

**BY ORDER OF THE
SUPERINTENDENT**

**HQ UNITED STATES AIR FORCE ACADEMY
INSTRUCTION 10-203**

05 DECEMBER 2003

Operations

CRISIS ACTION TEAM OPERATIONS



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFD10-2, *Readiness*. It prescribes policies and procedures and assigns responsibilities for command and control of United States Air Force Academy (USAFA) Crisis Action Team (CAT) operations during peacetime emergency, wartime contingency, and training exercises as dictated by the Commander, 10th Air Base Wing (10 ABW/CC) or his or her representative. It applies to each activity and individual that has a responsibility to support CAT operation at USAFA.

1. Mission: USAF Academy's CAT plans, directs, coordinates, controls, and executes assigned personnel in response to contingency and crisis operations, emergencies, or Higher Headquarters taskings. The CAT will stand up when directed by the USAFA Superintendent (USAFA/CC), The Commandant of Cadets (34 TRW/CC) or 10 ABW/CC; or when emergencies, contingencies, national tasking, war or exercises preclude normal staff operations.

NOTE: CAT duty is primary duty for all CAT members anytime the CAT is in operation.

1.1. The CAT is the focal point for command and control activities when the USAFA/CC, 34 TRW/CC, or 10 ABW/CC activates it or at the direction of the Air Force Operation Center (AFOC). The Disaster Control Group (DCG), when activated, is responsible for on-scene command and control. The CAT, when activated, should be in a supporting role for the DCG. The CAT will take care of issues that are outside the scope of the DCG and issues that may detract from effective on-scene command and control. Base Agencies must provide a "CAT Appointment Memorandum" to 10 ABW/CP, appointing a primary and alternate CAT representative in accordance with **Attachment 1**, signed by the unit, group, or mission element commander or designated representative. The CAT will form as soon as possible but not later than 1 hour after recall notification. Activation will be by the USAFA/CC, 34 TRW/CC or 10 ABW/CC through the USAFA Command Center (10 ABW/CP). The CAT will direct actions to:

- 1.1.1. Maintain and support mission requirements during significant accidents or incidents on or off USAFA. Ensure required support is provided to the On-Scene Disaster Control Group (OSDCG).
- 1.1.2. Assume a higher (or lower) state of readiness.
- 1.1.3. Support mobility tasking.
- 1.1.4. Safeguard resources through security measures.
- 1.1.5. Maintain and disseminate significant information concerning activities affecting resources or mission.
- 1.1.6. Monitor contingency situations.

2. Definitions:

- 2.1. Alternate Crisis Action Team Location. Location where the Crisis Action Team (CAT) would relocate whenever the primary facilities are rendered unusable or when directed by the Commander. The Alternate Crisis Action Team location is the 10th Civil Engineering Squadron conference room, building 8120.
- 2.2. Crisis Action Directive (CAD). A message sent from the CAT to unit control centers to disseminate critical information. All primary CAT members will coordinate on the CAD, and the CAT Commander (or officer-in-charge in the absence of the Commander) will approve release of the CAD.
- 2.3. Crisis Action Team (CAT). Designated key staff personnel or their representatives who provide command, control, and coordination of resources during contingencies.
- 2.4. CAT Augmentees. Individuals from base organizations, identified in the Resource Augmentation Duty (READY) Program as CAT augmentees.
- 2.5. CAT Commander. The senior officer designated to direct contingency operations, normally the 10 ABW/CC.
- 2.6. CAT Director. An individual, who directs the overall CAT operations, leads the staff through appropriate checklists, coordinates staff decision-making processes, and acts as the principal advisor to the commander.
- 2.7. CAT Executives. Individuals from base organizations selected to assist the CAT Director during CAT operations.
- 2.8. CAT Room. The facility designed for CAT operations. The CAT room is located in the USAFA Command Center in Harmon Hall.
- 2.9. USAFA Command Center. USAFA's 24-hour point-of-contact and focal point for command and control actions during contingencies, emergencies, and exercises.
- 2.10. Contingency. An event or series of events resulting from international instabilities or from other unforeseen disasters, natural or man-made.
- 2.11. Exercise. A military or civilian maneuver or simulated operation designed for training or evaluating purposes.
- 2.12. Unit Control Center (UCC). Unit or agency-level focal points between the organization and their CAT representative during contingencies and emergencies.

2.13. Watch Team. A tailored group designated to provide command, control, and coordination of resources during contingencies.

3. CAT Composition. The CAT is composed of representatives from groups and key staff agencies that provide command and control of USAFA resources during periods of increased national or international tension, emergency or contingency operations, wartime operations or exercises. [Attachment 2](#) outlines CAT composition.

4. Appointment of CAT Directors, CAT Executives, CAT Augmentees, and CAT Members:

4.1. Four **CAT Directors** are appointed to the CAT. The senior CAT Director is a member of the 10 ABW and designated by the 10 ABW/CC. The 34 TRW will appoint one CAT Director and Headquarters USAFA Dean of Faculty (USAFA/DF) will appoint two CAT Directors. CAT Directors must hold a minimum rank of Lieutenant Colonel. For CAT Director appointment, the 34 TRW and USAFA/DF will appoint the individuals, in writing, to the senior CAT Director. Included in the appointment memorandum will be the individual's clearance, duty phone, and home phone. The senior CAT Director will send a memorandum to the Command Center signed by 10th Air Base Wing Vice Commander (10 ABW/CV) to update the entry list. CAT Directors are responsible for obtaining a parking pass for access to drive through control points and authorization to park in the Harmon Hall lot. The 10th Communications Squadron (10 CS) will provide the CAT Directors with a CAT pager.

4.2. Six **CAT Executives** are appointed to the CAT. Three CAT Executives are members of the 10 ABW and designated by the 10 ABW/CC. The three other CAT Executives must be appointed from 34 TRW, USAFA/DF, and USAFA staff agencies. CAT Executives must hold a minimum rank of Captain. For CAT Executive appointment, the 34 TRW, USAFA/DF and USAFA staff agencies will appoint the individual, in writing, to the senior CAT Director. Included in the appointment memorandum will be the individual's clearance, duty phone, and home phone. The senior CAT Director will send a memorandum to the Command Center signed by 10 ABW/CV to update the entry list. CAT Executives are responsible for obtaining a parking pass for access to drive through control points and authorization to park in the Harmon Hall lot. The 10 CS will provide the CAT Executives with a CAT pager.

5. CAT Augmentees. Four teams of CAT augmentees will be appointed to the CAT through the base READY program. Each team is comprised of individuals from various base organizations. CAT augmentees are responsible for obtaining a badge for access to drive through control points and authorization to park in the Harmon Hall lot. The 10 CS will provide each senior CAT augmentee team member with a CAT pager.

6. CAT Members. Will submit an appointment letter to 10 ABW/CP when first appointed. Members must possess a minimum-security clearance of SECRET. Appointment memorandums will be updated whenever changes occur or no later than 6 months from the date of the last memorandum received by the Command Center. The unit security manager will verify the clearances of CAT members identified on the appointment memorandum by signing the memorandum prior to sending it to the Command Center. Memorandums not formatted in the correct manner will be sent back for correction. The letter should be addressed to the Chief, USAFA Command Center. Each organization must follow the example in [Attachment 1](#).

6.1. CAT members should not be members of the DCG if possible. If a CAT member must respond as part of the DCG, the alternate will immediately respond to the CAT to replace that member.

6.2. Primary members, at a minimum, will have a pager (10 ABW/CC, 10 ABW/CV, and senior CAT Director will receive phone call or radio call from Command Center) for recall purposes. If the primary representative for an agency will be unavailable for duty (leave, Temporary Duty (TDY), etc.), the pager must be turned over to the alternate representative. It is the member's responsibility to ensure the Command Center and the senior CAT Director are made aware of any change in representative or pager number.

6.3. The Command Center will conduct a CAT pager test on the second Thursday of each month. The on-duty controller initiates the test by sending a test page. Members will immediately respond by following the direction of the page. The Command Center will annotate the results of this test on the daily events log.

7. CAT Operations:

7.1. CAT Recall:

7.1.1. The CAT can be recalled at the direction of the USAFA Superintendent, 10 ABW/CC, 10 ABW/CV, or their designated representative. The on-duty Command Center controller initiates the recall by sending a recall page. All CAT members will respond accordingly.

7.1.2. Once the CAT convenes, the commander has the option of using a Watch Team. Released CAT members can be placed on telephone and pager standby.

7.1.3. Anytime the CAT convenes, the Command Center will immediately notify the USAFA Superintendent's office and provide basic details of the situation. The USAFA Superintendent's office will be on the Command Center's CAT activation checklist as a notification agency.

7.1.4. For CAT activation the Command Center controller will:

7.1.4.1. Notify 10 ABW/CC, 10 ABW/CV, USAFA/CC, and the CAT Director by telephone.

7.1.4.2. Notify the remaining CAT members and outside agencies of CAT activation via pagers, cell phones, radios, e-mail and the automated notification system.

8. CAT Initial Operations:

8.1. Each organization must be prepared to provide a runner in case of a total communication failure.

8.2. The CAT Director will direct the initial situation briefing. This briefing should cover the following areas:

8.2.1. Current situation.

8.2.2. Intelligence summary - if required.

8.2.3. Current weather.

8.2.4. Required actions - checklist items to be completed.

8.2.5. Status report - each CAT member will prepare to report on completed, pending actions, delays, and estimated completion times.

8.2.6. Defense Readiness Condition (DEFCON), USAFA Force Protection Condition (FPCON), Information Condition (INFOCON), Physical Security, and Operations Security (OPSEC) considerations.

9. CAT Responsibilities:

9.1. CAT Commander:

- 9.1.1. Assesses the situation and determines the appropriate response.
- 9.1.2. Directs CAT operations, release of outgoing message traffic, recall of personnel, designation of a Watch Team, release to telephone standby, and implementation of 24-hour duty schedules.
- 9.1.3. Determines Office of Primary Responsibility (OPR) taskings.
- 9.1.4. Directs the implementation of FPCON and INFOCON actions.
- 9.1.5. Directs the implementation of USAFA DEFCON actions.
- 9.1.6. Directs the implementation of CAT checklists.
- 9.1.7. Approves Commander's Situation Reports (SITREPs), CADs, and any official communication to higher command authorities.
- 9.1.8. Directs the termination of CAT operations as the situation warrants.

9.2. CAT Director: The CAT Director will:

- 9.2.1. Acts as a focal point for coordination among CAT members and ensures the CAT is periodically updated on the current status of operations and taskings.
- 9.2.2. Briefs operating procedures, reviews all message traffic, monitors status charts, maintains a key events log, and arranges special briefings, as required.
- 9.2.3. Composes and presents CAT update briefings. The briefings are to include any physical security and OPSEC issues pertaining to the situation.
- 9.2.4. Composes and disseminates CADs
- 9.2.5. Advises the CAT on checklist executions.
- 9.2.6. Ensures a Master Tasking Log is maintained and updated.
- 9.2.7. Maintains the overall CAT Events Logs (Classified and Unclassified).
- 9.2.8. Monitors accomplishment of required emergency actions and taskings.
- 9.2.9. Assists in the development of courses of action and recommendations from the CAT to the CAT Commander.
- 9.2.10. Supervises the CAT Administrative Support Cell.
- 9.2.11. Provides UCCs with standardized CAT briefing formats.
- 9.2.12. Performs quality control of CAT briefings and document formats.
- 9.2.13. Assists CAT members in updating their continuity books.
- 9.2.14. Inserts the following items in each CAT member's Continuity Book as needed:

- 9.2.14.1. Emergency preparedness operations plans
- 9.2.14.2. CAT emergency action checklists
- 9.2.14.3. CAT Activity Events Log
- 9.2.15. Establishes, stocks, and maintains briefing materials and administrative supplies.
- 9.2.16. Establishes, and ensures maintenance of a CAT relocation kit to include the following: checklists, events log, briefing materials, equipment, and administrative supplies.
- 9.2.17. Establishes procedures for moving to and standing up an alternate CAT location.
- 9.2.18. Ensures the alternate CAT is maintained in a ready state.
- 9.2.19. Relocates overhead projectors, automated data processing equipment and other materials, equipment or supplies as required for CAT relocation.
- 9.2.20. Coordinates with USAFA Command Center, the CAT audio visual, radio, phone, fax and computer requirements.
- 9.2.21. Trains CAT members and CAT administrative staff.

10. CAT Executive:

- 10.1. Assists the CAT Director as a focal point for coordination among CAT members and orchestration of CAT events.
- 10.2. Ensures event logs are kept up-to-date.
- 10.3. Is responsible for ensuring personnel accountability of members attending CAT sessions.
- 10.4. Maintains overall situational awareness of checklist status (open, holding, or closed), battle rhythm events and reports suspense times.
- 10.5. Devises, approves and implements appropriate administrative processes to conduct and support CAT operations

11. CAT Administrative Augmentees: Personnel must possess a minimum of a SECRET clearance and be computer literate. Personnel must be proficient in MS-Outlook, MS-Word, MS-PowerPoint, MS-Access, and Defense Message System (DMS).

- 11.1. Provide administrative support to the CAT. These duties include operation of the projection system, answering phones, keeping logs, entry controller duties, runner, annotating checklists, compiling and typing briefings, and any other tasks the CAT Commander, CAT Director, CAT Executive or Command Center controller determine necessary for effective CAT operations.
- 11.2. Provide additional manpower to support entry control, internal security, facility checks, communication runner and any other tasks the CAT Commander, CAT Director, CAT Executive or Command Center controller determine necessary for effective CAT operations.
- 11.3. Ensure the CAT Director and Command Center are aware of schedule changes, leaves and other situations requiring their absence from their scheduled duties.
- 11.4. The READY augmentation program plan will identify the tasked organizations and the number of individuals the unit must provide to the pool.

11.5. Tasked organizations will provide the Senior CAT Director with a letter semi-annually, or whenever changes occur, of those personnel designated to perform CAT administrative duties.

12. CAT Members:

12.1. Must be able to make decisions for their organization and be experienced in their functional areas. The CAT Director has the authority to replace CAT members who cannot make decisions for their organization.

12.2. Brief the CAT Commander on status and impact of actions and any significant events important to the situation.

12.3. Respond to actions directed by the CAT Commander or CAT Director.

12.4. Monitor and coordinate all actions for which they are the designated OPR, including coordination with OCR and appropriate base-level agencies.

12.5. Direct the activation of, and maintain contact with, unit or agency UCC. Ensure the UCC of each organization has developed unit-unique actions to ensure efficient accomplishment of tasks received from the CAT. Provide a thorough turnover briefing to relief personnel (i.e., review the log of events and pertinent information).

12.6. Brief shift change replacement concerning key events and outstanding actions.

12.7. Develop detailed procedures and maintain reference material for all actions required in support of the CAT. Procedures should be functionally oriented and supplement the detailed information in other plans or instructions.

12.8. Direct and control base resources during emergency situations and contingency operations in coordination with the DCG representative, when the DCG is activated.

12.9. Monitor actions of subordinate units as they increase their readiness posture.

12.10. Perform staff functions to satisfy emergency requirements.

12.11. Maintain a working knowledge of USAFA plans, policies, and procedures.

12.12. Provide functional briefer to give plan-specific CAT Situation Briefings. All briefing personnel will possess a minimum of a SECRET clearance.

12.13. Notify UCCs of DEFCON, FPCON, or INFOCON changes and any other chain-of-command issues. Direct specific actions required toward attaining increased defense conditions of subordinate units.

12.14. Ensure CAT continuity book has information and data pertinent for execution of subordinate functions, to include appropriate checklists, phone and fax numbers of UCCs, Unit Deployment Managers (UDMs), and key personnel. The Senior CAT Director will assist CAT members in ensuring continuity books have the most current CAT emergency action checklists and appropriate contingency plans.

12.15. Maintain functional area specific events log. Records and logs must include pending and completed staff actions to ensure alternate shift members are aware of current situations.

12.16. Ensure SITREP inputs are prepared and submitted as required.

12.17. Upon CAT relocation, hand-carry continuity books, notes (classified and unclassified), pagers, cellular phones, and radios.

12.18. Keep USAFA Command Center apprised of location and phone number when on telephone standby.

12.19. Provide Senior CAT Director and USAFA Command Center annually or whenever changes occur, an appointment letter designating two alternate CAT members. Letter of appointment must reflect full name, rank, office symbol, work, and home telephone numbers to include cell phone and pager. Personnel must have a minimum of a SECRET clearance. Notify Senior CAT Director and USAFA Command Center immediately, by letter, of updates or changes to alternate CAT members.

12.20. Participate in CAT training and exercises.

12.21. Provide a summary of key actions (tasks and lesson learned) within 3 workdays after end of CAT operations to Senior CAT Director.

13. Unit or Agency UCC:

13.1. Activates upon direction of appropriate CAT member or the USAFA Command Center.

13.2. Completes appropriate organizational-specific checklists and provides support to the CAT as required.

13.3. Maintains an event log.

13.4. Ensures CAT directives receive priority action to complete each task.

13.5. When DCG is formed, ensures DCG representative is briefed on applicable CAT activity.

14. USAFA Command Center: The USAFA Command Center is designated as the single agency responsible for conducting the recall notification system. The USAFA Command Center will:

14.1. Maintain a current roster with contact information of CAT members for recall purposes and tracking the locations and status of key personnel.

14.2. Recall members of the CAT at the direction of the commander or designated representative.

14.3. Establish entry control procedures for the USAFA Command Center and CAT.

14.4. Develop and maintain a current Entry Authorization List (EAL) for USAFA Command Center and CAT members.

14.5. Host the CAT; provide space, phones, and Local Area Network (LAN) connectivity.

14.6. Release all required status reports.

14.7. Record and post HQ USAF DEFCON, FPCON, and INFOCON conditions and monitor local DEFCON, FPCON, and INFOCON actions.

14.8. Store materials, supplies, and equipment for immediate CAT activation.

14.9. Store the CAT relocation kit.

14.10. Provide secure storage for classified materials for CAT members; the safe is located in the USAFA Command Center.

15. 10th Security Forces Squadron (10 SFS): Provides personnel to secure the alternate CAT location if used.

15.1. Only positively identified USAFA Command Center and CAT members, and USAFA commanders will be allowed unescorted entry into the CAT area.

15.2. Visitors will be escorted at all times.

15.3. Provides security escort during relocation, if required.

16. Briefings.

16.1. Standard Briefings. Standard briefings are conducted at the direction of the CAT Commander or his designated representative based on the situation. Primary CAT members, and CAT Commander-designated CAT members must attend all briefings.

16.2. CAT members will ensure all briefing inputs are provided to CAT Director not later than (NLT) 1 hour prior to briefings.

16.3. Briefings will be developed using the CAT PowerPoint template presentation and will normally be in the following format:

16.3.1. Security Procedures and Force Protection Conditions

16.3.2. Duress Word (if used)

16.3.3. Local Weather

16.3.4. Intel Briefing

16.3.5. Situation (USAFA, Local, Continental United States (CONUS), or World-wide)

16.3.6. CADs issued since last briefing

16.3.7. Taskings

16.3.7.1. External

16.3.7.2. USAFA

16.3.7.3. Shortfalls

16.3.7.4. Limiting Factors (LIMFACs) (Classified)

16.3.7.5. USAFA Priorities

16.3.8. Operational Reports (unit reports)

16.3.9. Around the Room

16.3.10. Summary of New Taskings

16.3.11. Situation Briefings. The following groups and agencies will be prepared at all times to provide situation briefings:

<u>Group/Agency</u>	<u>Type Briefing</u>
Det 808, HQ AFOSI	Intelligence Situation updates
Mission Support Group	Overall Support Group status Base support capability Limiting factors/shortfalls Overall Logistics status Limiting factors/shortfalls Mobility equipment status
Medical Group	Overall Medical Group status Limiting factors/shortfalls
Plans	Antiterrorism/Force Protection (AT/FP) Plan Full Spectrum Threat Response (FSTR) plan 10-2 Base Support Plan Base Deployment Plan, i.e., (Deployment concept briefing, Deployment readiness status)
CAT Director	Current situation status, updates on emergency action messages, DEFCON, FPCON, INFOCON status, and weather

16.3.12. Situation Briefings will include these items:

16.3.12.1. SITUATION - Events leading to the current situation, current status, future indications, and applicable intelligence updates (classified and unclassified). Brief situation updates or message traffic that is applicable.

16.3.12.2. ACTIONS - Summarize war, contingency, or emergency plans that provide options, risks, consequences, and requirements for the situation.

16.3.12.3. STATUS - Completed or pending taskings: Status, results, mission impacts, delays and their causes, and estimated completion times.

17. Commander's Situation Report (SITREP).

17.1. CAT members will submit inputs as of 2359 Greenwich Mean Time (Zulu), to the CAT Director NLT 0045 Zulu daily or as directed by the CAT Commander for review and approval.

17.2. CAT Director will submit the completed report daily to the USAFA Command Center Controller NLT 0115 Zulu or as directed by the CAT Commander for transmission to HQ USAF by 0200 Zulu, In Accordance With (IAW) AFI10-206, *Operational Reporting*.

18. Equipment and supplies.

18.1. Primary CAT members will be provided a continuity book, personal computer access, and a telephone. It is recommended that each CAT member bring a portable computer, portable radio (LMRs), and a cell phone as a minimum.

18.2. Continuity books will be consistent in format and will contain the following:

18.2.1. Key Personnel and Recall Rosters

18.2.2. CAT Checklists

18.2.3. Briefing slide format

18.2.4. Format for all required reports

18.2.5. Key Plans (as specified by Senior CAT Director)

18.2.6. Miscellaneous items (Group or agency specific)

19. Relocation of the CAT:

19.1. If relocation of the CAT becomes necessary, all members will go to the alternate location in 10th Civil Engineering Squadron (10 CES) conference room, building 8120.

19.2. If mass transportation is determined appropriate to relocate the CAT members, 10th Mission Support Group Logistics Readiness Division (10 MSG/LGR) will provide a vehicle and driver.

19.3. Each organization must be prepared to provide a runner in case of a total communication failure.

19.4. CAT members must hand carry own radios, personal computers, continuity books, message folders, and personal supplies.

19.5. If immediate evacuation of the primary CAT location is not necessary, the CAT Commander will send an advance team to the secondary location to ensure workspace and communications capabilities (classified and unclassified) are operational.

19.6. Prior to evacuating the primary CAT location, CAT Director and senior Command Center controller will ensure all classified material is being hand carried or is secured in the safe.

19.7. Security will be provide during relocation, if required.

20. Security:

20.1. The USAFA Command Center and CAT room is a secure location with the highest classification level of SECRET.

20.2. All permanent USAFA Command Center and CAT members will be on an entry access list. USAFA Command Center or CAT Augmentee personnel will verify all members entering the USAFA Command Center and CAT areas against the EAL.

20.3. USAFA Command Center or CAT Augmentee personnel will issue a visitor badge to visitors when identification is validated on their unit's pre-positioned EAL; or after verification by the member they are visiting. Verification must include verification of the visitor's security clearance. The following entry procedures will be followed:

20.4. Visitors will sign a Visitors Register Log; wear a visitor badge and be escorted at all times. Individual performing escort duties must be a member of the USAFA Command Center or CAT and will keep visual contact with any visitors while they are inside the USAFA Command Center or CAT.

20.5. Escorts will ensure visitors sign out and return their badge when departing.

20.6. Escorts will announce to the entire CAT the entry of a visitor who has no security clearance.

20.7. Automated classified information will only be prepared on equipment of the appropriate classification level.

20.8. All CAT members must either secure their classified materials in the USAFA Command Center safe prior to exiting the CAT area or package it IAW DoDI 5200.1R, *Information Security Program*, AFI31-401, *Information Security Program Management*, and AFI31-601, *Industrial Security Program Management*, and hand carry it with them if the CAT relocates.

20.9. Operations Security (OPSEC):

20.9.1. Radios, cellular phones, and pagers must be left outside the CAT room if classified information will be involved in the contingency or emergency operations. There are slots available outside the CAT room to hold items as needed.

20.9.2. Prior to any classified briefing, the CAT Director will:

20.9.2.1. Ensure all phones are hung up and ringers turned off.

20.9.2.2. Ensure the door is locked, and the proper security signs are displayed.

20.9.2.3. Ensure that CAT members do not discuss classified information on the phone while in non-secure (normal) mode. Members will also avoid any reference, either direct or implied, to actual or potential military operations or actions.

20.9.2.4. Ensure all hard copy messages going in and out of the CAT are coordinated through the CAT Director and commander, have the appropriate level of classification, and a cover sheet or folder shielding it from view.

21. Termination of CAT Operations:

21.1. The wing commander directs the termination of CAT operations when the situation is resolved or when remaining actions can be accomplished through normal staff actions.

21.2. The Command Center Controller will notify all outside agencies of CAT termination, if appropriate.

21.3. Each individual unit CAT representative must notify their respective UCC termination of CAT operation.

22. Administrative Support Measures. Primary and alternate CAT members or their UCC representatives will be responsible for the following:

22.1. Be accountable for material within the CAT Emergency Actions Book (EAB) and CAT Master Readiness Checklists (MRC) that pertain to their organization. Modifications or corrections to the CAT, EAB or MRC checklists will be provided to Command Center for incorporation in the primary and alternate CAT rooms. CAT checklists will not be removed from the CAT room.

22.2. Developing and maintaining an organizational specific CAT procedure book in the primary and alternate CAT rooms. This book shall be labeled "For Official Use Only" and contain:

22.2.1. Current recall roster for the organization, that will be updated monthly with an additional copy provided to the Command Center.

22.2.2. Key military and civilian personnel listing and their assigned duties.

22.2.3. Detailed information for functional area support requirements and capabilities.

23. CAT Familiarization and Training: Primary and alternate CAT members must ensure they are knowledgeable, capable, and possess appropriate security clearances, badges, and access authorization. The 10th Air Base Wing is the office of primary responsibility for the USAFA CAT and responsible for CAT duty training as well as individual CAT members' continuity. CAT members and augmentees will attend an initial familiarization within 30 days after appointment.

24. Training Responsibility

24.1. The senior CAT Director will establish and maintain CAT personnel and training rosters. The senior CAT Director will offer initial training for new CAT personnel on an as-needed basis. CAT members should receive recurring training on a regular basis through the base exercise program. Individual unit, group, or mission-element commanders or designated representatives are responsible for notifying the senior CAT Director of new personnel who require CAT familiarization and training.

24.2. Training Requirements.

24.2.1. Initial CAT training: Focuses on orientation to CAT operations and will be provided to all new CAT team members. Initial training will, as a minimum, consist of the following subjects:

24.2.2. CAT recall or activation and relocation procedures.

24.2.3. Positional roles and responsibilities.

24.2.4. Communications procedures, phone, Secure Telephone Unit Type 3 (STU-III), and facsimile (FAX).

24.2.5. Security, security procedures, FPCON, OPSEC, INFOCON, etc.

24.2.6. Recurring CAT training should be provided periodically. Recurring base level exercises fulfill recurring training requirements.

24.2.7. CAT Director, CAT Executive, and CAT Augmentee training should be conducted by the senior CAT Director quarterly. Recurring base-level exercises do not fulfill these training requirements.

25. USAFA Exercise Evaluation Team (EET): EET members will be granted access to the CAT through verification of security clearances from the Joint Clearance Access Verification System website or through their unit security manager. Any outside agency requesting entry into the CAT will be granted or denied permission by the Commander, CAT Director, or USAFA Command Center controllers.

Attachments:

1. CAT Composition
2. Appointment Memorandum Format

WAYNE H. KELLENBENCE, Colonel, USAF
Director of Staff

Attachment 1

APPOINTMENT MEMORANDUM

(APPROPRIATE LETTER HEAD)

MEMORANDUM FOR USAFA Command Center

DATE

FROM: (Your organization, not the office symbol preparing the memorandum)

SUBJECT: Crisis Action Team (CAT) Memorandum of Appointment

The following personnel are appointed as primary and alternate representatives and are authorized entry to the CAT:

NAME	RANK SSN	SECURITY CLEARANCE	DUTY PHONE	HOME PHONE
DOE, JOHN	Col 123-45-6789	TOP SECRET	XXXX	XXX-XXXX
SMITH, JANE L.	Lt Col 456-78-9123	SECRET	XXXX	XXX-XXXX
DOE, JANE P.	SSgt 789-12-3456	TOP SECRET	XXXX	XXX-XXXX

PAGER#	CELLULAR#	CAT POSITION
1234	338-XXXX	Primary
2345	338-XXXX	Alternate
NONE	NONE	Alternate

Signature Block of Director (2-Letter)

(DATE)

SECURITY CLEARANCES VERIFIED

Signature Block of Unit Security Manager

FOR OFFICIAL USE ONLY

Memorandum contains Privacy Act Material. Maintain and destroy in accordance with AFI33-332 and DODR 5400.7/AF Supplement Chapter 4.

Attachment 2**CAT COMPOSITION****A2.1. The Following Agencies are Primary Agencies Assigned to the CAT and will Always Respond:**

- Headquarters USAFA Dean of Faculty or designated representative. (USAFA/DF)
- Headquarters USAFA Preparatory School or designated representative. (USAFA/PL)
- Headquarters USAFA Public Affairs. (HQ USAFA/PA)
- Headquarters USAFA Staff Judge Advocate. (HQ USAFA/JA)
- Headquarters USAFA Safety. (HQ USAFA/SE)
- Headquarters USAFA Plans and Programs. (HQ USAFA/XP) (XP will stand ready to provide a CAT representative should the situation require one)

- The Commandant of Cadets or designated representative. (34 TRW/CC)
 - The Director of Athletics. (34 TRW/AH)

- The 10th Air Base Wing. (10 ABW):
 - Commander of the 10th Air Base Wing. (10 ABW/CC)
 - Vice Commander of the 10th Air Base Wing. (10 ABW/CV)
 - Comptroller Financial Management. (10 ABW/FM)
 - Wing Chaplain. (10 ABW/HC)
 - USAFA Command Center. (10 ABW/CP)
 - Commander of the 10th Medical Group. (10 MDG/CC)
 - Commander of the 10th Mission Support Group. (10 MSG/CC)
 - 10th Mission Support Group 10th Security Forces Squadron. (10 SFS)
 - 10th Mission Support Group 10th Civil Engineering Squadron. (10 CES)
 - 10th Mission Support Group 10th Mission Support Squadron. (10 MSS)
 - 10th Mission Support Group 10th Communications Squadron. (10 CS)
 - 10th Mission Support Group 10th Services Squadron. (10 SVS)
 - 10th Mission Support Group Logistics Readiness Division. (10 MSG/LGR)
 - 10th Mission Support Group Contracting Division. (10 MSG/LGC)

A2.2. The Following Agencies are Secondary Agencies Assigned to the CAT and will Respond Upon Direction of the Commander or CAT Director:

- Air Force Office of Special Investigations Detachment 808. (AFOSI Det 808)
- 34th Operations Support Squadron Weather Flight. (34 OSS/OSW)