** will:
 - 3.11.1. Track significant events for official record.
 - 3.11.2. Advise the 374 AW/CC on actions taken by previously assigned Installation Commanders during similar operations.
- 3.12. The **ATO or 374 SFS/CC** will:
 - 3.12.1. Advise the 374 AW/CC or designated representative and the CAT on force protection concerns to include the implementation of the Installation Defense and Barrier Plans.
 - 3.12.2. Be prepared to respond as the TWG chairperson with the initial CAT recall as required.

3.12.3. Typically, the 374 SFS/CC or designated representative will make recommendations, to include taking no additional actions, following each TWG.

3.13. The Installation Deployment Officer (374 LRS/IDO) will:

3.13.1. Advise the 374 AW/CC or designated representative and the CAT on HHQ taskings that may impact Yokota Air Base deployment/reception activities and/or operations.

3.13.2. Be prepared to respond as an Advisory Support Staff member with the initial CAT recall as required.

3.13.3. Provide situational status updates to the CAT regarding Deployment Redeployment Coordination Cell (DRCC) operations.

3.13.4. Direct/monitor deployment activities as scheduled in the Installation Deployment Plan (IDP).

3.14. Weather (374 OSS/OSW) will:

3.14.1. Advise the 374 AW/CC or designated representative and the CAT on weather-related concerns and the potential for detrimental mission impact.

3.14.2. For any CAT activation resulting from weather related phenomenon, have a representative positioned to support the CAT and provide weather updates for the duration of the event.

3.15. Intel (374 OSS/IN) will:

3.15.1. Provide personnel to monitor and relay intel updates from designated workstations within the primary or alternate CAT.

3.15.2. Advise the 374 AW/CC or designated representative and the CAT on threats and/or Intelligence to include mission related implications.

3.15.3. Be prepared to respond as a TWG member with the initial CAT recall as required.

3.16. The **CAT Director** will:

3.16.1. Be responsible to the 374 AW/CC or designated representative for providing overall management of the CAT and ensure proper response to emergency requirements.

3.16.2. Be prepared to brief the crisis or incident to Senior Leadership and staff two hours after initial CAT recall commenced, situation/time dependent.

3.16.3. Be prepared to facilitate Commander's Update Briefings (CUBs) in accordance with the established battle rhythm discussed in **Paragraph 6**.

3.16.4. Supervise and implement CAT processes and checklists based on the selected COA.

3.16.5. Filter/interpret communication of HHQ messages from the 374 AW/CP to CAT leadership and staff, as applicable.

3.16.6. Direct/publish Yokota Command Directives (YCDs) as required.

3.16.7. Foster effective communication between the Emergency Operation Center (EOC), Installation Deployment Readiness Cell (IDRC), Noncombatant Evacuation/Reception Control Center (NEO/RCC) if active, CAT leadership, and the UCCs.

3.16.8. For situational awareness, provide mission execution and installation readiness status updates to the 374 AW/CC or designated representative.

3.16.9. If the EOC is active, the CAT will use the EOC as the primary means to communicate with all subordinate/tenant organizations on behalf of the 374 AW/CC or designated representative to send or request information. If the EOC is not active, the CAT will communicate directly with subordinate/tenant organizations.

3.17. The **CAT Executive** will:

3.17.1. Support the CAT Director with administration of CAT processes and products.

3.17.2. Consolidate slide inputs from all UCCs as required to meet briefing deadlines.

3.17.3. Serve as primary Action Officer (AO) for consolidation, preparation, and presentation of briefings and checklists. The Senior Leadership crisis brief will be completed two hours after initial CAT recall activation.

3.17.4. Draft/Issue YCDs as directed by the CAT Director.

3.17.5. Disseminate changes to FPCON, MOPP, and Alarm conditions via C2IMERA and ensure UCC receipt. These changes will only be disseminated once appropriate agencies have given information/made a recommendation to the Commander or designated representative, and the Commander or designated representative have directed the change.

3.17.6. Ensure access to the CAT is strictly controlled for any classified proceedings. The CAT Exec will initially utilize the Battle Rhythm Briefing (BRB) Entry Access Letter (EAL) to verify security clearances prior to all CAT meetings. Individuals not on the BRB EAL who are directed to enter the CAT by a Group or Wing Commander, or designated representative, will provide their names to the CAT executive for security clearance verification through a Unit Security Manager or Wing IPO.

3.17.7. When directed, stand-up the alternate CAT facility.

3.17.8. If the EOC is active, the CAT will use the EOC as the primary means to communicate with all subordinate organizations on behalf of the Wing Commander or designated representative to send or request information. If the EOC is not active, the CAT will communicate directly with subordinate/tenant organizations.

3.18. The **CAT CST** will:

3.18.1. Serve as the primary liaison for communications and system issues to include trouble ticket and work order tracking.

3.18.2. Assist CAT personnel with technical advice and system functionality. Coordinate with 374 AW/CP for quarterly communication operations checks to ensure standard desktop configurations and resources.

3.18.3. Serve as secondary CAT runners for comm-out operations.

3.18.4. When directed, assist the CAT Exec with alternate CAT activation.

3.18.5. Assist with additional duties as required/directed by the CAT Staff.

3.18.6. Document all equipment maintenance and replacement actions required to maintain operations.

3.19. All **Unit Control Centers** will:

3.19.1. Serve as the primary command and control center for their respective Group and Squadron Commanders. The term “Group Control Center” is no longer included in this publication to align with parent publications, but Groups are still expected to maintain an Unit Command Center to streamline and facilitate information flow with subordinate Unit Command Centers.

3.19.2. Disseminate and implement YCDs, changes to FPCON, MOPP, and Alarm conditions for their subordinate squadron UCCs and assigned partner units IAW YOKOTAABI10-202, *YOKOTA Air Base Recall Procedures*, **Attachment 3**, *Partner Unit Notification List (When Directed by 374 AW/CC)*, as directed by the CAT, EOC or CP. UCCs will communicate by the appropriate system that matches and protects the classification or sensitivity of the information.

3.19.3. Maintain tracking of Group chain of command and keep the assigned commander informed of information disseminated by the 374 AW/CC.

3.19.4. Track recalls and accountability of individual unit personnel when directed by the CAT or EOC, primarily in C2IMERA.

3.19.5. Develop specific checklist for the setup and teardown of their respective work centers.

3.19.6. Provide an avenue for senior leaders to request information from or disseminate guidance to subordinate units.

3.19.7. Maintain a trained cadre of personnel to support 24/7 operations, as needed. Ensure cadre have access and permissions to all systems, websites and network drives needed to accomplish assigned duties.

3.20. The **Air Terminal Operations Center** will serve as the focal point for:

3.20.1. Aerial port functions including cargo and passenger processing.

3.21. The **Base Defense Operations Center** will serve as the focal point for:

3.21.1. Air and Integrated Base Defense and security measures.

3.22. The **CBRN Cell** will serve as the focal point for:

3.22.1. Controlling CBRN Reconnaissance Teams, plotting and predicting hazards downwind, and reporting CBRN contamination to the EOC, along with the CBRN coordinates with Unit Shelter Management and CCTs.

3.23. The **Civil Engineer UCC** will serve as the focal point for:

3.23.1. Base Recovery After Attack; Damage Assessment and Recovery Teams; coordinating priorities and monitoring facility, runway, and taxiway repairs.

3.24. The **Command Post** will serve as the focal point for:

3.24.1. All responsibilities outlined in AFMAN 10-207 and serving a crucial role in emergency management and all communications.

3.25. The **Force Support Control Center** will serve as the focal point for:

3.25.1. Controlling all services functions to include: food services, billeting, laundry, recreation and fitness, mortuary affairs, personnel accountability, replacement, and managing manpower pool for the EOC.

3.25.2. Deployment processing and/or Reception status.

3.25.3. Trans load status.

3.25.4. Tracking and communicating NEO/EEP throughput/origination status.

3.25.5. Status of all mission support capabilities (bed-down, messing, comm., CE, etc.)

3.25.6. As directed, activating the Point of Distribution Center for Ground Crew Ensembles, Individual Protective Equipment, Individual First Aid Kit (IFAK)/Joint First-Aid Kit (JFAK), M8 Chemical Detection Paper, M9 Chemical Detection Tape, and M295 Decontamination Kits.

3.25.7. Initiating all Wing recalls in C2IMERA for tracking by the EOC and CAT.

3.26. The **Maintenance Operations Center** will serve as the focal point for:

3.26.1. The launch, recovery, service, parking, and maintenance of aircraft; tracking of priorities and missions of specific aircraft; and coordinates with fuels and supply functions.

3.26.2. Aircraft generation.

3.26.3. Maintenance status, parking location and availability for all Yokota Air Base assigned aircraft.

3.26.4. Coordination and communication with the OG and AMOG SMEs.

3.27. The **Medical Control Center** will serve as the focal point for:

3.27.1. Providing the medical status of the hospital or clinic, supporting medical requirements including requisitioning supplies, establishing casualty collection points, dispatching ambulances, and coordinating patient movement via surface and air.

3.27.2. Medical or readiness issues outside the scope/capabilities of the EOC.

3.27.3. Bioenvironmental issues outside the scope/capabilities of the EOC.

3.27.4. Activating the Point of Distribution Center for Antidote Treatment Nerve Agent Auto-Injector (ATNAA)/Convulsive Antidote for Nerve Agent (CANAA), Reactive Skin Decontamination Lotion (RDSL), Shelter First Aid-Kit (SFAK), and medical prophylaxis.

3.28. The **Operations Control Center** will serve as the focal point for:

3.28.1. Responsible for aircrews, tactics, mission planning and other aspects of the flying mission.

3.28.2. Air Tasking Order/Flying schedule execution.

3.28.3. Tracking of all Yokota Air Base flight missions to include those in transit.

3.28.4. Aircrew status and availability.

3.28.5. Airfield capability and status.

3.28.6. Coordination and communication with the MXG and AMOG Subject Matter Expert (SMEs).

3.29. The **Transportation Control Center** will serve as the focal point for:

3.29.1. Controlling the distribution of transportation assets (e.g., pick-up trucks, forklifts, etc.) and setting priorities for vehicle maintenance.

3.29.2. Maintains awareness of all aircraft not being tracked through the CP.

3.30. The **730 AMS UCC** will serve as the focal point for:

3.30.1. Coordination between the 374 AW and the 515 AMOG, 730 AMS, AMC, and TACC.

3.30.2. Issues impacting 515 AMOG, 730 AMS or AMC missions.

3.30.3. Airflow coordination and communication with the 374 AW/CP team.

3.30.4. Maintenance status and parking coordination with the 374 MOC.

4. CAT Activation.

4.1. The 374 AW/CC or designated representative directs 374 AW/CP to activate the initial CAT recall IAW YABI 10-202. The 374 AW/CC or designated representative is the authority to activate the CAT. All CAT members will report activation notification. CAT CORE Team members will promptly report one hour after the initial CAT recall to prepare the facility and the initial situation update briefing. Expect the situation update brief into take place two hours following the initial CAT recall activation. Following the brief, the 374 AW/CC or designated representative will provide Commander's intent to the CAT Director for installation execution.

4.2. The 374 AW/CC or designated representative will select the desired CAT Composition COA from the options presented by the CAT Director during the situation brief. The CAT Staff will execute the composition level corresponding to the selected COA by the 374 AW/CC or designated representative. As the composition level changes based on the nature of the crisis, members may be released or added to the posturing team by the 374 AW/CC or designated representative. Each level is a building block approach adding to the previous tier.

4.2.1. Level 1 (Virtual/CAT Staff): The CAT Support Staff, select TWG members, and identified UCC's will virtually monitor the Non-classified Internet Protocol Router Network/Secured internet protocol router (NIPR/SIPR) communication sources (see **Paragraph 8**) from their primary duty locations.

4.2.2. Level 2 (CAT Core Team): The remaining TWG members and UCC's will also report in to complete the CAT Core Team. CAT and UCC members will meet at their respective primary locations.

4.2.3. Level 3 (Senior Staff): The Commanders Senior Staff (O-6 level) and WSA/CC will report to their primary UCC locations, as applicable. Note: The UCC's will act as advisors to the Commanders Senior Staff.

4.2.4. Level 4 (Advisory Staff): Select members of the Advisory Support Staff will report to the primary CAT location. A 730 AMS representative will also join the CAT, as required, in primary CAT location.

4.2.5. Level 5 (Full Activation/UCCs): The remaining members of the Advisory Support Staff will report to the primary CAT location or designated UCC. All Squadron UCCs activate and initiate recall procedures, stand by for C2 coordination from the EOC (if active) or CAT through the UCCs.

4.3. CAT Operating Postures: There are three CAT postures to support crisis and contingency operations: Virtual, Extended Day Operations and 24-Hour Operations. In each case, the CAT Director, in coordination with the 374 AW/CC, will determine the required operating posture, and be the release authority to return others back to daily duties.

4.3.1. **Virtual:** Supported by CAT Staff, select TWG members and UCCs who will monitor, and respond accordingly to message traffic. The methods of communication are discussed in [Paragraph 8](#). Virtual staff will remain logged into approved chat platforms and prioritize virtual CAT duties over primary daily duties. This will be done during normal duty hours from primary duty locations.

4.3.2. **Extended Day Operations:** Supported by the respective CAT Core Team composition level selected by the 374 AW/CC and working from their primary CAT/UCC locations usually in shifts that extend beyond the standard duty day (8-12 hours of duty).

4.3.3. **The 24-Hour Operations:** Supported by the respective CAT Core Team composition level selected by the 374 AW/CC. This is the most robust posture of the CAT.

5. Briefings. Timely inputs to leadership, dependent upon the nature of operations, are essential to effective command and control.

5.1. The CAT Staff must be postured to brief Wing Leadership two hours after the initial CAT activation notification, one hour after the assembly time designated by the recall, or as required.

5.2. The CAT possesses the capability to stream briefings to UCC's and other recipients via SVTC Bridge. Slide inputs will be due according to the daily battle rhythm schedule created by the CAT Director and approved by the Wing Commander or designated representative. The schedule will be released following the CAT Composition COA approval by the 374 AW/CC or designated representative.

5.3. The 374 AW/CC or designated representative will determine the required attendees for all briefings and whether briefings will be conducted in-person, via SVTC, or a mix.

5.4. Standardized briefing slide templates are maintained by the CAT and will be distributed prior to the initial CUB.

6. Battle Rhythm.

6.1. The battle rhythm is an effective means of managing the time of both the commander and the staff. Joint doctrine describes battle rhythm as the sequencing and execution of actions and events within a joint force HQ that are regulated by the flow and sharing of information that support all decision cycles. The battle rhythm should be flexible, provide enough "white space" for both crisis and reflection, as well as account for the battle rhythm of HHQ. An effective battle rhythm will greatly increase the synergy of the organization.

6.1.1. Immediately upon activation of the CAT and prior to the initial situation update brief, the 374 AW/CC or designated representative and the CAT Director should coordinate an initial battle rhythm in order to brief expectations, conditions permitting. As a minimum, the times for situation briefings should be addressed as well as expected turnover schedules for key staff.

6.1.2. A Battle Rhythm is subject to situational development and current leadership guidance. The 374 AW/CC or designated representative, in coordination with the CAT Director, will establish a Battle Rhythm as conditions permit.

6.1.3. For Exercise purposes, senior leaders will conduct changeover and receive briefings at an established time. For a seamless transition between shifts, leadership in the CAT should plan changeover to include overlap and time to build continuity.

7. CAT Operations. The CAT will operate on a checklist-centric, process-driven construct.

7.1. The CAT directs strategic actions supporting the installation's mission. The CAT provides a communication link with HHQ and civilian agencies. As the focal point for installation-wide warnings, notifications and operations, the CAT communicates directions and gathers all relevant information from appropriate agencies to develop courses of action concerning the incident for the Commander's Senior Staff.

7.2. The CAT is scalable and tailorable at the discretion of the 374 AW/CC or designated representative based upon the situation. It is intended to focus on the mission execution and not the management of the incident. For extended operations, the CAT's planning, and execution functions transition to the normal planning sections (current operations, future operations, and plans).

7.3. The use of checklists (electronic or hard copy) in response to events or situations are mandated to the maximum extent possible. Recurring tasks will be documented alongside checklist execution and referenced after completion. CAT operations, to include associated checklists and processes, will remain in a constant state of improvement and refinement. During exercises or "real world" responses, CAT members will annotate and/or document their recommendations accordingly. The 374 AW/XP Chief is the approval authority for CAT checklists and will manage and work toward their development and refinement as necessary. Forward any checklist or process inputs to 374 AW/XP as applicable.

7.4. As a minimum, the CAT is responsible for monitoring the following situations and tasks, and accomplishing the following actions:

7.4.1. Collect Squadron and Group Commander's inputs for consolidation into the Commander's Situation Report (SITREP).

7.4.2. Disseminate Wing Commander taskings, amplifying instructions and directions via YCD and IAW the communication sources outlined in [Paragraph 8](#).

7.4.3. Monitor recalls of 374 AW and/or tenant units IAW YOKOTA ABI 10-202.

- 7.4.4. Establish connectivity vertically and horizontally with Command Post, HHQ (PACAF Watch Officer or USFJ Bilateral and Joint Operations Command Center (BJOCC) or Joint Operations Center (JOC), as applicable), UCCs, 374 OG Mission Planning Cell, Installation Deployment/Reception Control Center, BDOC, Base Operations, and other 5th Air Force (5AF) or 7th Air Force (7AF) Wing Operations Centers as required.
- 7.4.5. Verify operational condition/access for all communications equipment and coordinate any required technical support with the CST.
- 7.4.6. Initiate CAT Events Log and begin compiling information needed to complete an After-Action Report (AAR) (as required).
- 7.4.7. Monitor and check the status of the Alternate CAT location.
- 7.4.8. Coordinate assets needed to conduct an evacuation of the CAT (threat dependent).
- 7.4.9. Review all messages or orders received by the Wing in support of current operations (Warning Order (WARNORD), Alert Order (ALERTORD), Deployment Order (DEPORD), Prepare to Deploy Order (PTDO), Emergency Action Messages, etc.).
- 7.4.10. Process and track HHQ directed Readiness Condition Changes.
- 7.4.11. Track the implementation of Wing Threat Conditions changes.
- 7.4.12. Establish a Wing Battle Rhythm Briefing schedule once approved by the 374 AW/CC or designated representative.
- 7.4.13. Ensure the timely distribution of relevant messages and instructions.
- 7.4.14. Support the Emergency Operations Center in mitigating effects of Natural Disaster, Ground and Aircraft Accidents, Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) attacks and terrorist attacks on flying and Deployment/Reception operations.
- 7.4.15. Track the status of UCC personnel, equipment status and operating location during OPLAN execution/combat operations, Natural Disaster events, CBRNE attacks and terrorist attacks operations.
- 7.4.16. Utilize the appropriate organization (EOC, UCC, etc.) to monitor the following:
- 7.4.16.1. Monitor aircraft generation activities and mission Sequence of Events (SOEs).
 - 7.4.16.2. Monitor cargo and passenger processing activities and Deployment and Reception Sequence of Events (DSOEs and RSOEs).
 - 7.4.16.3. Monitor airfield status (runway, taxiway, Air Traffic Control and Landings (ATCALs), etc.) and weather conditions.
 - 7.4.16.4. Monitor the deployment of War Reserve Material (WRM) in support of Operational Plan (OPLAN) operations.
 - 7.4.16.5. Monitor the status of Reception, Onward movement, and Deployment of Noncombatant Evacuees until arrival at their Safe haven location.
 - 7.4.16.6. Monitor the reception of forces and cargo IAW TPFDD flow trackers.

8. Methods of Communication.

8.1. The CAT is responsible for sustaining effective C2 for the 374 AW/CC or designated representative using available on NIPR and SIPR communication platforms that are most appropriate for the situation. All CAT, EOC and UCC personnel are responsible for ensuring access to all of the systems outlined in this publication. All units are responsible for ensuring effective communication capabilities between UCCs and respective unit members using whatever means necessary, including applicable tool listed in this publication.

8.2. The communication priorities outlined below apply to all direct message communications between CAT, EOC (if active) UCC personnel. Type of Communication platform (NIPR or SIPR) will be appropriate for the classification of the information being discussed.

8.2.1. NIPR communication tools for direct messaging (in order of priority):

- 8.2.1.1. Mattermost.
- 8.2.1.2. NIPR ChatSurfer.
- 8.2.1.3. NIPR Email.
- 8.2.1.4. VoIP Phone Call.
- 8.2.1.5. Personal Cell Phone.
- 8.2.1.6. LMR Radio Call.

8.2.2. SIPR communication tools for direct messaging (in order of priority):

- 8.2.2.1. SIPR ChatSurfer.
- 8.2.2.2. SIPR Email.
- 8.2.2.3. VoSIP Phone Call.

8.3. The communication priorities outlined below apply to the mass distribution of information and official documents (YCD, change to FPCON/Alert/MOPP condition, etc.) Information will still be distributed over these systems in the order of listed priority, but also via all other appropriate systems to ensure redundancy of notification. Type of Communication platform (NIPR or SIPR) will be appropriate for the classification of the information being discussed.

8.3.1. NIPR communication tools for mass information distribution (in order of priority):

- 8.3.1.1. C2IMERA
- 8.3.1.2. Giant Voice (FPCON/Alarm/MOPP changes only)
- 8.3.1.3. AtHoc Notification (FPCON/Alarm/MOPP changes only)
- 8.3.1.4. Group messaging via priority direct message tool (Mattermost, etc.)
- 8.3.1.5. Mass NIPR Email distribution

8.3.2. SIPR communication tools for mass information distribution (in order of priority):

- 8.3.2.1. Mass SIPR Email distribution
- 8.3.2.2. Group messaging via priority direct message tool (SIPR ChatSurfer, etc.)

8.3.2.3. SIPR VOC

8.4. All CAT, EOC (if active) and UCC personnel will monitor these communication sources at all times, prioritizing the sources higher on the priorities list if limited on the amount of tools that can be open at once. Direct message traffic will take place on the highest priority system that is useable at the time. If system degradation occurs on a priority system for any reason, any change to these priorities (i.e. transitioning the priority NIPR direct messaging communication tool from Mattermost to ChatSurfer) will be recommended by the CAT Director to the 374 AW/CC or designated representative for approval.

8.5. VoIP provide connectivity to worldwide DSN, commercial/off-base landlines, and cell phones. The CAT possesses limited VIPER/STE equipment/capability. VoSIP provides for secure communication of classified information but is dependent upon SIPR Network connectivity.

8.6. Shared Drives are available on both NIPR and SIPR Networks for additional document sharing capabilities.

8.7. The installation notification and warning system is a combination of methods using audible and visual signals, verbal messages, and electronic communication. The Installation Commander will ensure the installation has an INWS with the capability to disseminate rapidly and effectively the emergency information to warn all personnel according to timelines established in DoDI 6055.17.

8.8. "Comm-out" communications will be accomplished via runners designated by individual unit Commanders or outlined in [Paragraph 3](#) of this publication.

9. Yokota Command Directives (YCDs). A YCD is a message used by the CAT to pass the information/directives and amplifying instructions from the 374 AW/CC or designated representative to operating forces at Yokota Air Base. YCDs will be transmitted to UCCs for further dissemination within units. Commanders and UCCs will review all YCDs as they are published and review all YCDs that were published prior to assuming shift during extended operations.

9.1. The success of the CAT is largely dependent on the rapid flow of information throughout all tiers of the Yokota Command and Control system. It is imperative that information not only be disseminated, but also must reach those who act upon it in each functional area.

9.2. YCDs provide a readily available and traceable means of notifying all 374 AW units of relevant Command guidance. UCCs will follow tracking/receipt instructions presented on YCDs, as applicable. The CAT Director is the YCD release approval authority.

9.3. YCDs will identify unit/installation applicability/non-applicability when utilized during exercises.

9.4. The CAT may release initial guidance to the UCCs, either directly or through the EOC (if active), before the YCD is available to publish. It is expected that UCCs act on any instructions received from the CAT.

9.5. YCDs will only be issued for events significant enough that they require immediate directive from the 374 WG/CC or their designated representative.

10. Training Requirements.

10.1. Initial training for CAT members will include the following: A local Wing XP CAT Operations Training brief, UCC Training, C2IMERA training, and the Air Force Emergency Management Program Course, Control Center Operations Course (CCO) and OPSEC Fundamentals. Additionally, self-study on local instructions and procedures as required will be mandated for CAT members.

10.2. All training must be completed within 60 days of being appointed as a CAT member, and recurrent training for performing duties as a CAT member accomplished once annually.

10.3. Civil Engineering Emergency Management will coordinate CAT members C2IMERA training.

10.4. SIPR Network, C2IMERA, Mattermost, and ChatSurfer access is a requirement for all CAT members; complete all training and establish functional accounts for each.

10.5. Group Commanders and select WSA Chiefs are responsible for ensuring that their designated representatives are adequately trained on CAT operations, individual Group responsibilities, capabilities, and have the resources and access required to fulfill their duties.

11. Operations Security (OPSEC). CAT members will always follow strict OPSEC procedures.

11.1. It is the responsibility of all personnel to properly safeguard sensitive and classified material and to properly dispose of such information when no longer needed. It is critical that no sensitive information is broadcasted on unclassified networks.

11.2. All CAT members will be familiar with and have access to the current Yokota Critical Information List (CIL). CAT members must ensure that the information in the CIL is safeguarded at all times.

12. Communications Security (COMSEC).

12.1. Ensure that all two-way communication devices are left outside of the secure facility.

12.2. All information will be passed via an appropriate communication source for the level of classification. On an exceptional basis, as determined by the 374 AW/CC or designated representative, certain communication restrictions may be lifted to prevent loss of life or significant mission impact.

12.2.1. SIPR Network and VoSIP communications are the standard. If unable, unclassified information should be sent via encrypted NIPR Network email, the utilization of Land Mobile Radios (LMR), and/or the use of runners, when applicable. If a situation precludes the use of all other options, DSN lines will be primary over that of commercial land lines or cell phones.

12.2.2. To avoid OPSEC/COMSEC violations, when handling inadvertent non-secure communications, defer to the following procedure. When answering a nonsecure line, state to all in the vicinity, "open line." Once the call is complete, state "closed line." The same procedure will be used for secure calls using the terminology, "secure up/down." Personnel will not open a non-secure line when a secure call or discussion is in progress and vice versa.

13. Physical Security/Entry Control.

13.1. The CAT is located within the 374 AW/CP Restricted Area. Command Post personnel have authority and control over entry procedures.

13.2. Members without the appropriate line badge access must be signed in on a visitors log and escorted while in the restricted area.

13.3. Only CP controllers, SFS augmentees, and CAT staff can allow entry into the CP area.

14. CAT Deactivation. When the situation improves, operations and requirements normalize, or when the enhanced C2 capabilities of the CAT are no longer required, the 374 AW/CC or designated representative may deactivate the CAT via the CAT Director. The CAT Director will issue a YCD to all Yokota units and an official message to all external units prior to deactivation, allowing enough turnaround time for potential responses. Prior to dismissal, the staff is required to complete the following tasks:

14.1. Report all open action items and ensure completion of such, as required, to the CAT Director. As a minimum, the report will contain a brief synopsis task, the responsible organization or member, estimated completion timeframe, and internal or external organizations involved in the open action item.

14.2. Compile all logs, reports, messages, etc. for lessons learned and historical preservation. Inform CAT Admin of the electronic and physical (if applicable) storage location of records.

14.3. Sanitize all work areas of classified material. Each member is also responsible for reorganizing individual work areas as required.

14.4. Conduct appropriate hot wash/AARs. At a minimum, the staff must hot wash the performance of the CAT and interaction with exterior organizations. The hot wash should include both lessons learned and areas for improvement.

14.5. The CAT Director will out brief the 374 AW/CC with the aforementioned information in order to ensure a seamless return to normal operations. **NOTE:** Although the staff may be dismissed, members will remain in an on-call status in the event the CAT needs to re-activate on short notice.

15. Coordinating Agencies. Attachment 2 depicts applicable command relationships.

15.1. The 374 AW/CP is the primary agency authorized to communicate HHQ guidance to operational organizations.

15.1.1. CP is the only installation C2 function authorized to receive and process Emergency Action Messages (EAM) and prepare and transmit AF operational reports (AF OPREP-3) and SITREPs. The CP provides C2 support to wing and tenant units to include relaying command directions, flight following, and operational reporting instructions.

15.1.2. The 374 AW/XP will coordinate with CP to ensure seamless, integrated, and effective CAT operations.

15.2. The EOC is the C2 support element that coordinates information and resources to support the installation's actions before, during, and after an incident at the operational level, and is the focal point for the development and coordination of the follow-on operations and recovery plan. The Installation Commander activates the EOC, which operates separately from the CAT. The EOC harnesses the capabilities of experienced mission support and medical personnel into a cohesive team. EOCs provide the Installation Commander a single, consolidated communication center to monitor and execute the installation's support missions, whether it is supporting a tenant unit, bed down, sustainment or redeployment. The EOC includes 15 Emergency Support Functions (ESFs) and other functional tenant unit representation as needed. See AFMAN 10- 2502 for a complete listing and responsibilities of all 15 ESFs. Tailor the EOC to meet the needs of each unique location and mission.

15.2.1. The EOC is activated by the 374 AW/CC or designated representative in response to emergencies and/or recovery efforts during incidents that exceed normal, steady-state capability. The EOC is the focal point of support for an Incident Commander concerning operations at an incident site. The EOC is comprised of 15 ESFs to include additional functional experts and agencies as required.

15.2.2. During a contingency, the 374 AW/CC or designated representative may activate the EOC during or in anticipation of emergency response and recovery requirements.

15.2.3. The EOC will provide situational awareness to the CAT regarding all incidents and recovery efforts that have the potential to negatively impact Yokota Air Base mission capabilities. For all other cases, incident status reports will be relayed to the CAT as conditions permit.

15.2.4. The EOC will track incidents and chemical zone conditions via C2IMERA, to provide visibility to the entire installation.

15.2.5. When on-scene requirements surpass the installation's capabilities to include local capabilities acquired through Mutual Aid Agreements (MAAs), the EOC will seek non-local support through the CAT.

15.2.6. As a general understanding, the primary mission of the EOC will be emergency management and support, while the CAT will focus on retaining Yokota Air Base mission capabilities. This does not preclude effective communications, nor limits the ability to work together as particular situations may dictate.

ANDREW L. RODDAN, Colonel, USAF
Commander

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

DAFPD 10-2, *Readiness*, 20 May 2021

DAFI 10-2501, *Emergency Management Program*, 10 March 2020

AFMAN 10-207, *Command Posts*, 11 April 2018

YOKOTAABI10-202, *YOKOTA Air Base Recall Procedures*, 30 November 2022

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFOSI—Air Force Office of Special Investigations

AMOG—Air Mobility Operations Group

AMS—Air Mobility Squadron

AS—Airlift Squadron

ATNAA—Antidote Treatment Nerve Agent Auto-Injector

ATO—Anti-Terrorism Office

BJOCC—Bilateral and Joint operations Command Center

BRB—Battle Rhythm Briefing

C2—Command and Control

CANA—Convulsive Antidote for Nerve Agent

CAT—Crisis Action Team

CIL—Critical Information List

COA—Course of Action

COMSEC—Communications Security

CONS—Contracting Squadron

CP—Command Post

CPTS—Comptroller Squadron

CS—Communications Squadron

CST—Communications Support Team

CUB—Commander Update Briefing

DCO—Defense Connect Online

DRCC—Deployment/Redeployment Coordination Cell
DSOE—Deployment Sequence of Events
EAL—Entry Access Letter
EAM—Emergency Action Messages
EOC—Emergency Operations Center
ESF—Emergency Support Functions
FPCON—Force Protection Condition
FSC—Flight Service Center
GDSS—Global Decision Support System
HHQ—Higher Headquarters
IDO—Installation Deployment Officer
IDP—Installation Deployment Plan
JOC—Joint Operations Center
IFAK—Individual First Aid Kit
JFAK—Joint First Aid Kit
LMR—Land Mobile Radios
LRS—Logistics Readiness Squadron
MAA—Mutual Aid Agreement
MOPP—Mission oriented Protective Posture
NEO—Noncombatant Evacuation Operation
OPSEC—Operations Security
PA—Public Affairs
RCC—Reception Control Center
RDSL—Reactive Skin Decontamination Lotion
ROE—Rules of Engagement
RSOE—Reception Sequence of Events
SFAK—Shelter First Aid Kit
SITREP—Situation Report
SOAMXS—Special Operations Aircraft Maintenance Squadron
SPINS—Special Instructions
STE—Secure Terminal Equipment
SVTC—Secure Video Teleconference

TWG—Threat Working Group

UCC—Unit Control Center

VIPER—View, Interactor, Presenter, Entity and Router

WRM—War Reserve Material

YCD—Yokota Command Directive

Attachment 2

COMMAND RELATIONSHIPS

Figure A2.1. CAT Operations with EOC Activated.

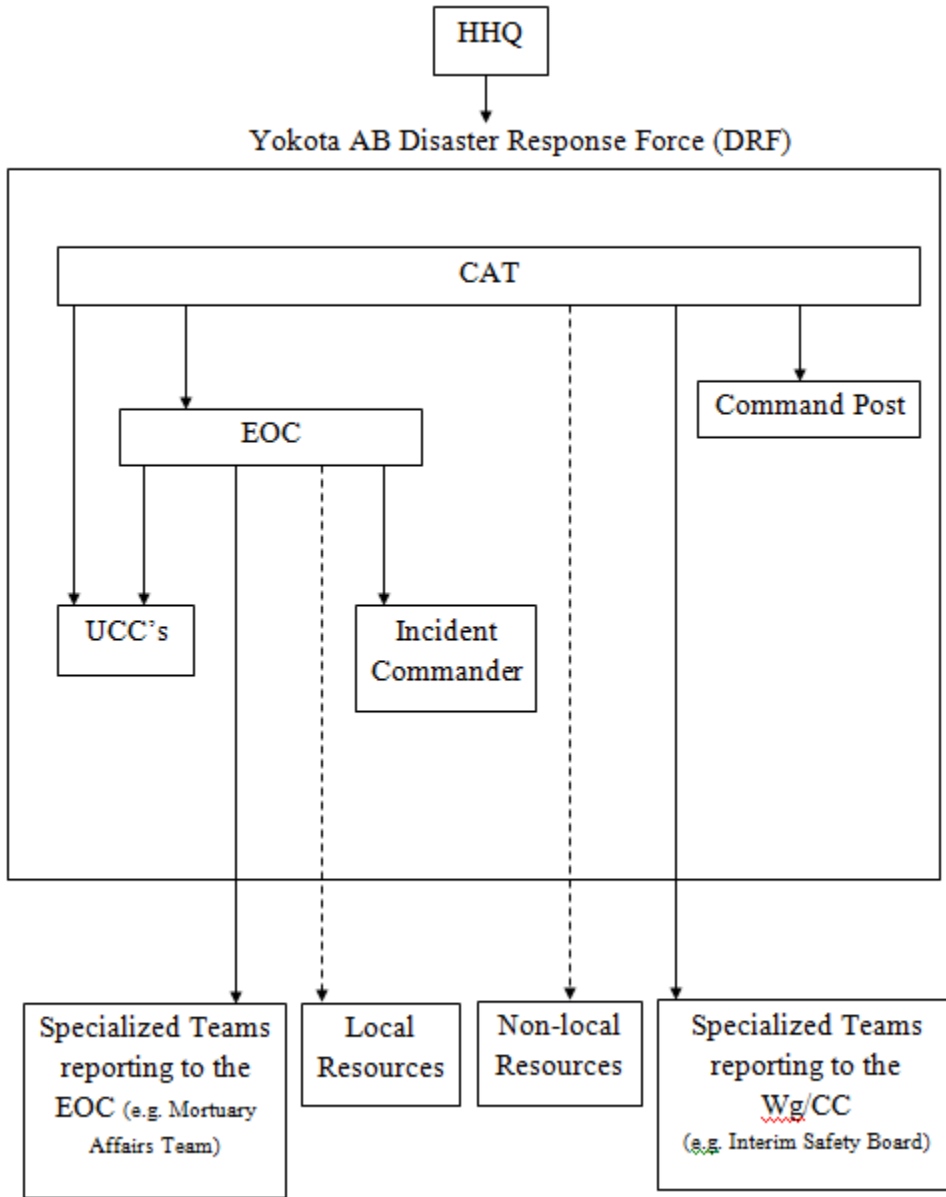


Figure A2.2. CAT Operations without EOC Activated.

