



*Operations*

**CRISIS ACTION TEAM (CAT)**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

This instruction establishes a Crisis Action Team (CAT). Defines the composition and the purpose of the team, specifies procedures for its activation and maintenance, contains guidance for command and control actions during contingencies and exercises, and provides functional responsibilities. It ensures timely response to staff personnel in emergency situations and applies to all staff agencies which provide representation to the unit CAT. It implements the provisions of AFPD 10-2, *Readiness*.

**SUMMARY OF REVISION**

Delete paragraph 3.9.4.3.

	Paragraph
<b>SECTION A--General</b>	
Responsibilities	1
Explanation of Terms	1.2
<b>SECTION B--Concept and Policy</b>	
General	2
CAT Organization	2.1
CAT Composition	2.2
Sequence of Events	2.4
<b>SECTION C--CAT Operations</b>	
General	3
Responsibilities	3.1
Operations Group Commander	3.2
Logistics Group Commander	3.3
CAT Executive	3.4
Command Post	3.5
Wing Plans	3.6
All Other Staff Agencies	3.7
Alternate Location Procedures	3.8
CAT Security	3.9

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	Paragraph
<b><i>SECTION D--Support</i></b>	
General	4
Responsibilities	4.1
Duties	4.2
Control of Classified Material	4.3
<b><i>SECTION E-- CAT Exercise</i></b>	
General	5
Basic Rules	5.3
Critique	5.4
Training	5.5

### ***Section A--General***

**1. RESPONSIBILITIES.** Prompt and effective actions are necessary when increased readiness is directed. Each agency responsible for performing actions required by this instruction must establish internal procedures, maintain appropriate documents, and conduct training to initiate procedures and insure accomplishment when directed.

#### **1.2. Explanation of Terms:**

1.2.1. Crisis Action Team (CAT). Is located in the 919 SOW Command Post (CP), Bldg 3078, Room 254. The CAT is the central control location from which the commander exercises command/control over the unit resources during contingencies and exercises. Crisis Action Team is the organization composed of staff members who provide the required command/control assistance to the commander of exercises and contingency operations.

1.2.2. CAT Director. The Wing commander, Vice commander, or Operations Group commander.

1.2.3. CAT Executive Agent. The individual designated by the commander will assume duties of operating the CAT.

1.2.4. Contingency Operations. Concerned with the utilization or planned utilization of forces in national or international situations which require the application of military resources.

1.2.5. Exercise. A simulated emergency situation generated for the purpose of validating procedures and for development of proficiency in executing contingency commitments.

1.2.6. Pyramid Alert Notification. Unit and staff agencies are required to maintain a current pyramid notification roster for prompt notification of all assigned personnel. Appropriate instructions will be provided at initial notification.

1.2.7. Readiness Action Procedures (RAP). A classified document specifying actions to be accomplished to attain a desired state of readiness. The CAT's copies are stored in the Command Post Safe. The checklist is derived from AFSOCI 10-202, Vol II(S), *Crisis Action Teams*.

### ***Section B--Concept and Policy***

**2. GENERAL.** The CAT is established to assist the commander in effectively executing this unit's mission during contingency and exercise operations. Each staff agency is responsible for format and currency of their respective CAT checklist. Tasked agencies will respond to CAT activation(s) with minimum notification.

**2.1.** The CAT Organization will consist of primary and expanded augmenting members:

2.1.1 The primary CAT consists of members as required and are identified in paragraph 2.2.1. The composition of the CAT will vary depending on the nature of the situation. The CAT staff consists of two parts; primary and expanded. This provides flexibility and ensures that the commander receives the support needed to deal with any situation.

2.1.2. The primary CAT and designated expanded members will report to the Command Post upon notification as directed by the commander. The CAT will be considered convened as soon as the CAT Director determines the minimum representative of the primary CAT is present to accomplish the required responsibilities.

2.1.3. After an appraisal of the current situation, the commander will direct the efforts of the primary staff and determine the requirements for support from the augmenting members. It is anticipated that the expanded augmenting members will not be required on a continuing basis.

**2.2. CAT Composition:**

2.2.1. Primary CAT. The minimum team necessary to form and analyze a situation.

2.2.1.1. Commander (SOW/CC)

2.2.1.2. Operations Group Commander (OG/CC)

2.2.1.3. Logistics Group Commander (LG/CC)

2.2.1.4. Support Group Commander (SPTG/CC)

2.2.1.5. Medical Squadron Commander (Med Sq/CC)

2.2.1.6. CAT Executive Agent

2.2.1.7. Command Post (SOW/CP)

2.2.1.8. Chief of Plans (SOW/XP)

2.2.1.9. Intelligence (OSS/IN)

2.2.2. Expanded CAT (when needed):

2.2.2.1. Civil Engineering Commander (CES/CC)

2.2.2.2. 5 SOS Commander (5 SOS/CC)

2.2.2.3. 711 SOS Commander (711 SOS/CC)

2.2.2.4. Maintenance Squadron Commander (MXS/CC)

2.2.2.5. Mission Support Squadron Commander (MSS/CC)

- 2.2.2.6. Logistics Support Squadron Commander (LSS/CC)
- 2.2.2.7. Security Police Squadron (SPS/CC)
- 2.2.2.8. Operations Support Squadron Commander (OSS/CC)
- 2.2.2.9. Wing Transportation (SOW/LGT)
- 2.2.2.10. Family Readiness (MSS/DPF)
- 2.2.2.11. Communications Flight (CF/SCMW-ACC)
- 2.2.2.12. Financial Management (SOW/FM)
- 2.2.2.13. Public Affairs (SOW/PA)
- 2.2.2.14. Safety Officer (SOW/SE)
- 2.2.2.15. Chief of Air Base Operability (CES/CEB)
- 2.2.2.16. Judge Advocate (SOW/JA)
- 2.2.2.17. Comm Element (919 OSS/OSC-AFSOC)
- 2.2.2.18. Operations Group Deputy (OG/ADO)

### **2.3. Activation Procedures:**

2.3.1. The Commander, 919 SOW/CC, or his designated representative is responsible for CAT activation through the 919 SOW Command Post. The primary/expanded CAT may be activated or any part of either team, depending on the commander's assessment of the situation.

2.3.2. The 919 SOW Command Post will activate the CAT for the following situations:

2.3.2.1. An increase in Defense Readiness Condition or Alert Condition (DEFCON/LERTCON.)

2.3.2.2. When directed by higher headquarters.

2.3.2.3. When directed by the Commander or his designated representative.

2.3.3. The 919 SOW Command Post will notify the 919 SOW Commander of any of the following situations for a decision on CAT activation:

2.3.3.1. Receipt of a HQ AFSOC Emergency Action Summary (EAS) or a HQ AFRES Readiness Action Message (RAM).

2.3.3.2. Internal disorder.

2.3.3.3. Nearby civilian demonstrations.

2.3.3.4. Impending severe weather threatening wing resources.

2.3.3.5. Aircraft Incident, theft or hijacking attempt.

2.3.3.6. Bomb Threat.

2.3.3.7. As determined by on duty controller.

#### **2.4. Sequence of Events.**

2.4.1. Initial CAT notification.

2.4.1.1. Commander directs formations of primary CAT and identifies augmenting attendees. Sets initial briefing time.

2.4.1.2. CP initiates CAT recall using Quick Reaction Checklist notifying members of initial briefing time.

2.4.1.3. CP prepares CAT for initial staff briefing.

2.4.1.4. CAT executive arrives and prepares initial staff briefing.

NOTE: The CAT executive officer is responsible for preparing the CAT briefing. Each CAT member providing support briefings will ensure accuracy and timeliness when submitting their briefing to the CAT executive officer. Follow-on briefings will be presented as directed by the commander.

2.4.2. Conduct Initial Staff Briefing (CAT). This briefing will comprise the following:

2.4.2.1. Security. (CAT EXECUTIVE)

2.4.2.2. Situation (if changed). (CP/CAT EXECUTIVE)

2.4.2.3. Status of Readiness Actions. (CP/CAT EXECUTIVE)

2.4.2.4. Intelligence. (OSS/IN)

2.4.2.5. Weather (if applicable). (CP/CAT EXECUTIVE)

2.4.2.6. Review applicable Operation Plans. (SOW/XP)

2.4.2.7. Status of Aircraft. (LG/CC)

2.4.2.8. Status of Aircrews. (OG/CC)

2.4.2.9. Mission Activity. (OG/CC)

2.4.2.10. Review higher DEFCON requirements. (CP/CAT EXECUTIVE)

2.4.2.11. CAT duty roster/schedule. (CAT EXECUTIVE)

2.4.2.12. Time of next meeting. (SOW/CC)

2.4.2.13. Command Post prepares and transmits AUTODIN message on CAT activation to the appropriate headquarters advising them of CAT activation.

2.4.2.14. Following the initial situation briefing, CAT members will review their CAT book for pertinent information/tasking. The formal CAT briefing will commence approximately 15 minutes after the initial situation briefing.

2.4.3. Discuss situation and formulate a plan of action (CAT).

2.4.4. Situation briefing for key personnel (CC or CAT).

NOTE: Will be given after initial briefing whenever key personnel become available. Purpose is to keep personnel advised of situation. Subsequent briefings will be given as required.

2.4.5. Follow-on meetings (CAT).

2.4.5.1. Review appropriate portions of initial briefing checklist (CAT).

2.4.5.2. Review higher DEFCON requirements.

2.4.5.3. Discuss additional requirements.

2.4.5.4. Discuss plan of action.

2.4.5.5. Schedule summary briefing(s) for commander/staff as required using format listed in paragraph 2.4.2.

2.4.6. CAT Deactivation. Upon deactivation, the Command Post will transmit an AUTODIN message to the appropriate headquarters advising them of CAT deactivation.

### ***Section C--CAT Operations***

**3. GENERAL.** The purpose of this section is to establish specific responsibilities and procedures for CAT members during contingency or exercise operations.

**3.1. Responsibilities.** Individual staff agencies are responsible to the commander for matters pertaining to their specialties. Emphasis is placed on emergency applications.

3.1.1. When activated, CAT members will assemble in the command post immediately. The CAT Director will determine the appropriate CAT members required for the situation, others will be dismissed. The CAT Executive Agent will present an initial situation briefing followed by other staff agency briefings as required.

NOTE: The CAT will assemble as soon as possible but not later than one hour after receipt of activation direction and preferably within 40 minutes.

3.1.2. Once activated and assembled, the CAT will remain activated continuously until deactivated by higher headquarters directive or by the 919 SOW Commander/CAT Director.

3.1.3. CAT will be reported "formed" when the CAT Director determines that the minimum representation of the primary CAT is present to accomplish required responsibilities. An appropriately classified report will be sent by Command Post controller to HQ AFSOC and HQ AFRES Command Centers (prior to mobilization) via AUTODIN message. This will be accomplished in accordance with AFSOCI 10-202, Vol II. The report will be sent within one hour of CAT activation.

### **3.2. Operations Group Commander will:**

3.2.1. Assume position of CAT director in the absence of the commander/vice commander.

3.2.2. Augment the CAT as necessary.

3.2.3. Provide briefings on latest intelligence information and keep the commander informed.

3.2.4. Respond immediately to support all actions required by the commander.

3.2.5. Arrange for briefings in accordance with the sequence of initial events (paragraph 2.4).

3.2.6. Develop and maintain emergency staff actions checklist for use.

3.2.7. Provide current weather situations to CAT and update, as required.

3.2.8. Provide full-time coverage of the CAT when required.

**3.3. Logistics Group Commander will:**

3.3.1. Augment the CAT, as necessary

3.3.2. Respond immediately to support all actions required by the commander.

3.3.3. Maintain information pertinent to the execution of the operation.

3.3.4. Monitor the status of aircraft resources involved in the operation.

3.3.5. Provide full-time coverage of the CAT when required.

**3.4. CAT Executive Agent will:**

3.4.1. Maintain information pertinent to the execution of the operations.

3.4.2. Prepare and conduct CAT briefing.

3.4.3. Provide full-time coverage of the CAT when required.

**3.5. Command Post will:**

3.5.1. Perform notification actions as directed by the commander.

3.5.2. Monitor and control the movement of aircraft involved in the operation.

3.5.3. Maintain information pertinent to the execution of the operation.

3.5.4. Store staff emergency action checklists for the CAT.

**3.6. Wing Plans will:**

3.6.1. Determine the plans and other classified documents to be maintained by the CAT.

3.6.2. Maintain information pertinent to the execution of the operation.

3.6.3. Provide briefings on latest plans and keep the commander informed.

3.6.4. Provide full time coverage of the CAT when required.

**3.7. All other Staff Agencies will:**

3.7.1. Augment the CAT, as necessary.

3.7.2. Provide briefings as directed.

3.7.3. Determine the plans and other checklists required to be maintained.

**3.8. Alternate Location Procedures.** The alternate facilities are contained in a Command Post Quick Reaction Checklist titled "Command Post Evacuation/Relocation." CAT members will be advised of relocation site by Command Post controllers. When required to relocate the CAT and the Command Post, the following procedures will apply:

3.8.1. When possible, all CAT and Command Post personnel will travel as a group.

3.8.2. Crisis Action Team members will take their own CAT book when relocating. If the entire CAT is not present, command post personnel will take the CAT books for members who are not present.

**3.9. CAT Security.** Controlled access to the CAT facility will be maintained while the CAT is formed. The Command Post will maintain a current Entry Authority List (EAL) for this use.

3.9.1. Access to the CAT will be limited to those personnel listed on the EAL and those specifically summoned by the CAT Director.

3.9.2. The senior controller on duty will ensure that access to the command post is controlled. Restrict entry to those on the EAL or ensure those not on the EAL with a valid need to be in the command post are signed in and out on AF Form 1109, **Visitor Register**, and are under proper escort.

NOTE: When the door between the CAT and Intel is open, Intel will disengage their cipher lock and use the CP for entry to tactics/Intel section. This procedure will ensure proper entry and exit procedures are maintained.

3.9.3. Individuals granted access to the CAT will possess at least a SECRET security clearance.

3.9.4. Classified briefings conducted while the CAT is activated will be preceded by a security check as follows:

3.9.4.1. Advise Command Post of upcoming briefing and requirement to take over all telephone communications.

3.9.4.2. Turn off all Land Mobile Radios (LMR's) and pagers.

3.9.4.3. Post classified briefing sign on outside of door.

3.9.4.4. Close and lock CAT doors.

3.9.4.5. Notify entrance controller to restrict access only to personnel who have a need to enter.

#### ***Section D--Support***

**4. GENERAL.** Support of the CAT will be joint responsibility of all staff agencies.

**4.1. Responsibilities.** The Command Post will maintain a current roster of key personnel assigned. The roster will include duty section, security clearance, office and home telephone numbers. From this roster the CAT executive agent will prepare a duty schedule and notify supervisors of individuals selected and their reporting times.

#### **4.2. Duties:**

4.2.1. Individuals scheduled for CAT support duties will report to the CAT executive agent or designated alternate at the beginning of each scheduled tour of duty.

4.2.2. The CAT Executive Agent will be responsible for the following activities:

4.2.2.1. Prepare a folder separated internally as follows:

4.2.2.1.1. CAT Master Incoming Messages Log.

4.2.2.1.2. CAT Master Incoming Messages.

4.2.2.1.3. CAT Master Outgoing Messages Log.

4.2.2.1.4. CAT Master Outgoing Messages

4.2.2.2. Maintain the message files in a complete and current status.

4.2.2.3. Control reproduction and distribution of classified documents.

4.2.2.4. Ensure proper format, precedence, classification, and declassification for sending messages to the communications center; ensure commander and drafter have coordination on the file copy.

4.2.2.5. Provide typing support for messages and other administrative requirements.

4.2.2.6. Maintain concise record of events in the CAT events log. Record will contain statements of any significant event or pertinent comment by its members. Entries will be chronologically recorded using Greenwich Mean Time.

4.2.2.7. Assist CAT personnel, as required.

4.3. Control of Classified Material. The 919 SOW Command Post will control classified documents. Crisis Action Team members are responsible, collectively and individually, for proper handling of classified material. Classified material signed out to runners by CAT members will be returned immediately upon deactivation of the CAT. The appropriate CAT member will page check before lining out the runner's name on the classified document receipt.

### *Section E - CAT Exercise*

**5. GENERAL.** The CAT will be exercised at least semi-annually. This requirement may be satisfied by a real-world contingency, a locally originated exercise, participation in a higher headquarters exercise, Quality Air Force Assessment (QAFA)/Operational Readiness Inspection (ORI). It may also be a separate action directed by the commander. Frequency and duration of staff assembly will be based on the proficiency of the staff to perform required actions.

#### **5.1. Exercise Objectives:**

5.1.1. Validate CAT notification and assembly procedures.

5.1.2. Review of appropriate plans and initial staff actions.

5.1.3. Exercise notification procedures.

5.1.4. Refine CAT actions and promote staff representative proficiency.

5.2. Quarterly, and at the discretion of the commander, the OG/CC may be tasked to plan and conduct a CAT exercise of sufficient duration to evaluate the effectiveness of the CAT to support contingency commitments. Upon request, staff agencies will assist the OG/CC in developing a scenario and providing a script for exercise day.

5.3. Basic Rules. The following basic rules will apply to the exercise:

5.3.1. CAT activation initial actions will conform with guidance contained in Section B.

5.3.2. Voice communications will be identified as exercise traffic. Messages will be simulated by delivery to the CAT executive agent.

5.3.3. Unless otherwise specified, exercise play will presume real world environment as it exists at implementation.

**5.4. Critique.** CAT exercises will be subject to a staff critique. Oral or written presentation of the critique will be at the commander's discretion.

**5.5. Training.** The CAT members will be briefed semi-annually on AFSOC emergency action procedures. The briefings will consist of implementation procedures and individual staff agency responsibilities for different increased readiness/emergency situations. These briefings will be orchestrated by the Chief, 919 SOW Command Post. A record of the CAT training will be maintained in the 919 SOW Command Post.

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