



**UNITED STATES MARINE CORPS**

MARINE FORCES RESERVE  
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ForO 3060.1A  
G-3/5  
05 June 2013

FORCE ORDER 3060.1A

From: Commander, Marine Forces Reserve  
To: Distribution List

Subj: MARINE FORCES RESERVE (MARFORRES) CRISIS ACTION TEAM  
(CAT) STANDING OPERATING PROCEDURES  
(SHORT TITLE: MARFORRES CAT SOP)

Ref: (a) MCWP 5-1  
(b) MCO 3504.2  
(c) ForO 3441.1H  
(d) ForO 3440.1H

Encl: (1) Crisis Action Team (CAT) Procedures

1. Situation. This Order provides policy, procedural guidance, concept of operations, and standing operating procedures (SOP) for the employment of the Marine Forces Reserve (MARFORRES) Crisis Action Team (CAT) operations.

2. Cancellation. ForO 3060.1

3. Mission. The MARFORRES Command Element (CE) will activate the CAT in order to facilitate enhanced command and control during a crisis or contingency.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commanders Intent. This Order addresses MARFORRES CE crisis action procedures, to include organization, composition, alerting, and functioning of the CAT. The CAT is activated and staffed to ensure timely staff action and to provide enhanced situational awareness and to support command and control in a crisis situation. It also provides the command capabilities to handle any other situation/event as deemed necessary. An adequate and feasible response to a crisis or other significant event demands a flexible adaptation of the

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basic planning process that emphasizes the time available, rapid and effective communications and the use of previously accomplished contingency planning whenever possible. Every attempt should be made to follow the process as identified in reference (a); however, some planning steps may be compressed, conducted concurrently, or eliminated as required depending on the circumstances.

(2) Concept of Operations. The instructions contained in this Order are intended to outline the standard operating procedures that will assist the MARFORRES staff and Major Subordinate Commands (MSC) Commanders in planning for the proper employment of the MARFORRES CAT.

b. Tasks

(1) MARFORRES Staff Sections

(a) Be prepared to provide personnel to fill the CAT Battle Roster and Operational Planning Team (OPT) per chapter 2 of the enclosure.

(b) Support CAT training events as directed.

(c) Provide support as outlined in the enclosure to ensure the proper functioning of the CAT.

(2) Assistant Chief of Staff, G-3/5

(a) Exercise staff cognizance over the CAT.

(b) Recommend activation of the CAT to the Commander, Marine Forces Reserve (COMMARFORRES).

(c) Provide workspaces and office supplies for the CAT.

(d) Maintain and update the CAT Battle Roster.

(e) Direct the training of the CAT and periodically exercise the crisis response capability of MARFORRES.

(3) Assistant Chief of Staff, G-6. Be prepared to support Combat Information Systems (CIS) requirements of the CAT.

(4) Assistant Chief of Staff, G-8. Be prepared to provide and deploy qualified Liaison Officers (LNOs) to external commands or organizations in accordance with the procedures outline in chapter 6 of the enclosure.

(5) Major Subordinate Commands

(a) Be prepared to provide a LNO to the CAT.

(b) Be prepared to provide a planner to the OPT.

(c) Support CAT training events as directed by the MARFORRES G-3/5.

c. Coordinating Instructions

(1) The personnel assignments contained in chapter 2 are provided as a baseline. All sections must be prepared to provide whatever personnel and equipment may be required for the CAT and OPT.

(2) This Order is not the sole reference for CAT personnel in the execution of their duties. All personnel assigned to the Battle Roster must be familiar with references (a) through (d) and with other references that may be identified as being necessary to accomplish their assigned duty and responsibilities.

5. Administration and Logistics

a. When requested, and not less than once per quarter, all sections will verify that their portion of the Battle Roster are correct, paying particular attention to recall phone numbers. The Battle Roster for each position within the CAT will list, at a minimum, a primary and alternate nominee, but sections are free to submit more names as they see fit. All sections will replace members of the Battle Roster as necessary, and inform the MARFORRES G-3/5 Command Operations Center (COC) of the same.

b. The CAT will operate in the MARFORRES COC spaces located at The Marine Corps Support Facility (MARCORSPTFAC), New Orleans, Louisiana.

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Reserve.

b. Signal. This Order is effective the date signed.



P. J. HERMESMANN  
Chief of Staff

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## Chapter 1

### Concept of Operations

1. General. The fundamental purpose of the MARFORRES CAT is to provide the Commander with increased situational awareness and planning support during periods of increased operational tempo. When activated, the CAT becomes the crisis action planning and execution focal point for the Headquarters and is staffed by dedicated subject matter experts from throughout the staff. While the situations that would necessitate activation of the CAT comprise the full range of military operations, the most likely scenarios include:

a. Mobilization of Reserve Component (RC) forces in response to a major contingency or conflict.

b. A response to a catastrophic event involving MARFORRES assets and personnel or requiring MARFORRES support to civilian authorities.

c. Support to an exercise.

d. Other service taskings.

2. Mission. On Order, MARFORRES activates the CAT in response to a crisis or contingency operation to provide COMMARFORRES increased situational awareness and planning support.

### 3. Concept of Operations

a. During contingency/crisis action operations, COMMARFORRES may require enhanced staff integration and planning to achieve his intent. One tool at his disposal to accomplish this is the activation of the CAT. While this organization is not intended to replace the responsibilities of the staff, it provides an essential collection and information dissemination hub that increases the effectiveness of the staff. During hurricane conditions that threaten New Orleans directly, the CAT may be employed to support MARFORRES Destructive Weather and Continuity of Operations (COOP) Plans.

b. The CAT assembles at the direction of COMMARFORRES, reports to the Chief of Staff (COS), and is directed by the G-3/5 in the early stages of an emerging situation to facilitate the rapid exchange of information and maintain situational awareness.

c. The composition of a CAT is built around its core members and will likely be tailored to the particular crisis situation, thus necessitating the inclusion of additional augmentation from pre-identified "on call" functional experts from the MARFORRES staff and MSC Headquarters.

d. CAT operations are managed by the CAT Officer-in-Charge (CAT OIC), this directive, and references (a) and (b). The CAT is normally composed of representatives from the G-1, G-2, G-3, G-4, and G-6 Staff Sections, as well as appropriate administrative and support personnel. In order to operate continuously, the CAT is organized into two twelve-hour watch sections or, at the discretion of the G-3/5, may execute a reduced watch rotation that is aligned to operational conditions. There are also a number of on-call CAT members, an Operational Planning Team (OPT), and LNOs that may support CAT operations as necessary.

e. Once activated, the CAT becomes the focal point for all command and control actions relating to the crisis or event that necessitated the establishment of the CAT. It is responsible for monitoring and supervising the event and, if directed, to develop plans for future execution. The CAT will be prepared to conduct limited planning as required; however, the OPT (if activated) will have primary responsibility for the development of plans and associated Operations Orders (OPORDs).

f. When the CAT is activated, designated staff and subordinate command representatives will report to the MARFORRES Command Operations Center for employment.

g. MARFORRES CAT. The CAT will be continuously manned and operated from a secure facility, capable of responding to the operational needs of the Commander in accordance with the Mission Essential Tasks outlined in APPENDIX A. CAT requirements:

(1) Must be capable of communicating information to the commander, key staff decision-makers, higher authority, and subordinate commands in a timely manner.

(2) Develop, maintain, and sustain the capability to process and respond to the information flow or taskings generated by an international and/or regional crisis, by any requirement to support civil authorities executing a disaster relief operation, or by any general increase in operational tempo.

(3) Continuously ensure situational awareness of commander and staff for MARFORRES operational forces, deployed operational forces, and installations and facilities, to enhance the decision-making process and enable force provision capabilities and answer Commander's Critical Information Requirements (CCIRs).

(4) As required, form an OPT that provides planning products for COMMARFORRES decisions.

(5) Prepare to deploy LNOs to designated external organizations.

(6) Be prepared to support the MARFORRES Continuity of Operations (COOP) Plan and Destructive Weather Plan.

h. Phases. MARFORRES enhanced command and control responses to a contingency or crisis situation are defined in four phases of employment:

Phase I: Situation Development

Phase II: Crisis Assessment

Phase III: Planning

Phase IV: Execution

(1) Phase I: Situation Development. Phase I begins with the occurrence of an event with possible national security implications and ends with the MARFORRES G-3/5 decision to form a CAT to evaluate and react to the situation. Key activities include:

(a) Developing crisis situation monitored and incoming reports evaluated.

(b) Subordinate Commands apprised by the G-3/5 to the on-going situation and appropriate planning directed to begin.

(c) MARFORRES staff and MSCs alerted on the activation of the CAT.

(d) Actions taken by higher headquarters with emphasis on implications to MARFORRES contingency requirements evaluated to determine the ability to react to situation with forces presently available.

(e) Additional or specific intelligence information obtained and provided to COMMARFORRES and/or COS.

(2) Phase II: Crisis Assessment. Phase II begins when MARFORRES forms a CAT and ends when the decision is made to develop possible military Courses of Action (COA). Key activities include:

- (a) CAT and, if needed, the OPT are activated.
- (b) MARFORRES LNO requirements determined.
- (c) Appropriate higher, adjacent, and subordinate commands notified of the activation of the CAT.
- (d) External organizations plans for providing LNOs to MARFORRES are determined. CAT prepares to receive these LNOs.
- (e) Crisis event monitored and evaluated.
- (f) Existing Operation Plans (OPLANS), Contingency Plans (CONPLANS), or Force Orders reviewed.
- (g) Collected information reviewed to determine if external support required to fulfill a contingency requirement or to accomplish a specific mission.
- (h) Lift requirements reviewed.
- (i) Current intelligence information and Request For Information (RFIs) reviewed.
- (j) Disposition and location of forces reviewed.

(3) Phase III: Planning. Phase III begins when a Planning or an Alert Order is issued and ends when an operation order (OPORD) is published. Key activities include:

- (a) Warning Order (WARNO) published.
- (b) Situation monitored, Situation Reports (SITREPS) published, and plans modified as necessary.
- (c) Commander's Estimate and COAs to support higher headquarters concept of operations prepared.
- (d) Existing Time-Phased Force and Deployment Data (TPFDD) files correlate in Joint Deployment System (JDS) with COAs.

(e) As necessary, COAs are developed, reviewed, evaluated, and refined.

(f) COMMARFORRES presented with COAs for selection.

(g) If a decision of higher headquarters is pending and COMMARFORRES decides to initiate execution of planning, Planning Order prepared and released.

(h) Alert Order prepared and released when a COA is selected and approved by higher headquarters.

(i) Force and unit-related support requirements reviewed and adjustments in the JDS submitted as may be required.

(j) CAT coordinates with subordinate commands to identify and resolve conflicts and shortfalls in forces, logistics, or strategic lift.

(k) Special Assigned Airlift Mission (SAAM) requirements validated and submitted.

(l) Releasable information published by the Public Affairs Office (PAO).

(m) When directed by higher headquarters, contingency readiness reporting submitted.

(4) Phase IV: Execution. Phase IV begins upon the publishing of the OPORD and continues until the crisis has been resolved and the CAT has been terminated. Key activities include:

(a) As required, Fragmentary Orders (FRAGOs) are published.

(b) Incremental deployments begun (if not previously accomplished). Mobilization, deployment, employment, and sustainment activities monitored and analyzed and conflicts resolved.

(c) Deployment information updated in the JDS deployment database as specified by United States Transportation Command (USTRANSCOM) instructions per Combatant Commander TPFDD Letter of Instruction.

(d) Accomplishment of objectives monitored, assessed, and reported.

(e) Operation re-planned or terminated, or MARFORRES forces redeploy as directed.

(f) CAT deactivates. As the CAT/OPT stands down, MARFORRES staff sections assume full functional area responsibilities and an after action report is developed.

(g) LNOs redeployed.

(h) Appropriate higher, adjacent, and subordinate commands notified of the termination of the CAT.

#### 4. Manning Sources

a. Personnel. During routine operations, personnel manning levels for the MARFORRES COC is normally drawn from the G-3/5 Staff Section and manned by Marines permanently assigned to the COC or, when necessary, augmented by personnel from the MARFORRES staff. This manning scheme is a personnel economy of management decision that provides for 24-hour manning while concurrently keeping the number of Marines permanently assigned to the COC and the G-3/5 at a minimum level.

b. Manning the COC During Routine Operations. Routine operations are those periods that the COC is manned by the minimum size Watch Team of two Marines and the COC is capable of handling its daily operations responsibilities.

(1) During the 24-hour day, the watch team is comprised of the COC Watch Chief and a COC Non-Commissioned Officer (NCO).

(2) This minimum size Watch Team of two Marines ensures that at least one person is physically present in the COC at all times to ensure protection of classified material.

(3) It is the responsibility of MARFORRES G-1 to maintain appropriate manning levels for the COC.

c. Manning the CAT. The CAT is activated whenever an event occurs, a situation develops, or other circumstances dictate that the commander requires a larger COC staff to fulfill his responsibilities.

(1) CAT activation may be actively planned as part of an exercise, recommended by the G-3/5 or directed by the Commander. The composition of the CAT is delineated in chapter 2 of this Order; however, the composition may be adjusted to meet the specific requirement for which it was activated.

The COC Watch Section functions as an integral part of the CAT unless otherwise directed.

(2) For scheduled exercises, the G-3/5 will establish personnel requirements in advance of activation to permit for a smooth operational transition and allow the staff and MSCs sufficient time to ensure full participation of required personnel.

d. Manning During Periods Requiring Increased Operational Awareness or a Partial Crisis Action Team (PCAT). At times there are events, exercises, and or other circumstances that require a level of effort which is beyond the capabilities of the routine watch team, but do not require activation of a full CAT. At these times, the G-3/5 may temporarily increase the watch team to an appropriate size and composition.

## Chapter 2

Crisis Action Team (CAT) Organization,  
Duties and Responsibilities

1. Purpose. To address the composition, responsibilities, functions, and duties of the MARFORRES CAT.
2. Concept. The CAT is the most extensive unit of crisis action management in the MARFORRES Headquarters. If an event grows beyond the capability of the COC Watch Team, the CAT provides tailored additional resources for force providing and crisis management. As required, designated staff sections will contribute qualified personnel to fill key duties within a watch rotation and an OPT. The CAT will closely monitor, consolidate, collate and organize information from all sources concerning the situation of interest, keep the COMMARFORRES and staff apprised of evolving crisis situation and related/emerging activities, conduct planning and issue directives to subordinate commands.
3. Composition. Key positions within the CAT Battle Roster are designated as follows:

- a. Standing CAT Members

G-3/5	CAT Officer in Charge (OIC) (x 1)
G-3/5	CAT Chief (x 1)
G-3/5	Senior Watch Officer (SWO) (1 per watch)
G-3/5	Watch Chief (1 per watch)
G-3/5	Journal/Admin NCO (1 per watch)
G-3/5	Operations Watch Representative (1 per watch)
G-1	Personnel Watch Representative (2 per watch)
G-2	Intelligence Watch Representative (1 per watch)
G-4	Logistics Watch Representative (1 per watch)
G-3/5	MAGTF Planner (1 per watch)
G-6	Communications Watch Representative (1 per watch)

- b. On-Call CAT Members

G-3/5	Administrative Clerk (1 per watch)
G-3/5	Mission Assurance/Emergency Manager (1 per watch)

HSS Medical Watch Representative (1 per watch)  
PAO Public Affairs Watch Representative (1 per watch)  
SJA Legal Watch Representative (1 per watch)  
Fac Facilities Watch Representative (1 per watch)  
Compt Fiscal Watch Representative (1 per watch)  
IMO Information Management Representative (1 per watch)  
4th MARDIV GCE LNO (1 per watch)  
4th MAW ACE LNO (1 per watch)  
4th MLG LCE LNO (1 per watch)  
FHG Force LNO (1 per watch)  
HQBN CE/MARCORSPTFAC LNO (1 per watch)  
G-3/5, G-8 LNO to New Orleans EOC (1 per watch)  
G-3/5 LNO to Louisiana State EOC

4. Duties and Responsibilities

a. All Watch Representatives will:

(1) Represent and coordinate support with respective staff section.

(2) As required, provide subject matter expertise in the development of briefing materials and presentations.

(3) Assist in the development of plans, orders, and policies pertinent to the situation.

(4) Coordinate actions with representatives from other MARFORRES staff sections and special staff, higher and adjacent commands, and agencies.

(5) Maintain situational awareness and keep the SWO informed.

(6) Be capable of briefing significant items of interest within assigned areas of expertise on short notice.

(7) Maintain a library of references and policy documents required to accomplish responsibilities.

(8) Maintain assigned reports.

(9) Maintain communications with SWO when not present in the COC.

(10) Archive pertinent information to compile lessons learned reports.

(11) Attend CAT shift change briefings.

b. CAT OIC. The CAT OIC is directly responsible to the G-3/5 in the areas of CAT and OPT operational employment. Specifically, the OIC supervises the planning and operational execution of the team including administration, manpower, internal organization, training, and personnel management. The duties may include but are not limited to the following:

(1) Maintain complete familiarity with and provide direct leadership of all CAT and OPT to include activation, operational employment, planning, and training.

(2) Approve and release message traffic (email and/or AMHS) announcing CAT activation and termination.

(3) Maintain cognizance over all CAT information, personnel, and security functions.

(4) Develop and update CCIRs in accordance with COMMARFORRES guidance.

(5) Establish and maintain a CAT Battle Rhythm.

(6) Perform other duties as directed by the G-3/5 and Chief of Staff.

(7) Review and submit orders and plans to the G-3/5 for approval.

(8) Approve taskings to subordinate commands.

c. CAT Chief. The CAT Chief's primary responsibility is to assist the OIC in the execution of assigned responsibilities. He supports the overall functioning of the watch rotations and OPT. These duties may include but are not limited to the following:

(1) Ensure that the COC is prepared to receive the CAT upon activation.

(2) Provide technical and administrative support to the CAT.

- (3) Supervise the Watch Chiefs in their duties.
- (4) Ensure physical security measures are in place and adhered to.
- (5) Develop and distribute the Battle Roster.
- (6) Ensure personnel receive the proper training before assuming watch responsibilities.
- (7) Ensure each CAT and OPT member possesses at least an interim secret clearance before assuming the duties.
- (8) Coordinate equipment and workspace requirements.
- (9) Ensure sufficient office supplies are maintained to support operations.
- (10) Perform other duties as directed by the CAT OIC and G-3/5.
- (11) Provide administrative support to liaison personnel.

d. SWO. The SWO is responsible to the CAT OIC for the orderly and effective operation of the CAT during a designated watch shift. The SWO's primary responsibility is information control. The SWO is responsible for informing the CAT OIC and OPT leader of changes in the current situation. The SWO is responsible for monitoring the situations of higher, adjacent and supporting commands. As such, this officer must be experienced in staff work, able to assess the capabilities of command and control correctly, and be able to evaluate the importance of information. The duties may include but are not limited to the following:

- (1) Monitor, coordinate, and supervise the execution of any active operation order.

- (2) Develop and submit, for G-3/5 approval, orders and plans written by the CAT.

- (3) Review, analyze, and direct the flow of information coming into the CAT in order to ensure that watch personnel have all available information when they need it to accomplish their tasks.

(4) Receive and record operational reports from higher, adjacent, supporting, and subordinate commands.

(5) Serve as the principal point of contact (in conjunction with the G-3/5) for liaison personnel from higher, adjacent, supporting, and subordinate commands.

(6) Inform higher, adjacent and supporting commands of significant events occurring within the MARFORRES area of responsibility, to include transmitting the orders, plans, and decisions of COMMARFORRES.

(7) Brief the Commander, Executive Director, Chief of Staff, Assistant Chiefs of Staff, or any official visitor on the current situation.

(8) Ensure that staff sections not represented in the CAT are notified of, and take appropriate action on, operational situations affecting functions under their purview.

(9) Act as supervisor for the CAT watch.

(10) Act as the sole releasing officer of all messages emanating from the CAT.

(11) Upon notification of impending CAT activation, coordinate with the CAT OIC regarding manning and activation timeline, work space, and briefing requirements.

(12) Supervise the CAT activation brief.

(13) Be a conduit between the CAT and decision-makers.

(14) Supervise the preparation of documents, information papers, the on-call situation briefs, and other briefs and documents the CAT originates.

(15) Keep CAT members informed of policy decisions and orders issued by higher authority.

(16) Assign staff actions to appropriate CAT members.

(17) Coordinate all Requests for Information (RFI) and Requests for Forces (RFF).

(18) Supervise the execution of the Battle Rhythm and schedules for meetings, briefings, video teleconferences, and other activities.

(19) Coordinate and supervise the preparation and presentation of shift change briefings.

(20) Prepare CAT activation and deactivation messages.

(21) Maintain the following information displays on the video monitors within the COC or within operational briefings:

- (a) General Situation
- (b) Task Organization
- (c) Significant Events (Friendly)
- (d) Current Mission and Tasks
- (e) Future Mission and Tasks
- (f) CCIRs
- (g) Decision Support Matrix

e. Watch Chief. The Watch Chief's primary responsibility is to assist the SWO in the execution of assigned responsibilities. He supervises all enlisted Marines assigned to the CAT during the watch. The duties may include but are not limited to the following:

(1) Assist the SWO in controlling the flow of information within the CAT.

(2) Serves as the RFI Manager within the CAT ensuring, under the direction of the SWO, that RFIs are tracked and assigned for adjudication.

(3) Assist the SWO in maintaining the General and Specific Situation Map and displays.

(4) Ensure that the Journal Clerk maintains visibility on all incoming and outgoing messages, orders, plans, and miscellaneous operational material for incorporation into the journal.

(5) Maintain the proper state of police in and around the CAT.

(6) Ensure that COC entry control measures are maintained and that updated access rosters are on hand for all CAT personnel.

(7) Support administrative requirements of the CAT.

f. Journal/Administrative NCO. The Journal/Administrative NCO maintains the CAT journal. This individual works under the direct supervision of the Watch Chief in keeping notes of radio, telephone, message and oral conversations and reducing them to material suitable for incorporation into the journal. He also supervises the Administrative Clerk in the execution of assigned responsibilities. The duties may include but are not limited to the following:

(1) Maintain the CAT Journal.

(2) Assist with copying, folder preparation, CAT status board updates, message release and working as assigned throughout the CAT.

(3) May be called on for use as a runner/messenger in order to assist the SWO or Watch Chief in the performance of their duties.

(4) Ensures that the Administrative Clerk maintains and displaying information on the common operational picture for all MARFORRES forces.

g. Operations Watch Representative. The CAT Operations Representative is responsible for monitoring, coordinating, and supervising the execution of the current operation order. When SWO is absent, the Operations Watch Representative will discharge duties of the SWO. The Operations Watch Representative has overall responsibility for the operational information portrayed on COC displays; coordinates with all members of the CAT to develop a complete understanding of the current situation, and is responsible for keeping the Assistant OPT Leader updated on the current situation. The duties include but are not limited to the following:

(1) Monitor the progress of operations and expeditiously report significant events or incidents to the SWO.

(2) Assist watch representatives and MSC LNOs in the accomplishment of their assigned missions and tasks.

(3) Receive and record operational reports from subordinate commands.

(4) Maintain current plots of the MARFORRES situation (generally two levels down for own units and one level down for adjacent units) and display that information within the CAT. Work as the electronic common operational picture (COP) manager for operations. This applies for Global Command and Control System (GCCS) applications, if used, as well.

(5) Prepare and submit operational reports to higher commands in conjunction with other staff sections.

(6) Transmit the orders and operational decisions of COMMARFORRES to subordinate commands as required.

(7) As necessary, develop for approval, feasible courses of action to address changes in the situation.

(8) Prepare FRAGOs and overlays.

(9) As required, brief the Commander, Executive Director, Chief of Staff, Assistant Chiefs of Staff, or any official visitor on the current situation.

(10) Maintain the following information displays on the video monitors within the COC or within operational briefings:

(a) MARFORRES Operation Order/Fragmentary Orders.

(b) SITREPs/Operations Summaries (OPSUMS).

(c) Higher Command's OPORD, FRAGOs Situation Reports/Operational Summaries, Current Intent and Mission.

(d) Adjacent Commands' and Supporting Commands' OPORD, FRAGOs, and Situation Reports/Operational Summaries.

(e) Current overall Operational Picture.

(f) Execution Checklist.

(g) Synchronization Matrix.

h. Personnel Watch Representative. The Personnel Watch Representatives, who are assigned by the G-1, are responsible for monitoring the personnel situation and for coordinating and supervising the execution of the personnel support portion of the current operation. The duties include but are not limited to the following:

(1) Responsible for the receipt of the required accountability and PersStat reporting to the Commander and Headquarters, U.S. Marine Corps.

(2) Expeditiously report significant events or incidents as it relates to personnel strength and accountability to the SWO and other watch representatives as necessary.

(3) Ensure that all significant updated personnel information contained in reports of higher, supporting, and subordinate commands is briefed to the SWO and the Assistant Chief of Staff, G-1 (AC/S, G-1).

(4) Coordinate with the necessary CAT Watch Representatives for the procurement, processing and movement of present and anticipated replacement requirements.

(5) Assist the preparation of the personnel portion of operational reports.

(6) Provide personnel support estimates for courses of action developed within the CAT.

(7) Participate in rapid planning within the CAT.

(8) Ensure that the AC/S G-1 remains abreast of the current situation and any operational plans.

i. Intelligence Watch Representative. The Intelligence Watch Representative is the representative of the G-2 in the CAT. This individual ensures a continuous exchange of information and intelligence between the CAT and appropriate intelligence activities. These duties may include:

(1) Maintain current plots of the humanitarian assistance or destructive weather situation and display that information within the CAT. When Global Command and Control System (GCCS) is used, act as the CAT's intelligence manager for the common operational picture.

(2) Monitor all intelligence reporting ensuring that the CAT remains abreast of information that affect the operation.

(3) Inform the Assistant Chief of Staff, G-2 on the progress of operations and expeditiously report significant events and information requirements to the G-2 Operations Officer.

(4) Maintain and continuously evaluate the CCIRs and Priority Information Requirements (PIRs).

(5) Coordinate intelligence requirements, mapping, charting, and geospatial request of the CAT for action.

(6) Be prepared to brief the Commander, Executive Director, Chief of Staff, Assistant Chief's of Staff, or any official visitor on the current intelligence situation.

(7) Ensure that all significant updated intelligence information contained in reports of higher, supporting, and subordinate commands is briefed to the SWO and G-2.

(8) Assist in the preparation of the intelligence portions of operational reports.

(9) Provide subject matter expertise within the CAT

(10) Recommend the missions, task organization, and employment of intelligence support elements during rapid planning.

(11) Maintain the following information displays on the video monitors within the COC or within operational briefings:

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- (a) Intelligence Significant Events.
- (b) Weather and Astronomical.
- (c) Threat Order of Battle.
- (d) Any Named Areas of Interest (NAIs) being collected upon.
- (e) Status of any collection assets.

j. Logistics Watch Representative. The Logistics Watch Representative is responsible for monitoring and coordination of the logistics support situation. This individual is the G-4 representative within the CAT. The duties include but are not limited to the following:

(1) Monitor the progress of logistics and supply support operations and expeditiously report significant events or incidents to the SWO and other watch representatives as necessary.

(2) Ensure that all significant information contained in the reports supports higher, supporting, and subordinate commands and is passed immediately to the SWO and G-4.

(3) Assist in the preparation of the logistics portion of operational reports.

(4) Coordinate, when appropriate, the rapid processing of supply requests critical to the success of ongoing operations.

(5) Provide subject matter expertise within the CAT.

(6) Provide recommended missions, task organization, and employment during rapid planning within the CAT.

(7) Maintain the following information displays on the video monitors within the COC or within operational briefings:

(a) Locations and status of logistics units or installations in support of crisis event.

(b) Status of supply routes.

(c) Locations and status of supply distribution and redistribution points.

(d) Supply and equipment readiness of units.

k. MAGTF Planner. The MAGTF Planner is responsible to the SWO in the performance duties. The planner will have access to and be able to manipulate data contained in Joint Operations Planning and Execution System (JOPES). The duties include but are not limited to the following:

(1) Prepare and disseminate deployment planning guidance.

(2) Assist in compiling key unit data and preparing the Deployment Orders (DEPODs) and FRAGOs associated with current operations and all units/elements assigned to MARFORRES.

(3) Track deployment and redeployment status of units and personnel.

(4) Review and validate the time-phased force and deployment data (TPFDD).

(5) Review load plan allocations and manifest.

(6) Conduct coordination with all supported/supporting commands regarding force deployment planning issues.

(7) Assist in determining potential resource shortfalls.

(8) Identify the available means of deployment lift.

l. Communications Watch Representative. The Communications Watch Representative is the Subject Matter Expert (SME) on CIS and how it supports operations. This individual is the G-6 representative in the CAT. The duties may include but are not limited to the following:

(1) Monitor C4 connectivity status and CIS support to forces during the crisis situation.

(2) Expeditiously report significant events or incidents to the SWO and other watch representatives as necessary.

(3) Provide C4 planning expertise to the CAT.

(4) Coordinates G-6 support to communication requirements.

(5) Assist in the preparation of operational reports.

(6) Maintain a communication network status information display on the video monitors within the COC or within operational briefings:

m. Administrative Clerk. The Administrative Clerk is directed by and responsible to the Watch Chief and provides general administrative support to the operations of the CAT. The duties may include but are not limited to the following:

(1) Assist with copying, folder preparation, CAT status board updates, message release and working as directed throughout the CAT.

(2) May be called on for use as a runner/messenger in order to assist the SWO or Watch Chief in the performance of their duties.

(3) Prepare to serve as a Journal Clerk.

(4) Monitor message traffic.

n. Mission Assurance/Emergency Manager. The Mission Assurance/Emergency Manager is responsible advising, monitoring, and planning of Continuity of Operations (COOP), Antiterrorism/Force Protection (AT/FP), Physical Security, and Critical Infrastructure Protection (CIP). He is also the primary interface between the CAT and governmental Emergency Operations Centers (EOCs) ensuring that the CAT is abreast of activities being conducted by civilian leaders including coordination of response and recovery, orders to evacuate, request for military assistance. Duties may include:

(1) Monitor and advise SWO on the actions and plans of local, state, and federal agencies relating to the crisis situation.

(2) Coordinates with Federal, State, Regional, Local, Service and Non-Governmental Organizations (NGOs) in support of CAT operations.

(3) Coordinate requirements concerning mission assurance issues within the CAT.

(4) Assist the preparation of operational reports.

(5) Ensure that all significant AT/FP alerts, critical infrastructure vulnerabilities, actions by governmental and non-governmental organizations contained in the preparation of the operational reports of higher, supporting, and subordinate commands is briefed to the SWO.

(6) Provide support estimates for courses of action developed within the CAT.

(7) Maintain the following information displays on the video monitors within the COC or within operational briefings:

(a) Alerts and Threat Conditions.

(b) Adjacent civilian EOC actions and plans.

o. Medical Watch Representative. The Medical Watch Representative is responsible for monitoring all medical issues and possible effects on current operations. This individual is the Force Medical Advisor to the CAT and is a direct representative of the Health Services Section (HSS). The duties may include but are not limited to the following:

(1) Monitor and advise the SWO on the status of medical requirements when operating within an environment which may have potential hazards effecting the welfare and medical concerns of personnel involved in such operations.

(2) Coordinate medical requirements.

(3) Assist in the preparation of operational reports.

(4) Ensure that all significant medical information contained in the preparation of the medical services portion of operational reports of higher, supporting, and subordinate commands is briefed to the SWO and HSS Officer.

(5) Provide medical support estimates for courses of action developed within the CAT.

(6) Ensure that the HSS remains abreast of the current situation and any operational plans.

p. Public Affairs Watch Representative. The Public Affairs Watch Representative is responsible for the monitoring and planning of all public affairs issues and possible effects on current operations. This individual is the direct representative of the Public Affairs Section and works through the MARFORRES Public Affairs Officer on the release of information about operations to the public, the media, and the internal Marine Corps audience. These duties may include:

(1) Ensuring that all significant information contained in reports of higher, supporting, and subordinate commands is briefed to the SWO and Public Affairs Officer.

(2) Assisting in the preparation of the public affairs portion of operational reports.

(3) Preparing and facilitating the dissemination of accurate and timely information about MARFORRES operations to the media and general public.

(4) Maintaining visibility of the command's contact with media and escort media representatives if necessary.

(5) Advising the SWO on status of political agreements, policy decisions, and memorandums.

(6) Providing input during rapid planning within the CAT.

q. Legal Watch Representative. The Legal Watch Representative is responsible for monitoring all legal issues and possible effects on current operations. This individual also serves as the legal advisor to the CAT OIC/SWOs. The duties may include but are not limited to the following:

(1) Monitor and advise the SWO on the status of legal requirements when operating within a civilian environment and issues dealing with national, state, and local laws.

(2) Maintain and coordinate requirements concerning legal issues within the CAT.

(3) Ensure that all significant legal information contained in preparation of the legal services portion of

operational reports of higher, supporting, and subordinate commands is briefed to SWO and Staff Judge Advocate.

(4) Assist the preparation of operational reports.

(5) Provide legal support estimates for courses of action developed within the CAT.

(6) Ensure that the SJA remains abreast of the current situation and any operational plans.

r. Facilities Watch Representative. The Facilities Watch Representative is responsible for monitoring and coordinating actions relating to the status and physical security of MARFORRES facilities and environmental compliance involved in the current operation or crisis. This individual is the Facilities representative within the CAT. The duties may include but are not limited to the following:

(1) Monitor and account for the status of MARFORRES properties, environmental compliance, and physical security concerns and expeditiously report significant events or incidents to the SWO and other watch representatives as necessary.

(2) Ensure that all significant updated property, environmental, and physical security information contained in reports of higher, supporting, and subordinate commands is briefed to SWO and Facilities Officer.

(3) Coordinate with the appropriate Watch Representatives, Facilities section staff, and higher, adjacent, and subordinate headquarters in response to a hazard material spill response.

(4) Monitor any emergency repairs or degradation of facility that impacts response capabilities.

(5) Assist the preparation of the operational reports.

(6) Provide support estimates for courses of action developed within the CAT.

(7) Provide input during rapid planning.

(8) Ensure that the MARFORRES Facilities Officer remains abreast of the current situation and any operational plans.

s. Fiscal Watch Representative. The Fiscal Watch Representative is responsible for monitoring and coordinating actions associated with fiscal support to the operation or crisis. This individual is the Comptroller representative within the CAT. The duties may include but are not limited to the following:

- (1) Provide expertise and advice on Fiscal Policy and law.
- (2) Coordinate Comptroller support to operational requirements.
- (3) Coordinate with the Contracting Office for Contingency Contract Support in support of operations and plans.
- (4) Ensure that the Comptroller remains abreast of the current situation and any operational plans.
- (5) Monitor fiscal status during the crisis situation.
- (6) Assist in the preparation of operational reports.

t. Information Management Representative. The Information Management Representative, together with the G-6 and other external entities, ensures the communications architecture and information management processes support the CAT's operational needs. This individual coordinates internal CAT processes to ensuring accurate and focused information is being delivered in a timely manner. The duties may include but are not limited to the following:

- (1) Serve as the principle individual within the CAT responsible for developing policy guidance on the effective and efficient integration of people, processes, and technology. Primary focus is on commander's critical information requirements, report matrices, and request for information procedures, along with collaborative planning tools (such as internet/intranet web sites, knowledge portals, chat, video teleconferencing, and email).
- (2) Identify and recommend solutions to Knowledge Management (KM) gaps and shortfalls pertaining to the crisis action.
- (3) Serve as the direct linkage between the G-6 and CAT to ensure network connectivity (all networks) is maintained.

(4) Manage any CAT Information Technology-related projects.

(5) Serve as the CAT point of contact for all Information Systems Security (INFOSEC) matters relating to all information systems and networks maintained by or used by the CAT.

(6) Devise and maintain the CAT information management plan, to include the electronic storage of information.

(7) Archive products for future use in developing Lessons Learned, information products and training.

(8) As required, support the Audio/Video Engineers.

(9) Assist the CAT OIC/SWOs in training the CAT members in SharePoint information management.

u. MSC Liaison Officer. The MSC LNOs are the Commanding General or Commanding Officer's representative within the CAT facilitating the unity of purpose and action between the MSC and the MARFORRES CAT. The LNO is responsible within the CAT for monitoring MSC operations, reporting readiness of capabilities, briefing MSC future plans, and participating in any MARFORRES CAT planning. The duties may include but are not limited to the following:

(1) Monitor MSC operations and readiness status reporting significant events or incidents to the SWO and other watch representatives as necessary.

(2) Assist the integration and coordination of operations by acting as a conduit for information flow and by participating in meeting and planning sessions as appropriate.

(3) Coordinate with the necessary CAT Watch Representatives for the procurement, processing, and movement of present and anticipated replacement requirements.

(4) Assist in the preparation of MARFORRES operational reports.

(5) Provide support estimates for courses of action developed within the CAT.

(6) Recommend the missions, task organization, and employment of respective MSC during rapid planning.

(7) Ensure that the MSC remains abreast of the current situation and any operational plans and directives.

(8) Maintain the following information displays on the video monitors within the COC or within operational briefings:

(a) Operational Picture.

(b) Future Operational Plans.

5. Staff Support. In support of CAT activities, each Staff Section must be prepared to support CAT requirements either in providing personnel or information. Regardless, during an activation of a CAT, general responsibilities include:

a. Maintain constant liaison with the staff section's representative in the CAT.

b. Stay abreast of current developments and plans.

c. Review incoming and outgoing message traffic or communications to ensure that staff sections areas of interest are properly addressed.

d. Determine implications of the crisis or operation in the staff sections area of interest.

e. Provide watch representatives with operational input and assistance.

f. Monitor other actions not directly being planned or managed by the CAT that impact the MARFORRES crisis response.

g. As required, provide support to the CAT in the development of SITREP and OPREP reports.

6. Operational Planning Team (OPT)

a. The OPT is a dynamic, ad hoc organization formed to conduct integrated planning. The OPT helps frame problems, develops and wargames COAs, and assists the staff in the preparation and transition of the order. The team is built around a core group of planners as appropriate to the mission.

The OPT may also include additional functional experts and LNOs needed to support planning. The primary role of the OPT is to support the commander in his decision-making process by:

(1) Helping the commander understand the true nature of the problem as a basis for devising practical solutions.

(2) Providing a common venue for the sharing of information.

(3) Integrating the planning efforts of the MARFORRES and MSC staffs to facilitate unity of effort in support of mission accomplishment.

b. Members of the OPT must understand the planning activities at higher and adjacent headquarters to ensure their commander's plans support and are coordinated with those of the other commands. The OPT also helps to inform the planning activities of subordinate commands.

c. MARFORRES will task organize the OPT based on the unique characteristics that surround each problem (mission). All members of the OPT should be knowledgeable in their functional area and be well-versed in the Marine Corps Planning Process (MCP). Regardless of the composition of the OPT, there must always be representatives with expertise in the warfighting functions. The composition of the OPT will vary based on the mission, but normally consists of the following:

(1) Operational Planning Team Members

G-3/5	OPT Leader	Standing member
G-3/5	Assistant OPT Leader	Standing member
G-3/5	Force Deployment Planner	As required
G-1	Manpower Planner	Standing member
G-2	Intel Planner	Standing member
G-4	Logistics Planner	Standing member
HSS	Medical Planner	As required
G-6	Communications Planner	Standing member
Facilities	Facilities Planner	As required
Comptroller	Fiscal Planner	As required
SJA	Legal Planner	Standing member
IMO	IM/KM Planner	As required
PAO	Public Affairs Planner	Standing member
4th DIV	GCE Planner	Standing member

4th MAW	ACE Planner	Standing member
4th MLG	LCE Planner	Standing member
FHG	Force Planner	Standing member
HQBn	CE Planner	As required

(2) Operational Planning Team Leader

(a) The G-3/5 will identify an individual to serve as the OPT Leader. The OPT Leader will serve as the decision maker and final arbiter in the OPT.

(b) The OPT leader should be an expert in the use of the MCPP, and someone who the commander trusts implicitly. He can be expected to interact regularly with the Commander, Executive Director, Chief of Staff, and other principal staff officers.

(c) The OPT Leader ensures the OPT's efforts adhere to the commander's guidance throughout the planning process. He also tailors the planning process to support the commander and the circumstances. He is responsible for establishing and managing the OPT's Battle Rhythm and the products the OPT develops.

(d) The team leader must work closely with the SWO to maintain situational awareness of ongoing operations and facilitate the transition of the plan to the CAT for execution.

(3) Assistant Operational Planning Team Leader

(a) The G-3/5 will identify an individual to serve as the Assistant OPT Leader.

(b) The Assistant OPT leader coordinates the OPT's efforts, builds shared understanding, and helps the OPT come to agreement. He will likely function as a facilitator, one of the break-out group leaders, or the information manager and/or recorder.

(4) Staff Representatives

(a) The staff representative to the OPT is normally the plans officer for the respective staff section.

(b) The representative must be knowledgeable in his functional area, thoroughly familiar with the MCPP, and able to think across the warfighting functions. The staff representative is the communication conduit between the OPT and his principal staff officer. He must anticipate the needs of the OPT and task the experts in his staff section to provide information and products on time and in the correct format. The staff representative must synthesize all the input from his staff section so that the other members of the OPT understand the information.

(5) Subject Matter Experts

(a) If required, subject matter experts may be added to the OPT and are normally provided from the staff, subordinate, supporting, and adjacent commands, as well as from other agencies (e.g., Local, State, and Federal Emergency Management Agencies).

(b) A subject matter expert is expected to provide specific knowledge to the OPT and must be capable of reaching back to their parent organizations for additional support. They should be capable of operationalizing the broader concept within their functional expertise, as well as offering early cautions to initial brainstorming when they become aware of any show-stopper information.

(6) MSC Representatives

(a) MSC representatives to the OPT serve as their commander's personal representative and link back to their staff. They are expected to be knowledgeable in their parent organization's capabilities and limitations and be familiar with their commander's intent and concept of operations. They make recommendations and estimates, as well as relay their commanders' concerns to the OPT.

(b) MSC representatives do not work for the OPT leader. They work for their unit commander, but are equal participants in the OPT process.

7. Planning Process. The OPT will utilize the MCPP when conducting operational planning. The MCPP is an internal planning process used by Marine Corps operating forces and is aligned with, and complements, the Joint Contingency and Crisis Action Planning Processes. Overall, the use of MCPP will support the effort to ensure a coordinated planning effort that maintains flexibility, makes efficient use of available time, and facilitates continuous information sharing.

Chapter 3

Activations Procedures

1. Purpose. This chapter delineates the procedures for activating the MARFORRES CAT.
  
2. Routine Preparations of the CAT. A current recall roster of all CAT members will be maintained by the G-3/5. The roster should have the primary (each watch shift) and an alternate representative with all contact information. At a minimum, the roster will include:
  - a. Name, grade, section, SSN (last 4)
  - b. Work phone number, home phone number, cell phone number
  - c. Current security clearance
  - d. Watch title/billet
  - e. At least once a quarter, MARFORRES G-3/5 will conduct a recall of the CAT Recall Roster to verify and update as needed.
  
3. Activation Decision Process
  - a. Upon determination that a potential crisis situation does exist, an evaluation will be conducted by the G-3/5 in close coordination with other MARFORRES staff sections to determine the potential impact.
  - b. If the evolving crisis situation meets the criteria for activation of the CAT, the G-3/5 will advise the COS and recommend to COMMARFORRES that a partially or fully manned CAT be activated.
  - c. While not a fully comprehensive list, the following criteria will be utilized in the determination to activate the CAT:
    - (1) The MARFORRES response to a large scale or rapidly evolving contingency/crisis requires enhanced staff collaboration and planning.

(2) MARCORSPTFACNOLA operations are threatened by a hazard or destructive weather condition that could cause Continuity of Operations Plans (COOP) to be executed.

(3) Enhanced monitoring, reporting, and staff collaboration is required to respond to a significant catastrophic event impacting one or more MARFORRES facilities and associated personnel.

(4) As otherwise directed by COMMARFORRES to ensure mission accomplishment.

#### 4. Notification

a. Once a decision is made to activate the CAT, all Assistant Chiefs of Staff and Special Staff Officers shall be notified immediately.

b. Assuming Indicators and Warnings (I&W) support a decision and timeline, the G-3/5 will attempt to notify standing CAT members of the recall up to 48 hours before the CAT is to be stood up. Once notified of an activation of the CAT, these standing CAT members (or their designated replacements/alternates) will be prepared to report to the MARFORRES COC within one hour to confirm recall and receive additional instructions and situation update.

c. Assuming no I&W, the CAT may need to be stood up on an emergency basis with no prior notification of CAT members. In this case the G-3/5 will direct a G-3 representative to report to the COC as soon as possible to activate the CAT. COC watch personnel will then commence a recall of CAT personnel, and will direct that they report to the COC as soon as possible.

d. If required, recall of CAT personnel will be conducted utilizing the CAT Battle Roster. Personnel will be contacted in order as specified by the individual sections in their submission of Battle Rosters. In the event no personnel on the Battle Roster can be contacted, COC watch personnel will refer to the individual section alpha rosters and, beginning with the senior man, attempt to contact each in turn until an individual from that section is notified of the requirement to support the CAT.

5. Pre-Activation Actions. Prior to the CAT reporting to the COC, several preparatory actions are required to be conducted.

a. Appropriate higher headquarters and MARFORRES MSCs are notified of the intent to activate the CAT by the most expeditious means available.

b. An activation message is prepared by the G-3/5 that notifies higher/adjacent/supporting commands (APPENDIX B).

c. An initial CAT Battle Rhythm is drafted.

d. External SITREP reporting requirements determined.

e. CAT augmentation and LNO are assessed and then identified to the COS for sourcing.

f. Security clearances of all CAT members are reviewed and validated by the G-3/5.

g. The G-3/5 will identify phone, computer, and peripheral (printers, fax, etc) shortfalls to the G-6 for sourcing.

h. As necessary, OPLANS/CONPLANS, Standing Operating Procedures (SOPs) and Technical/Field Manuals will be placed in the COC for use by the CAT.

i. Available office supplies will be inventoried and shortfall acquired.

j. Watch section group email addresses activated in the global address book and assigned to CAT watch personnel.

k. As required, the G-2 will acquire a sufficient amount of maps of the geographical area involved in the crisis.

## 6. Initial Staff Actions

a. At the direction of the CAT OIC, the CAT activation message is released to appropriate higher, adjacent, and subordinate headquarters.

b. The CAT OIC approves and distributes the initial CAT duty roster.

c. The G-6 will ensure sufficient qualified personnel available for assisting CAT watch personnel in establishing necessary voice, data, and VTC systems.

d. An overview brief of CAT responsibilities and COC facility administrative policies will be provided to all CAT personnel.

- e. CAT personnel are provided a situation update.
- f. COMMARFORRES CCIRs validated.
- g. A Significant Events Journal is established and maintain.
- h. A mission organization chart is developed identifying participating elements.

## 7. Termination

a. The G-3/5 will stand down the CAT when the crisis has been resolved or if the CAT is no longer required to manage the situation. The time and level of CAT stand-down will be determined with coordination with the staff principles.

b. When notified by the G-3/5 that the CAT will stand down, the OIC and SWOs will review the stand-down procedures and establish a Termination Order. After briefing the G-3/5 on the stand-down plan, the order will be released by the COS.

c. Once the Termination Order has been approved, it will be released by the OIC and forwarded to the affected personnel, sections, and/or commands.

d. Upon the completion of the final shift, the OIC will prepare and release a CAT Termination Message (APPENDIX C).

e. Termination briefing and report requirements will be established and disseminated by the Termination Order.

f. Each watch section will notify all agencies, components, and working groups of the CAT termination and return communication links to normal day to day conditions.

g. All open CAT taskers will be cleared by the OIC before any individual CAT members are released.

h. Classified materials and work areas will be returned to pre-crisis condition prior to termination of the CAT.

i. Remaining inventory will be returned to the CAT Chief for storage and replenishment of those supplies.

j. An After Action Report will be prepared to capture CAT actions during the crisis and recommendations for process improvements.

k. CAT recall rosters will be re-formulated to allow for immediate recall.

## Chapter 4

Crisis Action Team (CAT) Operations

1. Purpose. This chapter outlines daily operating procedures and policies of the CAT.

2. Daily Schedule

a. The daily CAT schedule is a dynamic document that reflects the operational pace of the command.

b. A schedule or "Battle Rhythm" will be published and revised as required. It will reflect shift changes, meetings, briefs, rehearsals, required reports, and all other items relevant to the functioning of the CAT.

Time	Day	Event	Location	Involves
0600	7-days	CAT Shift Change Briefing	COC	CAT, OPT,
0830	Wed	Ops SVTC w/ MARFORCOM	G-3/5 Conf Rm	G-3/5, SWO, OPT Leaders
0830	M, T, Th, F	G-3 Huddle	COC Conf Rm	G-3/5, Dep G-3/5, G-3 Sect Heads, CAT OIC
0900	M/F	COS Meeting	Executive Conf Rm	G-3/5
0900	M	MFN update Brief	MFN COC	Dep G-3/5, SWO
1230	Th	HQMC Ops SVTC	G-3/5 Conf Rm	G-3/5, SWO, OPT Leaders
1300	M-W/F	OPT update	OPT Room	G-3/5, OPT, SWO
1800	7-days	CAT Shift Change Briefing	COC	CAT, OPT
2200	7-days	MSC and LNO SITREP's due	COC	MSC, LNO
2400	7-days	SITREP Submitted	COC	SWO, Ops Watch, CAT Chief

Figure 4-1 - Sample Battle Rhythm

### 3. Briefing Requirements/Procedures

a. General. Briefs will be prepared, as required, to meet the needs of COMMARFORRES. The principle product to be presented is the Daily Operational Update Brief. Special briefings, or on-the-spot updates, may also be required at any time when special situations arise, proposed operational plans or orders are presented, lower echelons present implementation plans or orders, or at the call of the Commander or key staff members of MARFORRES.

b. The CAT will be prepared to conduct at least two daily operational update briefs to COMMARFORRES. Normally, these operational update briefings will be held in conjunction with a shift change brief. The CAT must also be prepared to present to COMMARFORRES, or other senior leaders and guest, additional update briefings as required. These may require presentations by the full CAT watch within the COC auditorium or by the SWO in other locations in MARCORSPTFAC.

c. The SWOs are usually responsible for update briefs. The product will be developed by the CAT staff and then presented in a PowerPoint format with individual Watch Representatives presenting the slides they were responsible for preparing. The following format should be used as a guide:

1. Current C/D-Day
2. Briefing Sequence
3. Weather (Effects on Operation)
4. Intelligence SIGACTS
5. CCIRs
6. Review Higher Headquarters Mission and Intent
7. Review COMMARFORRES Mission and Intent
8. Review Command Relationships and Task Organization
9. Request for Information/Forces
10. Significant Activities (by section)  
(last 12/next24)
11. MSC Operations (last 12/next 24)
12. FRAGOs released/received
13. Personnel Summary
14. PAO and Visitor SIGACTs
15. Transportation/APOD/SPOD status
16. Critical Systems Readiness
17. Operational Planning status
18. Closing remarks

d. Briefings will be conducted in the MARFORRES COC.

e. Briefings for COMMARFORRES. There may be special briefings from the OPT prepared for the Commander on an as required basis. When conducted, briefing slides will be reviewed by the G-3/5 and provided to COMMARFORRES prior to the brief.

4. Shift Change. Two 12-hour shifts are prescribed for the CAT when a continuous 24-hour, seven-day per week schedule is prescribed. The SWOs will ensure a seamless turnover by supervising the hand-off from one shift to another and assist in maintaining the momentum originally developed by the previous watch. Shift Relief and Assumption Procedures are as follows:

a. Shift Relief Procedures

(1) The off-going shift will ensure that all briefing slides and significant event journals are correct before the arrival of the oncoming shift.

(2) Each Watch Representative will ensure that their relief counterparts are provided a detailed update on the who, what, where, when, why and how during their shift. Special attention to ongoing and future significant events and items of commander interest will be highlighted.

(3) Members of the off-going shift must ensure that their counterparts on the oncoming shift know how to contact them in case of an emergency or question.

(4) Each shift will present, as a group, a formal CAT Shift Change Brief prior to being relieved.

b. Assumption of Duty Procedures. The on-coming shifts will take the following steps when assuming duties in the CAT.

(1) Arrive no later than 30 minutes prior to the shift change.

(2) Receive a detailed turnover update from off-going counterparts.

(3) Review the significant events journal, designated SharePoint collaboration site, and any other pertinent information.

(4) Attend and receive a CAT Shift Change Turnover Brief.

c. Change Over Brief

(1) The Shift Change Brief is not a private conversation between the on-coming and the off-going watch but rather an update of issues and events that may affect the whole CAT. Issues that need to be addressed solely between the watch representatives will be worked off line or passed to the SWO before the brief.

(2) Following the brief, unresolved issues will be reviewed by each watch section. When the oncoming shift accepts responsibility for the unresolved issues and taskers, the off-going watch will checkout with the SWO.

5. Significant Events Log

a. Each watch section will maintain a computerized log of the significant events. The log will be maintained in chronological order and will be opened and closed with each shift change.

b. Special care will be used in the preparation of the staff logs so that they can be used as a stand-alone document to show a record of past actions. Logs should be indexed for easy reference and maintained in the CAT Center throughout the crisis. Prior to deactivation of the CAT, the logs must be archived.

6. Taskers. All taskers to the CAT will first be reviewed by the CAT OIC.

a. Watch Officers will identify those taskers that require action and assign a project action officer responsible for completing the task.

b. Every effort possible will be made to complete assigned taskers during the shift they were received and not held over to the next shift.

c. Each Watch Section will maintain a tasker log indicating the status of completion.

7. Security

a. Classification Management

(1) Classified material must be afforded a level of accounting and control commensurate with its assigned

security classification level.

(2) Documents printed from the Secure Internet Protocol Router Network (SIPRNET) will be reviewed to ensure it is properly marked, contacting the originator for determination if no markings exist.

(3) Secret working papers such as classified notes from a meeting that contain Secret information shall be dated and conspicuously marked at the center top and bottom of each page with the highest overall classification level of any information they contain, along with the words "Working Papers".

(4) Sensitive but unclassified material will be handled in the same manner as For Official Use Only (FOUO). FOUO material may be disseminated within DOD unclassified channels.

(5) If a member of the command has substantial reason to believe that certain information published by the CAT is classified improperly or unnecessarily, the matter will be referred to the Command Security Manager for review.

(6) The COC floor, Control Room, COC Conference Room, and Classified Classroom are approved for open storage.

(7) CAT personnel will only transport classified material to and from workspaces in the performance of duties. Under no circumstances will personnel remove classified material from designated areas without the consent of the CAT OIC or SWO.

(8) Classified material that needs to be transported inside the MARFORRES headquarters building will have a classified material folder corresponding to the appropriate level of classification.

(9) Classified material that must be transported outside of the MARFORRES Headquarters building on official business must be taken by a designated or assigned courier or a trusted person. A designated courier must hold a courier card authorizing the conveyance of classified material.

(10) All classified and unclassified material will be shredded within the COC room or G-3/5 workspaces. No working papers, regardless of classification, will be thrown in trash receptacles.

b. Security Clearance Requirements. All CAT personnel must have a minimum of an interim Secret clearance.

c. Physical Security

(1) The COC is a Level Two restricted area containing Secret classified information.

(2) All persons admitted to the CAT workspaces must have a Secret MARFORRES security badge. A person without a Secret security badge will not be admitted until the COC is sanitized.

(3) CAT personnel must be cognizant at all times of every person entering and exiting the CAT workspaces. Do not hesitate to challenge anyone when the appropriate level of security clearance is not displayed when entering or while in the COC or OPT spaces.

(4) Electronic devices are not permitted in the COC under any circumstances. These devices include but are not limited to: cell phones (to include government issued BlackBerrys), cameras, PDAs, iPods, wireless data storage devices, and USB flash drives.

d. Access Procedures

(1) The MARFORRES COC space is designated as an open storage secret area. On a continuous basis, classified material up to secret NOFORN is openly displayed on the monitors. In order to prevent the disclosure of classified material to unauthorized personnel, watch personnel will control all access of personnel without swipe access. This procedure allows CAT personnel to sanitize their area prior to access being granted.

(2) Upon activation of the CAT, the G-3/5 will provide the MARFORRES Security Manager with an updated access roster. This roster will include all personnel assigned to the CAT.

(3) All other personnel who have the appropriate level of security clearance will still have access (just not swipe access) to the CAT spaces if they have a requirement to be in the space.

e. Information Security

(1) The term "spillage" is an Information Security (INFOSEC) term used to refer to any compromise incident where classified information is introduced on an Information Technology (IT) System/Network that is not authorized to hold or

process such data. Upon discovery of a spillage, the contaminated computer device will be immediately disconnected from the network and reported per established MARFORRES policies.

(2) Classified information shall not be discussed over unsecured telephone lines.

f. Security Education. Shortly after activation and during pre-activation training events, a security education program shall be provided to CAT members to reinforce MARFORRES security policies and procedures.

#### 8. Daily Situation Report (SITREP)

a. The daily SITREP will be prepared in Message Text Format. The reporting period begins at 2400 (CST) (0600Z) and ends the following day at 2359 (CST) (0559Z).

b. At a minimum, the SITREP will be addressed to HQMC Command Center and copied to Commander, Marine Forces Northern Command, Commander, Marine Forces Command and MARFORRES MSCs.

c. The SITREP Format provided in APPENDIX D will be disseminated to the designated commands involved in the crisis response and posted to the MARFORRES SharePoint Site. The report will focus on the events of the previous 24 hours and the issues facing the command and the MSCs in the next 24-48 hours.

#### 9. Personnel Status (PERSTAT) Report

a. The PERSTAT Report is meant to satisfy the Commander's information needs and to authenticate the total number of personnel physically present. Personnel visibility information receives a high-level of attention not just by COMMARFORRES but also by the Service, assigned MARFORRES, and Combatant Commanders. Accurate and timely information is essential.

b. MSCs will submit daily PERSTAT Reports, utilizing the APPENDIX E format, to the G-1 accountability representative not later than 1500 (Central Time Zone) each day reflecting data as of 0600 hours local. The G-1 accountability representative will then consolidate the report and submit to the personnel with responsibility in the COC for dissemination. This report will include all personnel either assigned to the specific operation being conducted or all personnel assigned to designated units that are impacted by the destructive weather condition or crisis situation.

10. Information Control and Distribution. SharePoint sites, news groups, electronic mail, message traffic, and voice communications are all methods used by the CAT to keep higher, adjacent, and subordinate headquarters informed of the current situation, coordinate actions and to disseminate orders and guidance. These tools are also utilized to receive pertinent information. Section Watch Officers will be responsible for transposing information from the aforementioned sources to their significant events logs during their shifts. Section Watch Officers will immediately notify the SWO of any flash/immediate messages or events and, if necessary, will initiate appropriate actions necessary to comply with message taskings.

a. Message Preparation and Release

(1) The CAT SWO will approve the release of all messages from the CAT.

(2) Watch Representatives will prepare and route messages for review through their respective MARFORRES Staff Section (O-6 level review) before submitting it to the SWO for release. If release of a message is time sensitive and full staffing via a MARFORRES Staff Section cannot be achieved, the Watch Representative will submit the message directly to the SWO for approval and release. The MARFORRES Staff Section will be kept informed of the action taken.

b. Operational Reporting

(1) MARFORRES has a requirement to submit operation reports to HQMC. When activated, the CAT will meet this requirement by producing a daily SITREP, and the Semi-Monthly Operational Summary (OPSUM) that is provided to HQMC. The SITREP will directly address CAT areas of responsibility while the Semi-Monthly OPSUM will highlight all MARFORRES activities.

(2) Action/Response Reporting

(a) The primary point of administrative action for response reporting will be the Watch Chief under the supervision of the SWO.

(b) Response messages will be received via Watch Chief SIPR/NIPR, Automated Message Handling System (AMHS), voice (telephonic), and facsimile (FAX).

(c) Categories of reports and handling procedures are provided in APPENDIX (F).

(d) The SWO will determine what action items or issues require notification to the chain of command. This determination is a judgment call, based on the details of the subject incident/issue. Examples may include major media event involving MARFORRES personnel, suicide or death of MARFORRES personnel, mass casualty situation, aircraft crash or Class A mishap.

c. Destructive Weather/Conditions. The information, procedures, and response guidance concerning destructive weather preparedness by MARFORRES is provided in reference (c).

d. Defense Conditions (DEFCON)/ Force Protection Conditions (FPCON). An increase in DEFCON or FPCOM brought about by a real-world situation or by indications or warnings of terrorist activity constitutes a CCIR trip and proper notifications shall be made by watch personnel. Once activated, the CAT SWO assumes notification responsibilities.

(1) For DEFCON changes, the CAT Watch personnel shall immediately notify:

(a) COMMARFORRES and COS

(b) G-3/5 staff (G-3/5, Deputy G-3/5, CAT OIC)

(c) PMO

(d) AT/FP Officer/Director

(e) HQBN

(f) Higher, Adjacent, and Subordinate commands

(g) Internal MARFORRES distribution list for OPREP-3 SIR will be utilized to inform the staff.

(2) The message traffic announcing the DEFCON change will be disseminated to all COMMARFORRES personnel, units, and installations.

e. Information Conditions (INFOCON). Changes in INFOCON may be brought about by threats to information security (e.g., viruses, worms). Changes are received via naval message. An increase in INFOCON changes constitutes a CCIR trip.

(1) The Watch staff will notify:

(a) Information Management Representative/Command Information Representative

(b) CAT OIC

(c) G-3/5

(d) G-6

(2) Notification to MSCs affected by the INFOCON change will be made. The email notice will provide an executive summary of the who, what when, where, and other details pertinent to the INFOCON change.

(3) The message traffic announcing the INFOCON change will be forwarded to all affected COMMARFORRES personnel and units.

#### 11. Administrative Support

a. The G-3/5 will be responsible for providing the necessary office supplies in support of CAT and OPT operations. A minimum quantity of high demand items should be readily available in the event a no notice crisis event demands immediate activation of the CAT. Additional office supplies for sustainment will be acquired as necessary.

b. Additional support, such as reproduction of classified material and classified waste disposal, will be identified by the CAT Chief and set in place as soon as the CAT is activated.

c. Availability of OPLANS, CONPLANS, telephone directories, and other relevant references will be set in place by the CAT Chief upon activation.

12. Collaboration. The COC facility provides a command and control (C2) capability to COMMARFORRES with specific collaborative tools to facilitate decision-making and C2.

a. Technology. MARFORRES will continue to utilize emerging technology to ensure technological upgrades meet present and future capabilities for interoperability of key command, control, communication, computer, and intelligence (C4I) systems. Technological upgrades must be met with corresponding adaptations in policies and procedures. The following collaborative tools are available to the CAT:

b. Outlook Public Folders. Outlook public folders allow users to share information within a workgroup. To avoid

confusion, the ISC will determine which public folder will be used in the Information Management Plan.

c. Shared Folders. Watch staff will utilize shared folders via online repositories (SharePoint document libraries) to standardize CAT personnel access to common data/document/content collection. CAT Watch product and supporting content shall be stored in standardized locations.

d. Microsoft SharePoint. SharePoint is utilized to increase efficiency of processes and improve productivity pertaining to taskers, documentation and content. SharePoint allows the CAT to organize content and will provide MARFORRES staff sections and external command centers access to MARFORRES operational, administrative, and functional content. The Information Management Representative is responsible for the implementation of SharePoint within the CAT.

e. Secure Video Teleconferencing (SVTC). SVTC capability is provided in the COC, COC Conference Room, and Classified Classroom, as well as the G-3/5 conference room to provide secure and non-secure live voice and video connectivity among different units.

f. Command and Control Personal Computer (C2PC). C2PC is a software application designed to facilitate military command and control functions by improving situational awareness (SA) to enhance operational and tactical decisions. C2PC exchanges position tactical track data from Tactical Data Base Management (TDBM) Systems, the Tactical Combat Operations (TCO) system, Intelligence Analysis System (IAS), and Global Command and Control System (GCCS) providing the capability to display the GCCS Common Operational Picture (COP) data.

g. Automated Message Handling System (AMHS). AMHS is the primary tool used by the chain of command (higher, adjacent and subordinate) to communicate administrative, operational and tasking information. The COC maintains release authority for G-3/5 message traffic and during CAT operations, the Watch SNCO is responsible for monitoring NIPR and SIPR AMHS message traffic as it pertains to the COMMARFORRES.

h. Multimedia. Functionality is provided within the COC room to ensure 24-hour monitoring of multiple television news feeds from news sources (e.g., CNN, Fox, MSNBC, local stations). The multimedia options also provide the ability to multi-task and multi-display all the technology inputs and systems

connected within the COC (C2PC, AMHS, PowerPoint, Shared Drives, video files, movie sources, audio feeds, and any other inputs available to MARFORRES for CAT functions).

## Chapter 5

Operational Spaces and Responsibilities

1. General. The MARFORRES COC includes the following workspaces: COC Floor, Control Room, COC conference room, and a break/coffee room. On a daily basis, the G-3/5 utilizes and maintains these spaces to operate the COC Watch; provide work space to the Force Deployment Section; and to conduct various VTCs, meeting, and briefings. Adjacent to the COC is the G-3/5 work spaces and a classified classroom.

2. Command Operations Center (COC) Floor

a. Floor. The COC floor will be the primary workspace for the CAT. It contains the functional workspaces for the SWO and each Watch Representative. The COC floor provides state-of-the-art capabilities to the commander for planning, communications, command and control, and situational awareness. The following areas/assets of the COC floor will be the responsibility of the CAT staff:

(1) Multiple video display screens capable to projecting both TV programming and computer images.

(2) Copier/Printer/Scanner and other associated reproduction equipment.

(3) Workstation spaces with data (SIPR/NIPR) and voice ports.

(4) COC kitchen/breakroom.

(5) COC head facility.

b. Equipment. All equipment required to conduct daily operations with the exception of computers is the responsibility of the SWO on duty, under the leadership of the OIC and ultimately, the G-3/5.

(1) The equipment includes, but is not limited to: podiums, phones, control panels, monitors, computers (only G-3/5 assigned), copiers, printers, shredders, chairs, desks, tables, and all televisions.

(2) Each Staff Section responsible for providing a Watch Representative to the CAT will provide the necessary Secret and unclassified computers to support their respective watch rotation. In the event that a Secret level computer is required

by the Watch and the Staff Section does not have the asset available for use within the CAT, the shortfall must be identified to the G-6 to source.

(3) The CAT OIC is granted directive authority for control of all CAT operations and equipment during a CAT activation.

(4) It is anticipated that each crisis situation requiring the activation of the CAT will likely demand unique seating plans. A generic layout is provided for planning purposes.

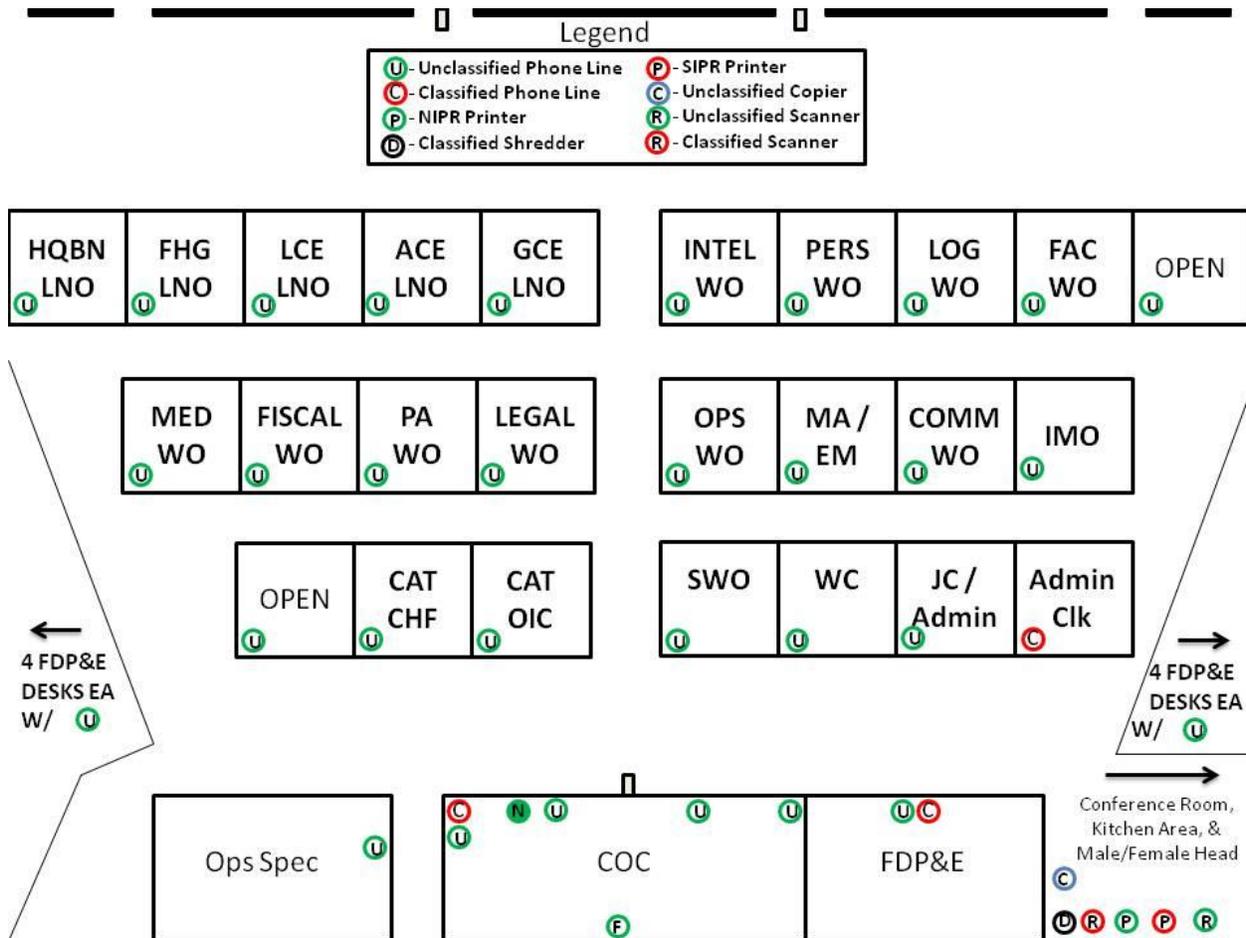


Figure 5-1 - COC Floor Layout

c. Food consumption. The consumption of food is not allowed in the COC. All food is to be consumed in the kitchen/break room or in other designated spaces within the MARCORSPTFAC. Drinks are allowed in a closed container only.

3. Control Room. The Control Room contains the functional workspaces for the Watch SNCO and Journal/Admin NCO. During

routine operations, this space is utilized as a workspace by the COC watch personnel. The Control Room functions as the headquarters space that maintains common switchboard control, fax, and command and control capabilities for the overall COC.

#### 4. Command Operations Center (COC) Conference Room

a. The COC Conference Room is the primary conference room in support of the COC and supports G-3/5 operations. During a crisis situation, the room can support a wide variety of events ranging from a meeting space, executive briefing and conference room, and a space to conduct video conferences.

b. The room is equipped with SVTC and audio/video capabilities which enable briefings to be monitored in other locations. All conference audio/video functionality is identical to the functions available to the Watch staff on the COC floor.

c. The ISC/Watch Chief is responsible for the operation and maintenance of the room to include VTC, multimedia, and communication functions.

#### 5. G-3/5 Classified Classroom

a. The G-3/5 Classified Classroom is located adjacent to the COC and G-3/5 workspaces. During routine operations, this space is used for training and working group meetings. In support of a crisis, this space would likely serve as an OPT workspace.

b. The room is equipped with multiple projectors and screens with SVTC and data display capabilities. Sufficient workstations are available with SIPR and NIPR ports.

c. Each Staff Section responsible for providing a planner to the OPT will also provide the necessary Secret and unclassified computers to support their respective planner. In the event that a Secret-level computer is required by the Watch Section and the supporting Staff Section does not have the asset available, the shortfall must be identified to the G-6 to source.

d. The ISC/G-3/5 personnel are responsible for the operation and maintenance of the room to include VTC, multimedia, and communication functions.

6. G-3/5 Operations Spaces. G-3/5 operations spaces are located adjacent to the COC floor and training areas. Each of

these office spaces are the responsibility of the respective Branch/Section heads for those sections. In support of the CAT, available G-3/5 workspaces may be utilized as an overflow space.

## 7. Equipment Support Requirements

a. Crisis Action Team (CAT). The MARFORRES CAT is expected to operate within the COC when activated. This facility is equipped with functional workspaces, audio/video display screens, SVTC capabilities, printers, copiers, fax, and a limited number of NIPR/SIPR computers. The following are requirements in excess of what is already available in the COC

### (1) Equipment

(a) Each staff sections providing a watch rotation will source a SIPR and NIPR computer for use by the rotation. The G-6 will coordinate the sourcing of shortfalls.

(b) A minimum of one mobile white board for use during rapid planning.

### (2) Communications

(a) A minimum of two additional Secure Terminal Equipment (STE) phones or Secure Voice Over Internet Protocol (SVOIP) phones.

(b) Pre-arranged address on Global Address Listing (GAL) for each watch representative rotation.

b. Operational Planning Team. The OPT is expected to operate within the G-3/5 classified classroom when activated. This facility is equipped with a sufficient number of functional workspaces and audio/video display projectors. During employment, the OPT will utilize the G-3/5 printers, copiers and fax capabilities in support of its planning efforts. The following are requirements in excess of what is already available in the classroom:

### (1) Equipment

(a) Each staff section providing a planner will source a SIPR and NIPR computer for use by the planner. The G-6 will coordinate the sourcing of shortfalls.

(b) A minimum of two mobile white boards.

(2) Communications. Minimum of two STE or SVOIP and two Class A DSN-capable phones.

8. Crisis Action Team (CAT) and G-6 Interoperability. This section defines the communications support arrangements between the CAT and the G-6.

a. Technical Control (Tech Control). The Tech Control Room is the physical space for server location, multimedia support and hardware, telecommunications switches and Information Technology (IT) baseline architecture. This space is maintained and monitored by the G-6/MITSC-RES. It is the hub of all IT services in support of the COC floor, the Control Room, the Conference Room, and the Classified Classroom.

(1) The primary personnel responsible for the management and operations of the IT infrastructure and resources supporting the CAT are the Communications Watch Representative and Facilities.

(2) A general overview of the support and services to be provided by the G-6 Information Systems Coordinator is provided below.

b. Support Guidelines. The ISC provides support in the following areas:

(1) System Availability: Ensures the appropriate IT tools and services are available to the CAT.

(2) End-User Support: Provide responsive, professional, timely and relevant IT solutions.

(3) Asset Management: The stewards of the IT infrastructure.

(4) Support Coordination: Liaise with the CAT Communications Watch Representative to ensure seamless operation of CAT end-to-end IT solutions.

(5) Change Management and Integration: Ensures changes are introduced in a way that maintains the continuity and integrity of CAT and OPT operations.

c. Current Environment. Specific components and capabilities of the IT architecture are subject to incremental changes over time. The lists and descriptions of cabling, hardware, and software presented below are not all-inclusive but

are nevertheless indicative of the IT infrastructure in support of the CAT.

(1) SIPRNET, which is classified Secret.

(2) Non-Secure Internet Protocol Router Network (NIPRNRT), which is unclassified.

d. Hardware and Software

(1) The G-6 shall support all hardware and software configurations established for the CAT user community operating from MARCORSPTFACNOLA.

(2) The G-6 shall manage all production, test, and development of servers to include server administration, installation of operating system upgrades, and maintenance of secure operating baselines.

(3) The G-6 shall take responsibility for server installation, maintenance, repairs, and upgrades.

e. Cabling Structure and External Interfaces. The G-6 shall provide all cabling infrastructure and external connectivity required for CAT operations.

f. Security

(1) Security is an essential element of operational readiness. The systems and network shall be protected from outside interference and contamination.

(2) Firewall Management and Maintenance. The G-6 shall take responsibility for all aspects of COC-operated firewalls.

g. Incident Management and Response. An incident is any event that has actual or potential adverse effects on an information system. A computer security incident can result from a computer virus, other malicious codes, intruder, terrorist, unauthorized insider action, or malfunction.

(1) The G-6 shall respond to any (network/hardware) active or potential security incidents.

(2) The G-6 shall support the CAT in areas concerning (network/hardware) incident response, management, investigation, reporting and recovery.

(3) Once a network security incident is reported, the G-6 shall immediately notify the appropriate CAT and MARFORRES points of contact.

(4) The G-6 shall coordinate investigative actions with appropriate internal and external agencies as required.

h. Surge Conditions. The G-6 establishes and maintains a complete Contingency Plan that will ensure continuation of services during periods of crisis, such as a natural disaster, act of a foreign enemy or terrorist, national wartime mobilization.

i. System Availability. The ISC shall ensure that the appropriate IT tools and services are available to the CAT.

j. Network Administration. The G-6 shall take responsibility for end-to-end network operations and maintenance services to ensure connectivity of all networks utilized by the CAT.

k. End-user Support Service. The G-6 shall provide on-site support services during working hours and periods of high operational tempo. In addition, the G-6 and ISC shall be reachable 24 hours a day, 7 days a week, via a cell phone.

(1) The ISC shall ensure that each CAT end-user's work station computer is properly configured and fully functional.

(2) The G-6 shall provide a sufficient, qualified staff to resolve day-to-day management of the desktop computing environment issues, service requests, and tickets.

## Chapter 6

Liaison Officer (LNO) Activities1. General

a. Liaison Officers (LNOs) facilitate the communication maintained between headquarters to ensure mutual understanding and unity of purpose and action. Liaison is the most commonly employed technique for establishing and maintaining close, continuous, physical communication between commands. Typically, MARFORRES will exchange LNOs between higher, lower, and adjacent units. When working in a combined forces environment, liaison assignments will normally be reciprocal. Additionally, LNOs may be provided from government agencies, nongovernment organizations, and private voluntary organizations.

b. MARFORRES liaison personnel can expect to perform four primary functions:

(1) Monitor operations of both MARFORRES and the organization to which is the LNO is being assigned.

(2) Facilitate the synchronization of operations and plans between the headquarters.

(3) Advise the receiving commander or organization regarding the optimal use of MARFORRES capabilities.

(4) Assist in the integration and coordination of operations by acting as a conduit for information flow and by participating in meetings and planning sessions as appropriate.

2. Staff Responsibilities

a. The G-8 will identify, provide, and prepare a LNO for deployment, as required.

b. Each MARFORRES Staff Section must be prepared to identify, provide, and prepare additional LNOs if the situation requires.

c. The G-3/5 has the overall responsibility for pre-deployment support to LNO operations within the MARFORRES Headquarters. Upon receiving COMMARFORRES guidance, the G-3/5 will issue further guidance and direction to deployed LNOs.

3. Liaison Officer (LNO) Qualifications

a. The LNO is the COMMARFORRES designated representative, assigned based upon maturity, experience and capability. The rank of the LNO, or senior LNO if part of an LNO Team, will be appropriate to the level of the intended interaction at the supported command.

b. The assigned LNO should be knowledgeable of the processes and procedures outline in this directive, MCPP, crisis action message formats and contents, and the internal operations and capabilities of MARFORRES and its subordinates commands.

4. Pre-Deployment Requirements. The MARFORRES LNO will:

a. Be briefed on, and remain fully cognizant of, the expectations of COMMARFORRES.

b. Become thoroughly familiar with the supported unit to which being sent.

c. Possess the appropriate clearances, travel documentations, communications equipment, and access to appropriate MARFORRES reporting networks.

d. Deploy with appropriate duty uniforms and equipment.

5. Reporting. The LNO Situation Report format (APPENDIX G) will be used to provide routine information. LNOs will normally submit SITREPs daily by 0600 Central Standard Time.

6. Duties and Responsibilities. The LNO must consider four phases when assigned to LNO duties:

a. Before departure

(1) The LNO must develop a full understanding of USMC doctrine and Reserve employment considerations, operational procedures, and the capabilities of MARFORRES.

(2) Be briefed on the COMMARFORRES Commander's Intent, CCIRs, and any other expectations. The LNO should also be aware, to the extent possible, of the same regarding the supported unit.

(3) The LNO should be aware of relevant Operational Order's (OPORDs) and/or Operational Plans (OPLANS), the current situation, and activities of MARFORRES, as well as any potential issues.

(4) Prior to departure, the LNO should gather specific information and/or requirements from each MARFORRES staff section, as well as any known specific requirements of the supported unit.

(5) The LNO must have adequate communications capabilities and points of contact within MARFORRES, and be aware of the locations of other LNOs.

b. On arrival at the supported unit

(1) Immediately upon arrival, the LNO must report to the supported commander or designated representative and communicate his mission, responsibilities, and authorities.

(2) During his initial meeting with the supported unit commander or designated representative, the LNO must be prepared to brief MARFORRES's situation, activities, intentions, and capabilities.

(3) At the earliest opportunity, the LNO should visit each staff section of the supported unit, provide information as required, and obtain all information required to be transmitted back to MARFORRES.

(4) Establish communications with MARFORRES, providing an initial arrival report and situation, as well as exchanging any updated information.

c. During the LNO mission

(1) Retain situational awareness of MARFORRES activities and provide relevant information to the supported unit commander and staff.

(2) Determine how the supported unit is to be employed (e.g., mission, unit location(s), future locations, and Commander's Intent).

(3) Report to MARFORRES those matters within the scope of the LNO mission.

(4) The LNO will promptly transmit any request for information from received from MARFORRES or from the supported commander and/or staff.

(5) Advise the supported commander and staff of any significant problems experienced by MARFORRES, and provide

recommendations to improve procedures for maximizing effectiveness between commands.

(6) Ensure that the supported command is aware of the LNO's location is known at all times.

(7) Attend the supported units daily situation update briefings, as well as other meetings and briefings affective MARFORRES.

(8) Maintain an appropriate record or journal of LNO actions and reports.

(9) Provide an out brief to the support unit commander prior to completion of the mission and redeployment back to MARFORRES.

d. Upon return to MARFORRES

(1) Brief COMMARFORRES or designated representative on all pertinent information received during the LNO mission.

(2) Upon completion of the assigned duties, the LNO should remain abreast of the current situation and mission activities, and be prepared to respond to future LNO duties as required.

Chapter 7

Training

1. Purpose. The purpose of this chapter is to establish requirements and procedures for conducting CAT training.
2. General. The mission of MARFORRES mandates that the CAT be capable of reacting promptly, decisively, and accurately in a crisis contingency. An active training program is required to ensure that highly qualified personnel are prepared to function as an effective team with minimal notice. This training program will include opportunities for participation in exercises and formal classroom training. Each staff section will formally identify CAT members to ensure that proper pre-activation training is received.
3. Responsibilities
  - a. Assitant Chief of Staff,G-3/5
    - (1) Serve as the primary staff officer responsible for CAT training.
    - (2) Schedule exercises and arrange for formal CAT training as required.
  - b. Staff Sections
    - (1) Designate sufficient CAT members and alternates to ensure that qualified personnel are available on a "no notice" basis for duty.
    - (2) Ensure that designated CAT members/alternates are available and attend periodic CAT training events.
    - (3) Ensure that designated CAT members/alternates are familiar with this order and the following:
      - (a) MARFORRES Continuity of Operations/Destructive Weather Order
      - (b) OPSEC procedures
      - (c) Marine Corps Planning Process
      - (d) Defense Message System (DMS)
      - (e) MCATS

4. Training Events. In order to maintain a highly qualified and responsive CAT, MARFORRES will conduct exercises as a primary training and application vehicle. During the conduct of an exercise, emphasis will be placed on the ability for the CAT to:

a. Maintain an accurate operational understanding of events and be proficient in presenting a common operational picture.

b. Maintain an accurate logistics picture to include TPFDD.

c. Conduct operational update briefs to COMMARFORRES.

d. Rapidly evaluate a given situation, analyze requirements, and develop and transmit guidance to subordinate headquarters.

e. Produce, monitor, and use information management tools with available technology.

d. Provide accurate and expeditious processing of priority information.

APPENDIX A

MISSION ESSENTIAL TASK

1. Mission Essential Task - SN 5.3.5.3.3 - Provide Forces in Support of Supported Combatant Commander Requests for Forces/ Requests for Capabilities

Staff Tasks

ST 7.1.4 Determine and Validate Forces and Cargo to be Deployed or Redeployed

2. Mission Essential Task - MCT 1.1 - Man the Force

Staff Tasks

ST 4.2.11 Coordinate Support for Forces

OP 1.2.3.1 Coordinate DOD Civilian and Contractor Support

OP 4.4.2.2 Manage Personnel Accountability and Strength Reporting

3. Mission Essential Task - MCT 5 - Exercise Command and Control

Staff Tasks

OP 5.1.2 Manage Means of Communicating Operational Information

MCT 2 Develop Intelligence

MCT 5.1 Conduct Planning

MCT 5.1.1 Acquire, Process, Communicate Information, and Maintain Status

MCT 5.2 Prepare Plans and Orders

MCT 5.2.2 Establish and Conduct Coordination/Liaison

MCT 5.3 Direct, Lead, Coordinate Forces/Operations

MCT 5.4.3 Coordinate and Integrate Joint and Interagency Support

APPENDIX B

ACTIVATION MESSAGE FORMAT

SECRET (UPON COMPLETION)

01 081000Z MAY 12  
ADMIN  
CG 4<sup>TH</sup> DIV  
CG 4<sup>TH</sup> MAW  
CG 4<sup>TH</sup> MLG  
CG FHG  
HQBN  
INFO CMC WASHINGTON DC  
COMMARFORNORTH  
COMMARFORCOM  
S E C R E T //N0300//  
MSGID/SITREP/XXXXXXXXXX/XXXXX/XXX/XXX/XXX//  
SUBJ/MARFORRES CRISIS ACTION TEAM (CAT) ACTIVATION//  
REF/A/USE AS APPLICABLE//  
RMKS/1. IRT REF YYYY COMMARFORRES HAS FORMED CAT EFFECTIVE  
081000Z MAY 12.  
2. COMMUNICATIONS FOR THE CAT ARE AS FOLLOWS:  
TELEPHONE XXX-XXXX  
EMAIL [XXXXXXXX@XXXXXX.MIL](mailto:XXXXXXXX@XXXXXX.MIL)  
TELECONFERENCING XXXXXXXX  
3. POC XXXXXXXXXXXXXXXX//

SECRET (UPON COMPLETION)

APPENDIX C

TERMINATION MESSAGE FORMAT

SECRET (UPON COMPLETION)

01 081000Z MAY 12  
ADMIN  
CG 4<sup>TH</sup> DIV  
CG 4<sup>TH</sup> MAW  
CG 4<sup>TH</sup> MLG  
CG FHG  
HQBN  
INFO CMC WASHINGTON DC  
COMMARFORNORTH  
COMMARFORCOM  
S E C R E T //N0300//  
MSGID/SITREP/XXXXXXXXXX/XXXXX/XXX/XXX/XXX//  
SUBJ/TERMINATION OF MARFORRES CRISIS ACTION TEAM (CAT)//  
REF/A/USE AS APPLICABLE//  
RMKS/1. PER THE REF COMMARFORRES HAS TERMINATED CAT OPS  
EFFECTIVE 081000Z MAY 12. COMMARFORRES AC/S G-3/5 WILL  
COORDINATE FUTURE REQUIREMENTS CONCERNING THE CRISIS.  
2. POC XXXXXXXXXXXXXXXX//

SECRET (UPON COMPLETION)

## APPENDIX D

SITREP FORMAT

(CLASSIFICATION)

MSGID/GENADMIN/MARFORRES/OPS/

SUBJECT/SITREP/(REPORT SEQ NUMBER) / PERIOD/(DTG)/TO(DTG)//

REF/A/AS APPROPRIATE

RMKS/1. (U) SITUATION.//

1.A. (U) COMMANDERS COMMENTS//

1.B. (U) TASK ORGANIZATION// (NOTE PROVIDE NEW ORGANIZATIONS OR CHANGES ONLY, OTHERWISE REPORT NO CHANGE)

1.B.1. (U) NAMES OF COMMANDERS/MAGTF/GCE/ACE/LCE//

1.B.2. (U) LOCATION OF COMMANDERS./MAGTF/GCE/ACE/LCE//

1.C. (U) PERSONNEL//

1.C.1. (U) TOTAL PERSONNEL FOR  
COMMAND/TOTAL/USMC/USMCR/USN/OTHER//

1.C.2. (U) COMMAND GENDER SUMMARY/TOTAL MALE/TOTAL FEMALE//

1.C.3. (U) BREAKDOWN BY MSE//

CE/TOTAL/MO/ME/NO/NE/OTHER/CIV//

GCE/TOTAL/MO/ME/NO/NE/OTHER/CIV//

ACE/TOTAL/MO/ME/NO/NE/OTHER/CIV//

LCE/TOTAL/MO/ME/NO/NE/OTHER/CIV//

1.C.4. (U) BREAKDOWN BY LOCATION (LIST ALL)//

LOCATION 1/CMD TOTAL/CE TOTAL/GCE TOTAL/ACE TOTAL/LCE TOTAL//

LOCATION 2/CMD TOTAL/CE TOTAL/GCE TOTAL/ACE TOTAL/LCE TOTAL//

2. (U) INTELLIGENCE SUMMARY.//

2.A. (U) INTSUM.//

2.B. (U) DISPOSITION AND EMPLOYMENT OF OPERATIONAL INTELLIGENCE  
TEAMS.//

2.C. (U) STATUS OF MAJOR INTELLIGENCE SYSTEMS.//

3. OPERATIONS.//

3.A. (U) SIGNIFICANT EVENTS (ACTIONS COMPLETED SINCE LAST  
REPORT).

3.B. (U) CURRENT OPERATIONS.//

3.B.1. (U) CE. THERE IS NO NEED TO REPORT NORMAL C2 FUNCTIONS OF  
THE COMMAND ELEMENT. INCLUDE UNIT BOG DATE IF APPLICABLE, CE  
LOCATION, AND MAJOR UNIT MILESTONES OR DECISION POINTS.//3.B.2. (U) GCE. MISSION/TASK/PURPOSE/LOCATION TO THE COMPANY  
LEVEL.//3.B.3. (U) ACE. SUMMARIZE SIGNIFICANT PROBLEMS OR ASSISTANCE  
REQUIRED.//

3.B.3.A. (U) AIRCRAFT.//

3.B.3.A.1. (U) AIRCRAFT TYPE 1/NUMBER ASSIGNED/NUMBER IN REPORTING/NUMBER OUT OF REPORTING/NUMBER AT LOCATION 1, NUMBER AT LOCATION 2, AND SO ON.//

3.B.3.A.2. (U) AIRCRAFT TYPE 2/NUMBER ASSIGNED/NUMBER IN REPORTING/NUMBER OUT OF REPORTING/NUMBER AT LOCATION 1, NUMBER AT LOCATION 2, AND SO ON.//

3.B.3.B. (U) SORTIES/OPERATIONS/FLIGHT HOURS (DAY AND NIGHT) SPECIFIED PER OPERATION/EXERCISE/DEPLOYMENT.//

3.B.4. (U) LCE. FOCUS ONLY ON UNIT OPERATIONS; THERE IS NO REQUIREMENT TO DUPLICATE PARAGRAPH 4 INFORMATION HERE.//

3.C. (U) FUTURE OPERATIONS. (60 DAY FORECAST, PROVIDE ANY MAGTF LEVEL EVENTS OR MSE EVENTS AS THE COMMANDER DEEMS SIGNIFICANT.) //

4. (U) LOGISTICS.//

4.A. (U) SUPPLY. PROVIDE DETAILS BY CLASS OF SUPPLY. THESE DETAILS MAY BE MANAGED BY SPREADSHEET, DATABASE, OR CLASS I SYSTEM; A WEBLINK TO THIS INFORMATION WILL SUFFICE IOT REDUCE SITREP WEEKLY/DAILY REPORTING. IF A WEBLINK IS NOT USED, SUBSEQUENT PARAGRAPHS (4.A.1 THROUGH 4.A.9) ARE CLASS I THROUGH CLASS IX.//

4.A.1. (U) CLASS I. LIST STOCK OBJECTIVE (SO) AND ON HAND (OH) FOR INTERMEDIATE LEVEL PACKAGED OPERATIONAL RATIONS.//

4.A.2. (U) CLASS II. LIST DOCUMENT NUMBERS FOR ANY CLASS II DEFICIENCY WHICH PERMITS MAGTF COMMANDER FROM COMPLYING WITH THEATRE PPE GUIDANCE.//

4.A.3. (U) CLASS III (B/P). LIST SO/OH BULK/PACKAGED POL QUANTITIES FOR ANY INTERMEDIATE STOCKS. IF BULK FUEL OPERATIONS ARE BEING CONDUCTED (GROUND OR AIR), REPORT CAPACITY, SO, OH. LIST ANY PACKAGED POL DOCUMENT NUMBER THAT REPRESENTS A DEFICIENCY WITH OPERATIONAL IMPACT.//

4.A.4. (U) CLASS IV. LIST SO/OH FOR INTERMEDIATE LEVEL CLASS IV STOCK.//

4.A.5. (U) CLASS V (A&W). LIST ALL INTERMEDIATE GROUND AND AVIATION STOCK BY DODIC/NALC, NOMENCLATRE, QTY, AND EXPENDITURE.//

4.A.6. (U) CLASS VI. LIST SO/OH FOR INTERMEDIATE LEVEL CLASS VI.//

4.A.7. (U) CLASS VII. PROVIDE WEB LINK TO UNIT EQUIPMENT DENSITY LIST (EDL) THAT ROLLS UP ALL SUBORDINATE UNIT MECHANIZED ALLOWANCE LISTS (MAL).//

4.A.8. (U) CLASS VIII. LIST SO/OH FOR INTERMEDIATE LEVEL CLASS VIII; PROVIDE MEANS OF CLASS VIII SUSTAINMENT REQUISITIONS.//

4.A.9. (U) CLASS IX. LIST ANY DOCUMENT NUMBER THAT REQUIRES ATTENTION FROM HEADQUARTERS, MARINE CORPS. OTHERWISE, LIST WEBLINK TO CLASS I/OTHER AUTOMATED MANAGEMENT SYSTEM.//

4.B. (U) MAINTENANCE.//

4.B.1. (U) MAINTENANCE MANAGEMENT.//

- 4.B.1.A. (U) GROUND EQUIPMENT READINESS.//  
UNIT/COMM/ENGR/MT/ORD/PERCENT//  
CE/XX.X/XX.X/XX.X/XX.X/XX.X//  
GCE/XX.X/XX.X/XX.X/XX.X/XX.X//  
ACE/XX.X/XX.X/XX.X/XX.X/XX.X//  
CSSE/XX.X/XX.X/XX.X/XX.X/XX.X//
- 4.B.1.B. (U) MISSION ESSENTIAL EQUIPMENT READINESS: XX.X//
- 4.B.2. (U) *PROVIDE WEBLINK TO UNIT MERIT SITE OR WHATEVER ELECTRONIC TOOL MARFORRES IS UTILIZING TO MANAGE MAINTENANCE THAT WILL PROVIDE DEADLINED ITEMS, MAINTENANCE ECHELON, MAINTENANCE STATUS, AND PENDING PARTS.*//
- 4.C. (U) TRANSPORTATION. *FOR UNITS IN DEPLOYMENT JOINT RECEPTION, STAGING, AND ONWARD INTEGRATION (JRSOI), PROVIDE STATUS OF JRSOI BY PEOPLE AND EQUIPMENT. FOR AFLOAT FORCES, PROVIDE DETAILS OF EMBARKATION/DEBARKATION TIMELINE.*//
- 4.D. (U) GENERAL ENGINEERING. COMMENT AS APPROPRIATE TO DESCRIBE IMPACTS TO OPERATIONS.//
- 4.E. (U) HEALTH SERVICES. *COMMENT AS APPROPRIATE TO DESCRIBE IMPACTS TO OPERATIONS.*//
- 4.F. (U) SERVICES. *COMMENT AS APPROPRIATE TO DESCRIBE IMPACTS TO OPERATIONS.*//
- 5. (U) COMMUNICATIONS/COMPUTER SYSTEMS STATUS.//
- 5.A. (U) COMMUNICATIONS MEANS FOR COMMANDER AND PRINCIPLE STAFF.//
- 5.B. (U) UNIT WEB PAGE URL.//

APPENDIX E

PERSTAT REPORT FORMAT

Unit/Location: Service: Marine Corps	Total Assigned	Accounted for	Unaccounted for	Deceased	Evacuated	Remarks
Active Duty (Active Component) Note 1, Note 2	0	0	0	0	0	
Reserve on Active Duty (Marines assigned on AR Program or serving on Reserve Orders in excess of 30 days at time of event) Note 2	0	0	0	0	0	
Drilling Reserve (SMCR) [Must include UnSat Participants]	0	0	0	0	0	
Drilling Reserve (IMA)	0	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Service: Navy	Total Assigned	Accounted for	Unaccounted for	Deceased	Evacuated	Remarks
Active Duty (Active Component) Note 2	0	0	0	0	0	
Reserve on Active Duty (Navy TAR personnel or those serving on Reserve orders in excess of 30 days at time of event) Note 2	0	0	0	0	0	
Drilling Reserve Navy	0	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Service: Civilian Employees	Total Assigned	Accounted for	Unaccounted for	Deceased	Evacuated	Remarks
GS Employees	0	0	0	0	0	
NF Employees	0	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Service: Dependents	Total Assigned	Accounted for	Unaccounted for	Deceased	Evacuated	Remarks
Dependent(s) of Active Component Marines	0	0	0	0	0	
Dependent(s) of Reserve on Active Duty (Marines assigned to AR Program or serving on Reserve Orders in excess of 30 days at time of event.	0	0	0	0	0	
Dependents of Drilling Reserve (SMCR) Marines	0	0	0	0	0	
Dependents of IMA	0	0	0	0	0	
Dependent(s) of Active Component Navy Personnel	0	0	0	0	0	
Dependent(s) of Reserve on Active Duty (Navy TAR personnel or those serving on Reserve orders in excess of 30 days at time of event.	0	0	0	0	0	
Dependents of Drilling Navy						
Dependent(s) of GS Civilians	0	0	0	0	0	
Dependent(s) of NF Civilians	0	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**Note 1:** Includes all personnel assigned to the I-/Site Support RUC (MECEPs, MEPS, MOIs, etc. and individuals attached TAD in excess of 30 days).

**Note 2:** Account for (can be reported by PNOK or parents).

## APPENDIX F

ACTION RESPONSE MESSAGES

1. Action Messages. The following messages may be received or published by the CAT:

- a. Emergency Command Precedence Messages
- b. FLASH
- c. OPREP-3
- d. OPREP-3 PINNACLE
- e. OPREP-3 SIR
- f. OPREP-3 VOICE REPORT
- g. IMMEDIATE HANDLING MESSAGE
- h. BLUE DART TERRORIST THREAT WARNING SYSTEM

2. Specific message handling procedures:

a. Emergency Command Precedence (ECP) messages. This precedence is used only by National Command Authorities (NCA), the Chairman of the Joint Chiefs of Staff, and designated Combatant Commanders (CCDRs) to designate Emergency Action Command and Control messages (i.e., change in DEFCON). ECP messages are identified by the letters ECP or "Y" in the message header. These messages are sent at "Emergency Command" precedence to ensure that sender's message is sent at the highest priority level. Sender to recipient timeline/notification is expected to be almost immediate. CAT actions are as follows:

(1) Review the message in its entirety and take appropriate action if COMMARFORRES is an addressee and/or if any action is necessary (dependent on message subject).

(2) Upon receipt, the SWO will notify the CAT OIC and G-3/5 immediately.

(3) An entry in the Watch Log is made and details are passed on to the oncoming shift.

(4) Include a copy of the message in the Daily Significant Events Summary.

b. Flash Precedence messages. This precedence is reserved for message traffic of extreme urgency. Flash messages are identified by the word Flash at the top of the message. These messages are sent at "Flash" precedence to

ensure that sender's message is sent at the highest priority level. Sender to recipient timeline/notification is expected to be almost immediate. CAT actions are as follows:

- (1) Review the message in its entirety and take appropriate action if COMMARFORRES is an addressee and if any action is necessary, depending on message subject.
- (2) Upon receipt, the SWO will notify the CAT OIC and G-3/5 immediately.
- (3) An entry in the Watch Log is made and details are passed on to the oncoming shift.
- (4) Include a copy of the message in the Daily Significant Events Summary.

c. OPREP-3 Reports. OPREP-3 reports are not restricted to Operational Information or Incidents. There are 3 categories of OPREP-3 used by military units in reporting significant events and incidents to the highest levels of command. OPREP-3 reports may or may not include additional code words. The title may also be delivered as an abbreviation. For example you may see OPREP-3 Pinnacle or OPREP-3 P. Both are used by the message center. OPREP-3 PINNACLE FRONT BURNER or OPREP-3PFB code words may also be used.

(1) OPREP-3 PINNACLE. This is an incident or event of interest to the National Military Command Center (NMCC). It is used to provide the National Command Authorities (NCA), through the National Military Command Center (NMCC) with information on any significant event or incident where national level interest is indicated. CAT actions are as follows:

(a) If submitted by a subordinate commander, MARFORES will be copied on the message. The CAT will immediately upon receipt, review and forward message via SIPR/NIPR to higher commands and command representatives via established distribution lists maintained by the COC personnel.

(b) An entry in the Watch Log is made and details are passed on to the oncoming shift.

(c) Include a copy of the message in the Daily Significant Events Summary.

(d) Notify AT/FP (if terrorist threat/incident or force protection issues arise).

(2) OPREP-3 SIR (Serious Incident Report). This message is used by all Marine Corps units and installations to notify CMC immediately of any incident or event where national interest is not indicated or has not been determined, but high Marine Corps interest is present (i.e. operational incident, casualty report, incident involving foreign nationals). Upon receipt, follow the procedures below:

(a) If submitted by a subordinate commander, MARFORES will be copied on the message. Immediately upon receipt, the CAT will forward message via SIPR/NIPR to command representatives via established distribution lists.

(b) An entry in the Watch Log is made and details are passed on to the oncoming shift.

(c) Include a copy of the message in the Daily Significant Events Summary.

(d) Notify the PAO (if media attention is probable).

(e) Notify SJA (if military personnel are detained by civilian authorities or in the event of an exercise / operation mishap requiring legal counsel).

(f) Notify Safety Officer (if incident involves serious safety related issues - i.e. A/C crash).

(g) Notify AT/FP (if terrorist threat/incident or force protection issues arise).

d. Voice Report. This is an initial notification by phone/email that an event or incident has occurred that warrants an OPREP-3. Per the Marine Corps Operational Reporting Order, units/installations shall provide a voice report within 15 minutes of event/incident to higher HQ's.

(1) If not already completed by the unit/installation, immediately upon receipt, notify higher commands and command representatives via phone call or written Flash Report and distributed utilizing established distribution lists.

(2) An entry in the Watch Log is made and details are passed on to the oncoming shift.

(3) Include a copy of the message in the Daily Significant Events Summary.

(4) Notify AT/FP (if terrorist threat/incident or force protection issues arise).

e. Immediate Special Handling Messages. The very top of the message will state "SPECIAL HANDLING". Follow the procedures below:

(1) Verify that the precedence is "IMMEDIATE". This is the only precedence to take action on.

(2) The message will be delivered to the G-3/5, Deputy, or CAT OIC.

(3) The CAT will complete any action required.

f. Blue Dart Terrorist Threat Warning System. The purpose of this message is to disseminate an imminent terrorism threat warning. This message will be identified by the code words "Blue Dart" and requires acknowledgement by immediate message from all action addressees. If a "Blue Dart" message or terrorist threat information which meets the Blue Dart criteria is received, perform the following procedures:

(1) Contact the targeted element duty officer. Secure telephone is the preferred method.

(2) However, if a secure telephone is not available, use an unsecure phone, but mask the source data as much as possible.

(3) The sender will provide all information known about the terrorist threat, in the following format:

(a) "This is a real world blue dart terrorist threat warning." (Mandatory)

(b) "This is (caller's identity) from MARFORRES Command Center. My telephone number is DSN XXX-XXXX or Comm (504) 697-XXXX." (Mandatory)

(c) "We have information that there may be a terrorist attack on (location/person)." (Mandatory)

(d) "We believe the attack will take place at (date/time)." (Mandatory)

(e) "The attack will be conducted by (identity of attacker)." (If known)

(f) "The attacker will use (type of weapon, i.e. bomb, rifle, etc.) and the (method of attack)." (If known)

(g) "The attack is being conducted because (reason for attack)." (If known)

(h) "The source of the information is (general description of source's position, access and reliability)." (Only provided if secure communications are used.)

(4) The receiving command will call back the blue dart sender to authenticate the sender's identity. The receiving command will also maintain a written record of the blue dart information for future reference.

(5) Specific terrorist threat information identifying a time of attack in excess of 12 hours from time of receipt (or in excess of 72 hours in the USNORTHCOM AOR), is not a blue dart terrorist threat. However, recipients of this information will immediately disseminate the threat to the targeted element and other addressees as appropriate.

(6) After dissemination of the threat to the targeted element, the blue dart sender will transmit an immediate precedence follow-up message (with appropriate classifications) within one hour of threat receipt. The message will be disseminated at a minimum to the threatened element.

APPENDIX G

LIAISON OFFICER SITREP FORMAT

(CLASSIFICATION)

MSGID/SITREP/LNO(SUPPORTED UNIT)/(REPORT SEQ NUMBER)//  
REF/A/FORO 3XXX.1  
NARR/REF A OUTLINES LNO SITREP REPORTING REQUIREMENTS.//  
PERIOD/(DTG)/TO(DTG)//GENTEXT/SITUATION/

- 1.( )SITUATION, DISPOSITION AND/OR STATUS OF SUPPORTED UNITS FORCES:
- 2.( )SITUATION OVERVIEW:
  - 2.1.( )SUPPORTED UNITS CURRENT OPERATIONS STATUS:
    - 2.1.1.( )SUPPORTED UNITS POTENTIAL PROBLEMS/ISSUES:
  - 2.2( )STATUS OF LNO RAPPORT WITH SUPPORTED UNIT COMMANDER AND STAFF:
- 3.( )OPERATIONS:
  - 3.1.( )CURRENT MISSION:
    - 3.1.1.( )CURRENT SUPPORTED UNITS LOCATION(S):
    - 3.1.2.( )COMMANDERS INTENT:
    - 3.1.3.( )CURRENT LNO LOCATION:
      - 3.1.3.1.( )LNO ISSUES:
      - 3.1.3.2.( )LNO REQUIREMENTS:
  - 3.2.( )PLANNED OPERATION(S):
    - 3.2.1.( )SUPPORTED UNITS POTENTIAL PROBLEMS/ISSUES:
    - 3.2.2.( )FUTURE LNO LOCATION:
  - 3.3.( )OTHER LNO LOCATIONS:
  - 3.4.( )MEETINGS/BRIEFINGS ATTENDED AND SYNOPSIS OF EACH:
- 4.( )SUPPORTED UNITS SUPPORT REQUIREMENTS FROM MARFORRES:
- 5.( )COMMUNICATIONS CONNECTIVITY:
  - 5.1.( )SUPPORTED UNITS COMMUNICATIONS REQUIREMENTS/ISSUES:
  - 5.1.( )SUPPORTED UNITS COMMUNICATIONS CONTACT INFORMATION:
- 6.( )PERSONNEL:
  - 6.1.( )SUPPORTED UNITS MARFORRES PERSONNEL REQUIREMENTS/ISSUES:
- 7.( )OTHER SIGNIFICANT SUPPORTED UNIT ISSUES/EVENTS DURING THE PAST 24 HOURS:
  - 7.1.( )PROBLEM AREAS:
  - 7.2.( )RECENT EVENTS:
  - 7.3.( )RECOMMENDATIONS: