

August 29, 2002

## COMMAND AND CONTROL CENTER (CCC) CRISIS ACTION TEAM (CAT)

### A. REFERENCES

1. DLA Battle Creek Command and Control Center Standard Operating Procedures, 10 April 2002.
2. DLIS-D 3020.3 Crisis Management System, 15 February 2002.
3. DLIS-I 3000.1 Occupant Emergency Plan, 25 July 2002.
4. Joint Staff Logistics Directorate Standard Operating Procedures.
5. CJCSM 3150.05 Joint Reporting Structure Situation Monitoring Manual, 1 April 1996.
6. CJCSI 3150.03 Joint Reporting Structure Event and Incident Reports, 1 December 1993.

**B. PURPOSE.** This instruction outlines the crisis management response system used by Defense Logistics Information Service (DLIS) and Headquarters, Defense Reutilization and Marketing Service (DRMS) in situations ranging from local emergencies to Major Theater War (MTW). It further describes the mission, organization and functions of DRMS/DLIS Command Control Center (CCC) and the Crisis Action Team (CAT) and defines four levels of crisis response.

**C. APPLICABILITY AND SCOPE.** This instruction is applicable to Defense Logistics Information Service (DLIS) and Headquarters, Defense Reutilization and Marketing Service (DRMS).

### D. DEFINITIONS.

1. Command Control Center (CCC). The CCC is focal point for DRMS/DLIS Command situational awareness during contingencies and exercises. The CCC coordinates DRMS/DLIS Command logistics and mobilization actions during periods of national emergency, heightened international tension, internal emergencies, natural disasters, man-caused disasters, or other extraordinary situations requiring centralized management by the Commanders of DLIS/DRMS. In addition, the CCC is the Command point of contact with the National Military Command System (NMCS), the Joint Chiefs of Staff (JCS), the Military Services, Unified Combatant Commanders, DLA Headquarters and federal, state and local agencies.

2. Crisis Action Team (CAT). A team of DRMS/DLIS personnel that is activated during crises or contingencies. The CCC is the focal point for CAT activity. The CAT is functionally organized as part of Contingency Plans and Operations (DRMS-IL) and Quality of Life and Support Services (DLIS-RB). The CAT Operations Officers are responsible for overseeing staffing, equipping and training of team members. The CAT also works with and coordinates with DRMS field activities.

3. DLA Contingency Support Team (DCST). A team of DLA liaison officers and functional experts under the command of a DCST Commander that can be rapidly deployed to provide support to a Combatant Commander, Joint Task Force, Service Components, or Subordinate Unified Commands during regional conflicts, contingency operations, mobilization, emergencies, flexible deterrent options, exercises, or other situations. This team's commander is the single face to the COMBATANT COMMAND. The team can provide liaison officers; material management representatives; distribution management representatives; disposal, reutilization and marketing representatives and fuels management representatives. While deployed, the DCST is under the Operational Control (OPCON) of the theater COMBATANT COMMAND, who may further delegate this OPCON as required. Contingency Plans and Operations and the CAT provide support to the DCST.

4. Theater of War. Defined by the National Command Authorities or the geographic Combatant Commander or the area of air, land, and water that is, or may become, directly involved in the conduct of

the war. A theater of war does not normally encompass the geographic 's entire area of responsibility and may contain more than one theater of operations

5. Joint Operations Area (JOA). An area of land, sea, and airspace, defined by a geographic Combatant Commander or subordinate unified commander, in which a joint force commander (normally a joint task force commander) conducts military operations to accomplish a specific mission. Joint operations areas are particularly useful when operations are limited in scope and geographic area or when operations are to be conducted on the boundaries between theaters.

## **E. PROCEDURES.**

1. DLIS-RB and DRMS-IL are the focal point for:

- a. Support of day-to-day situational awareness for contingency operations including communications between HQ DLA, CCCs and DCSTs.
- b. Operation of the Command Control Center, and the CAT during contingencies and exercises.
- c. Coordination with other DoD organizations as well as federal, state and local governments, depending on the situation.
- d. Preparing and transmitting Situation Reports (SITREPs) to the DLA J-341 Logistics Readiness Center (LRC) or DLA CAT. Receive special and daily SITREPs from or through DLA J-341 Logistics Readiness Center (LRC) or DLA CAT.
- e. Monitoring contingency related activities:
  - DRMS disposal support critical to the Combatant Commanders.
  - Noncombatant evacuation (NEO) of DRMS employees from the theater of operations.
- f. Interpreting and disseminating new Office of the Secretary of Defense (OSD) and JCS guidance developed in response to the crisis.
- g. Notifying DLIS and DRMS Commanders and DRMS subordinate activities of changes in Defense Condition (DEFCON), Force Protection Condition (FPCON) Information Condition (INFOCON) and other alerts/declarations that could affect DLIS and DRMS activities or facilities.
- h. Executing special projects as indicated by the Commanders, DLIS and DRMS.

2. CCC personnel monitor the day-to-day world situation with special emphasis on potential or breaking crises. Contingencies requiring a low-level response are handled by the CCC without CAT activation, while operating during normal duty hours. Depending on the situation, CAT may be activated and staffing may be expanded up to 24-hour operations.

3. Crisis Action Team (CAT) Member Duties. Once activated, the CAT serves as a special staff of the DLIS and DRMS Commanders. It consists of a Team Chief, Operations Officer, Assistant Operations Officers, CAT Action Officers (AOs) and Administrative Support. The Commander's (DRMS/DLIS) select individuals from his/her staff to fill the position of Team Chief and Operations Officer position. The Team Chiefs lead and direct the CAT team in order to provide required contingency support. The Operations Officer provides assistance to the Team Chief and facilitates CAT activities. CAT AOs represent their assigned organization, DRMS or DLIS, coordinating actions and decisions as necessary. Sufficient qualified CAT personnel will be assigned and trained to provide 24-hour coverage when required.

## **F. RESPONSIBILITIES.**

1. The Team Chief Shall:

- a. Read and become familiar with the pertinent sections of the applicable Contingency Operations Plan (CONPLANS)/Operations Plan (OPLANS), Operational Orders (OPORDs), Exercise Directives, Emergency Plans and this instruction.

## DLIS/DRMS Instruction 3020.2

- b. Schedule sufficient staff to meet shift and workload requirements.
- c. Provide overall leadership and direction to CAT team members.
- d. Ensure CAT members are briefed at shift changeover on all open actions and other significant items.
- e. Maintain effective operations, communications and physical security.
- f. Ensure all outgoing reports and information are timely, accurate and complete.
- g. Ensure the team has an up-to-date recall roster of all trained personnel.
- h. Ensure all team members have the correct security clearance. (See Enclosures 1).
- i. Review listings of open and closed items from the Daily Operations Log periodically.
- j. Review tasks forwarded by the Operations Officer for closure. Determine if all actions are complete, approve closure or return to Office of Primary Responsibility (OPR) through the Operations Officer for further action.
- k. Ensure all outgoing messages and correspondences are in compliance with the requirements of Enclosure 6.
- l. Select action items and special interest items for the Commanders' briefing. Approve slides for scheduled briefings.
- m. Review and approve DRMS/DLIS daily SITREP to DLA LRC J-341.
- n. Maintain an awareness of security and safety.
- o. Coordinate the development of lessons learned by shift members following the crisis.
- p. Ensure the preparation of an after action/lessons learned report.
- q. Maintain a SECRET clearance.

### 2. Operations Officers shall:

- a. Act as the Assistant Team Chief.
- b. Remain in an on-call status when not physically in the CCC or Federal Center.
- c. Read and become familiar with the pertinent sections of the applicable CONPLANS/OPLANS, OPOARDS, Exercise Directives, Emergency Plans, and this instruction.
- d. Ensure continuity between activation levels and across shifts.
- e. Act for the Team Chief in his/her absence or when authority is delegated.
- f. Be available/prepared for recall on two hours notice when alerted by the Team Chief.
- g. Maintain close contact with the J-341 LRC.
- h. Review daily operations log. Determine tasks and assign an OPR and a suspense date.
- i. Monitor the current status of open action items and keep the Team Chief informed. Review daily operations log open items with the Assistant Operations Officer. Coordinate with OPRs to ensure action items will be completed in a timely manner. Keep the Team Chief informed on upcoming and overdue suspenses.
- j. Review COMBATANT COMMAND SITREPs to determine if DRMS/DLIS action is required. Assign an OPR to coordinate with the DLA LNO or the COMBATANT COMMAND staff on potential actions; back brief the Team Chief.
- k. Review all outgoing correspondence i.e. messages, e-mails etc. prior to releasing. Determine if Team Chief approval is required for release.
- l. Coordinate with the CCC Operations Officer on communications, information technology (IT) and other equipment and supply problems necessary for the internal operation of the CAT.
- m. Give the Commander's briefing.
- n. Obtain/maintain a SECRET security clearance.

### 3. Assistant Operations Officer shall:

- a. Act at the direction of or in the absence of the Operations Officer.
- b. Monitor classified electronic mail and message traffic for incoming action items or mission impacts.
- c. Assign control numbers to classified information and maintain control log.

- d. Determine OPR and CAT Action Officer for action items.
  - e. Maintain daily operations logs and records.
  - f. Organize and build the Commanders briefing.
  - g. Review daily SITREPs for mission impacts.
  - h. Prepare SITREP's in classified and unclassified versions when tasked by DLA LRC/CAT. Coordinate release authority with the Operations Officer and Team Chief. Transmit via appropriate secure or unsecured electronic medium available.
  - i. Other duties as delegated by the Operations Officer.
  - j. Maintain a SECRET security clearance.
4. Administrative Support members shall:
- a. Become familiar with Enclosure 6 of this instruction.
  - b. Assist Team Chiefs and other team members as necessary.
  - c. Type, edit, and prepare outgoing correspondence in accordance with established procedures. Ensure that standard distribution for outgoing classified messages is correct. Make the appropriate number of copies and accomplish distribution on all outgoing correspondence.
  - d. Maintain files for:
    - All incoming information
    - Open and closed action items
    - Briefing slides and, if applicable, briefing scripts.
    - Daily Operations Log
    - SITREPs
    - Status of DLIS and DRMS personnel
  - e. Maintain an Entry Access List for personnel who need access to the CAT but will not be issued a security badge.
  - f. Ensure the availability of office supplies, equipment and copier services. Obtain help from DRMS-IL/DLIS-RB administrative support.
  - g. Ensure orderly appearance of the CCC during CAT operations.
  - h. Sign out classified material going outside the CCC.
  - i. Possess the skills necessary to support CAT operations such as word processing, message processing, database, slide presentation and other software as required.
  - j. Assist CCC personnel with CAT deactivation by storing all files.
  - k. Maintain a SECRET security clearance.
5. CAT Action Officers (AOs) shall:
- a. Read and become familiar with pertinent sections of the applicable CONPLANS/OPLANS, OPORDS, Exercise Directives, Emergency Plans and this instruction.
  - b. Serve as the CAT expert regarding their functional area.
  - c. Assist the Team Chief and CAT Operations Officer as required.
  - d. Know all duties incumbent with the position.
  - e. Be ready for recall on two hours notice when alerted by the Team Chief.
  - f. Work/monitor all taskings relating to their areas of responsibility.
  - g. Designate necessary points of contact within their organization to assist in specific areas of expertise.
  - h. Take appropriate action in an expeditious manner on all assigned tasks.
    - Maintain a record of assigned tasks.
    - Monitor suspense's to ensure tasks are completed by the required suspense date. Keep the Operations Officer and Team Chief informed of potential delays or problems that arise.
    - Prepare/coordinate outgoing messages, e-mails and other correspondence required to

close actions.

- Forward responses the Operations Officer when recommending closure.
- i. Prepare slide inputs for the Commanders briefing, as required.
- j. Coordinate actions with other DLA functions and outside organizations, as required.
- k. Maintain a secret security clearance.

## I. CCC CAT ACTIVATION LEVELS:

The CCC CAT has four activation levels to match operations at the appropriate tempo as dictated by the contingency.

**Level 4 – CAT Response Cell:** Normally a CAT response cell is not implemented for events that require a low Agency activity level. Typical examples are natural or man-made disasters, humanitarian efforts, early stages of small-scale contingency operations and limited scope exercises. The CCC staff is alerted and monitors the situation but will maintain normal weekday duty hours. The Operations Officer is placed on standby during non-duty hours to monitor developments.

- Monitoring Global Command and Control System (GCCS)/SIPRNET.
- Alert DLIS Communications Center to the situation and the potential for increased classified message traffic.
- Notifying the DRMS/DLIS Command and Public Affairs Officer about situations with potential media interest.

NOTE: *CCC CAT is not normally activated in a Level 4 situation.*

**Level 3 – CAT Response Team:** Staffing level used during early response to a breaking crisis of unknown scope. Examples may include small-scale contingency operations, early stages of a MTW and regional exercises. Operations Officer duties are expanded and performed by assistance Operations Officers supporting staff. The Operations Officer, Assistant Operations Officer, are recalled and on station 24 hours. Selected CAT Action Officers (AOs) may be placed on standby or recalled. The CCC may be activated.

**Level 2 – Modified CAT:** A transitional staffing level between low levels of activation (Level 4 and 3) and high operations tempo activities (Level 1) and also from high to low activity. Examples are ramp up stages of MTWs, JCS or JCS type exercises and other significant contingencies. The Operations Officer, Assistant Operations Officer, admin support 24-hour operations on station. The Team Chief is on standby unless the situation dictates otherwise. Augmentation can be considered or the Team Chief can delegate authority to another team member if around-the-clock team chief coverage is required. Additional CAT Action Officers (AOs) may be placed on standby or recalled. Administrative Support augmentees will be placed on standby. The CCC will be activated.

**Level 1 – Full CAT:** Part of DRMS/DLIS's response to support Major Theater War, full-scale contingency operations, JCS or JCS type exercises and other significant contingencies. Level 3 staffing continues on a 24-hour basis. The Team Chief will go to 24-hour operations. All CAT Action Officers (AOs) will be placed on standby or recalled. Administrative Support augmentees will be available for recall during 24-hour operations.

## H. ADMINISTRATIVE INFORMATION.

1. Operating hours and personnel.

## DLIS/DRMS Instruction 3020.2

- a. Normal duty hours: weekdays (0730-1630).
  - b. Contingency staffing may require personnel increments up to full CAT staffing and/or 24-hour operations.
2. Situation Reports (SITREPs).
- a. The CCC (or the CAT, when activated) is the focal point for receiving daily and/or special SITREPs from Agency and DCSTs (DLAD 3020.1, enclosure 3 details SITREP preparation). Inputs from these SITREPs are used to prepare the DLIS/DRMS SITREP.
  - b. On direction from DLA LRC/CAT, the DRMS/DLIS CAT prepares and forwards the DLIS/DRMS DAILY SITREP at the time and format specified by the DLA LRC/CAT.
3. Briefings. Briefings on significant issues and actions will be conducted as required. Security requirements, audience size and composition will dictate the location.
- a. When the CAT is operating more than one shift per day, the Team Chief will require a shift change briefing to pass on working problems to the incoming shift. The briefing can be formal or informal, depending on the action level.
  - b. Team Chief Changeover Brief. Changeover briefings at the Team Chief level should include the following:
    - Forces Status: friendly and enemy.
    - Overview for oncoming team.
    - Open and closed Suspense's.
    - Expected Very Important Person (VIP) visits.
    - Intelligence updates.
  - c. Operations and Assistant Ops Officer Changeover Brief. Changeover briefing should include the following:
    - SITREP status (incoming and outgoing).
    - Communication status of CCCs and deployed DCSTs.
    - Outstanding action items.
    - Commanders briefing inputs.
    - FPCON/INFOCON Status.
    - Status of CCC equipment.
    - Duty schedule and personnel roster status.
    - Updated AO conditions.
    - Significant issues.
    - Communications check results (internal and external)
    - Updated information on any employees and/or family members in AOR.
    - Significant issues
  - d. CAT AO Changeover Brief. CAT Action Officers changeover brief should include the following:
    - Open and closed suspense's.
    - Information for Commanders' Briefing.
  - e. Commanders Briefing. The Commanders briefing can be presented daily or less often, depending on the Commanders needs and DRMS/DLIS involvement in the contingency and activity level.
4. Access to the CCC.
- a. Limit CCC access to those who have a specific need to enter the CCC.
  - b. Telecommunications Center personnel will limit CCC access. During exercises or actual

**DLIS/DRMS Instruction 3020.2**

- events, Telecommunications Center personnel will monitor access and verify clearances.
- c. Visitors who require escort will remain under observation by their escort at all times. Never grant the visitor access to information exceeding his/her clearance or information to which he/she does not have a "need to know."
5. **Badge System.** Personnel entering the Telecommunications Center must be wearing Federal Center identification badges and must be wearing the badges at all times within the CCC or while remaining in the Telecommunications Center.
6. **Burn Bags/Shredder.** Dispose of all classified and sensitive unclassified materials by shredding. Use wastebaskets to dispose of clearly unclassified materials, such as newspapers, magazines, soda cans, food containers, etc.
7. **Daily Checks.** The last person leaving the CCC shall perform the following checks before leaving for the day:
- a. At each safe containing classified material, locate the SECURITY CONTAINER CHECK SHEET (STANDARD FORM 702). Make appropriate entries under DATE and CHECKED BY. If the safe was closed all day, indicate SAFE NOT OPENED under OPENED BY and CLOSED BY.
  - b. Ensure GCCS/SIPRNET terminal(s) is shutdown and removable classified hard drive(s) are secured.
  - c. Ensure that all classified materials are secured in safe prior to departure.
  - d. CCC door is locked and secure upon departure.

**J. EFFECTIVE DATE AND IMPLEMENTATION.** This instruction is effective and requires implementation upon signature by the DLIS Deputy and DRMS Executive Assistant

**K. INFORMATION REQUIREMENTS.** (Reserved for future use)

BY ORDER OF THE COMMANDER

/signed/

RICHARD B. MAISON  
Deputy

/signed/

JANINE DES VOIGNES  
Executive Assistant

ENCLOSURES:

1. CAT COMPOSITION AND SECURITY REQUIREMENTS
2. ACTIVATION/DEACTIVATION OPERATIONS/PROCEDURES
3. SAMPLE CAT ACTIVATION AND DEACTIVATION MESSAGE
4. CAT SHIFT SCHEDULE
5. COMMUNICATIONS
6. ADMINISTRAIVE PROCEDURES
7. DAILY OPERATIONS LOG

**CAT COMPOSITION AND SECURITY REQUIREMENTS**

Position	Grade	Organization	Security Clearance
Team Chief	GS-14/15	Chief DRMS-DLIS	Secret
Operations Officer	GS-12/13	DRMS-DLIS	Secret
Assistant Operations Officer	GS 11 12/13/14	DRMS/DLIS	Secret
CAT Action Officers	0-4/5; GM/S 11 12/13/14	DRMS/DLIS	Secret
Administrative Support	No required grade	DRMS/DLIS	Secret

**ACTIVATION/DEACTIVATION OPERATIONS/PROCEDURES**

A. GENERAL. In anticipation of potential crises and emergencies, the CAT is continually maintained in a status ready to be activated and operated. The following ongoing actions ensure that the CCC is prepared for immediate activation in support of Joint Staff or DLA requirements:

1. All CAT personnel are continually trained to staff the CCC. Potential CAT personnel will be trained, to the maximum extent possible, through participation in exercises and periodic training
2. The CCC ensures reference documents and material are reviewed and updated as required.
3. IT and communications systems supporting the CAT are tested routinely to ensure their readiness, ensure personnel are familiar with their operation and ensure communications requirements to support CAT operations are reviewed and updated regularly.
4. Physical space, administrative supplies and support and other logistics requirements for CAT operations are continually reviewed for improvement.

B. CHECKLISTS. The following provide action items and responsibilities for the pre-activation, activation, and deactivation of the CAT.

<b>PREACTIVATION CHECKLIST</b>	
<b>ACTION</b>	<b>RESPONSIBILITY</b>
Determine potential requirement for CAT activation based on Intel, current events or other sources.	DRMS-IL/DRMS-RB
Consider available personnel for support. If the crisis is of unknown scope, consider an initial recall of all CAT members.	TEAM CHIEF
If 24-hour staffing is likely determine shift rotations and allow early release of relief shift personnel for rest prior to reporting for duty,.	TEAM CHIEF
Set up CAT workstations/working files in the CCC; restock administrative supplies as required.	OPERATIONS OFFICER

<b>ACTIVATION CHECKLIST</b>	
<b>ACTION</b>	<b>RESPONSIBILITY</b>
Receive activation guidance from Commander, DLIS or DRMS or designated representative.	TEAM CHIEF OPERATIONS OFFICER
Activate CAT personnel <ul style="list-style-type: none"> <li>• Notify team members</li> <li>• Brief team members</li> </ul> (request DRMS-DDS brief team on security and AOR planner brief team on applicable plans for the theater)	TEAM CHIEF OPERATIONS OFFICER
Create an Entry Access list for all individuals who need access to the CAT.	OPERATIONS OFFICER/ ASSTISTANT OPERATIONS OFFICER/ ADMINISTRATIVE SUPPORT

**DLIS/DRMS Instruction 3020.2**

Notify Security, Facilities, contract guards the CAT is activated and hours of operations.	TEAM CHIEF OPERATIONS OFFICER
Establish files for messages, SITREPs, open and closed actions, briefings and other topics as required.	OPERATIONS OFFICER/ ASSTISTANT OPERATIONS OFFICER/ ADMINISTRATIVE SUPPORT
Communications check of CAT equipment <ul style="list-style-type: none"> <li>• Unsecure phones</li> <li>• Secure phones/STU-III</li> <li>• FAX</li> <li>• CAT e-mail account</li> <li>• GCCS/SIPRNET e-mail</li> <li>• HF radio</li> </ul>	OPERATIONS OFFICER/ ASSTISTANT OPERATIONS OFFICER
Dispatch activation message and submission of daily or special SITREPs as required.	TEAM CHIEF OPERATIONS OFFICER
Start the Daily Operations Log.	OPERATIONS OFFICER/ ASSTISTANT OPERATIONS OFFICER/ ADMINISTRATIVE SUPPORT
Call FWD DRMS activities to establish/verify communications.	OPERATIONS OFFICER/ ASSTISTANT OPERATIONS OFFICER
Download latest CAT phone listings from internet sites <ul style="list-style-type: none"> <li>• JCS</li> <li>• Combatant Commands</li> <li>• DCST</li> </ul>	OPERATIONS OFFICER/ ASSTISTANT OPERATIONS OFFICER/ ADMINISTRATIVE SUPPORT
Institute security procedures for handling of classified material.	TEAM CHIEF OPERATIONS OFFICER
Determine the need for message CAT Action Officer pick up and identify those authorized to pick up messages (current list in CCC book).	OPERATIONS OFFICER/ ASSTISTANT OPERATIONS OFFICER/
Review applicable OPLAN, CONPLAN, OPORD, crisis action message traffic and Joint Staff taskings.	ALL CAT TEAM MEMBERS
Establish telephone listing of COMBATANT COMMAND, Service, OSD DLA and other logistic counterparts working the crisis	OPERATIONS OFFICER/ ASSTISTANT OPERATIONS OFFICER/ ADMINISTRATIVE SUPPORT
Mount charts and maps.	ADMINISTRATIVE SUPPORT
Establish contact with the FWD support Officers.	TEAM CHIEF
Determine suspense's for <ul style="list-style-type: none"> <li>• Commanders briefing <ol style="list-style-type: none"> <li>a. Slide inputs due</li> <li>b. Dry Run</li> <li>c. Briefing time</li> </ol> </li> <li>• PLFA Daily SITREP <ol style="list-style-type: none"> <li>a. Due to HQ DLA</li> <li>b. As of time</li> </ol> </li> </ul>	TEAM CHIEF OPERATIONS OFFICER
Notify Command Section, DRMS-I CC, DRMS-DDS and briefer and CAT members of Commanders briefing time if applicable.	OPERATIONS OFFICER/ ASSTISTANT OPERATIONS OFFICER/

**DLIS/DRMS Instruction 3020.2**

	ADMINISTRATIVE SUPPORT
Initiate procedures for sign out of classified material outside the CCC.	OPERATIONS OFFICER/ ASSTANT OPERATIONS OFFICER/ ADMINISTRATIVE SUPPORT
Review and emphasize security procedures with all personnel. (request CAT Team briefing from DRMS-DDS)	TEAM CHIEF
Review individual team member responsibilities	TEAM CHIEF CAT TEAM MEMBERS
Ensure generation of lessons learned and critique comments by all CAT members.	TEAM CHIEF
Initiate and document an After Action Review with CAT members at the end of each shift.	TEAM CHIEF

<b>DEACTIVATION CHECKLIST</b>	
<b>ACTION</b>	<b>RESPONSIBILITY</b>
Receive deactivation instructions from Commander or representative.	TEAM CHIEF CAT TEAM MEMBERS
Dispatch deactivation message.	OPERATIONS OFFICER
Secure CCC operational areas, safes, IT/communications equipment, etc.	OPERATIONS OFFICER
Prepare after actions reports as required.	TEAM CHIEF CAT TEAM MEMBERS

**SAMPLE CAT ACTIVATION MESSAGE**

*The following format is in message text format. These messages can be dispatched via e-mail using the same verbiage without the message text formatting.*

TO  
SUBJ/JOINT DLIS/DRMS CCC/CAT ACTIVATION//  
REF/  
AMPN OR NARR/ (use AMPN IF THERE IS ONLY ONE REFERENCE, NARR IF THERE IS MORE THAN ONE REFERENCE  
GENTEXT/SITUATION//  
( ) BY DIRECTION OF DIRECTOR DLA, THE JOINT DRMS/DLIS CCC AND CRISIS ACTION TEAM (CAT) HAS BEEN ACTIVATED IN SUPPORT OF \_\_\_\_\_ AND IS OPERATING ON A 24-HOUR BASIS. THE FOLLOWING COMMUNICATIONS INFORMATION IS APPLICABLE.  
A. SECURE STU-III COMMERCIAL TELEPHONE:  
B. SECURE STU-III DSN TELEPHONE:  
C. MESSAGE ADDRESS:  
D. GCCS/SIPRNET EMAIL ADDRESS  
E. UNCLASSIFIED E-MAIL ADDRESS:  
F. CLASSIFIED FAX:  
G UNCLASSIFIED FAX:  
H. CAT TEAM CHIEF  
I. OPERATIONS OFFICERS:  
J. ASSISTANT OPERATIONS OFFICERS:  
:

//DECL//  
ORIGINATOR- NAME, RANK , POSITION  
RELEASER - NAME, RANK, POSITION

**SAMPLE CAT DEACTIVATION MESSAGE**

TO  
SUBJ/DLA CAT DEACTIVATION//  
GENTEXT/SITUATION//  
( ) BY DIRECTION OF THE COMMANDER, THE DRMS/DLIS CRISIS ACTION TEAM WILL STAND DOWN AND THE CCC WILL RESUME NORMAL OPERATIONS EFFECTIVE DTG/MONTH/YEAR.

//DECL//  
ORIGINATOR- NAME, RANK, POSITION  
RELEASER - NAME, RANK, POSITION

## CAT SHIFT SCHEDULE

### A. CAT SHIFT SCHEDULE

1. When a crisis or contingency occurs, the CAT is activated and 24-hour operations may be necessary. During around-the-clock operations, primary team members carry out 8 or 12-hour shifts of duty, as determined by the team chief.

2. Once the CAT is activated, participation on the team becomes that individual's primary function. During extended CAT operations, DRMS-IL/DLIS-RB may need to recruit and train additional team members. Only then can they pull active CAT members back to their normal duties.

### B. SHIFT HOURS.

1. The Commanders daily briefing is scheduled at 0700.

2. CAT members will work from 0900-2100 and 2100-0900. Night shift members will attend the morning Commanders briefing at 0700 and changeover their shift after the briefing. Shifts will start changeover briefings one half hour before the scheduled shift start time, i.e. 0830 for morning shift and 2030 for the night shift. This schedule can be altered to suit current circumstances.

3. Nightshift CAT members will be responsible for the Commanders daily briefing. Day shift CAT members will be responsible for the Daily SITREP.

C. EXTENDED OPERATIONS. Full CAT operations extending beyond two weeks will trigger a decision point at which time the CAT Team Chief will determine if more CAT members are needed. Staffing, scheduling, training requirements and potential shift reductions will be identified at this time.

NOTE: WORK SCHEDULES AND COMMANDERS BRIEFING TIME, MAY BE CHANGED TO FACILITATE REQUIREMENTS.

## COMMUNICATIONS

### D. DATA COMMUNICATIONS.

1. SIPRNET (SECRET Internet Protocol Router Network). The data communication component of the Defense Information Systems Network (DISN) used for secret data. SIPRNET uses the same Internet Protocol routing technology as the unclassified NIPRNET (Unclassified but Sensitive Internet Protocol Router Network) with additional security measures needed to protect classified data transmissions. The primary use of SIPRNET is to support the Global Command and Control System (GCCS).

2. Secure Facsimile (FAX). A secure FAX is located in the CCC and is used to transfer CLASSIFIED documents to another secure FAX. Because the secure FAX uses a STU-III for encryption and the STU-III will only permit secure data transfers, the secure FAX will not successfully connect to a non-secure FAX. When sending or receiving faxes, prior coordination is necessary, as someone must be there to answer the STU-III in secure voice before the data can be sent.

3. Non-secure Facsimile (FAX). A non-secure FAX is also located in the CCC for UNCLASSIFIED traffic only. This FAX receives data automatically, therefore UNCLASSIFIED correspondence can be transmitted to the CCC 24-hours a day.

4. SECURE computers. Secure computers located within the CCC are used for word processing, databases, graphics, messages, etc. These consist of GCCS/SIPRNET and stand-alone units.

5. COMMUNICATIONS SECURITY. Classified information will not be discussed over non-secure telephone systems. Use only STU-III Secure telephones with the phone set in the secure mode. Once in the secure mode, the STU-III will display the highest level of classification that may be discussed over the phone. Classified information may only be faxed using the secure FAX machine located in the CCC. The highest classification of information to be faxed will again be the level of classification displayed on the STU-III at the secure FAX.

a. High Frequency (HF) Radios. The CCC has an adaptive controller HF radio. This radio provides emergency backup communications for passing UNCLASSIFIED information in the event of a telephone outage. The radio has an assigned address and several frequencies. By entering the address of the station desired, the adaptive controller will automatically search through the pre-stored frequencies for that station, analyze the best frequency to use, and establish a link to that station. DLA 309 is the station call letters for the DLA Battle Creek CCC HF radio. DLA HF radio station addresses are on the front of the radio. SHARES radio network station call letters and frequencies are in the SHARES manual. Instructions for operating the radio are in the small desk next to the radio. Basic instructions for answering calls are posted on the front of the radio itself.

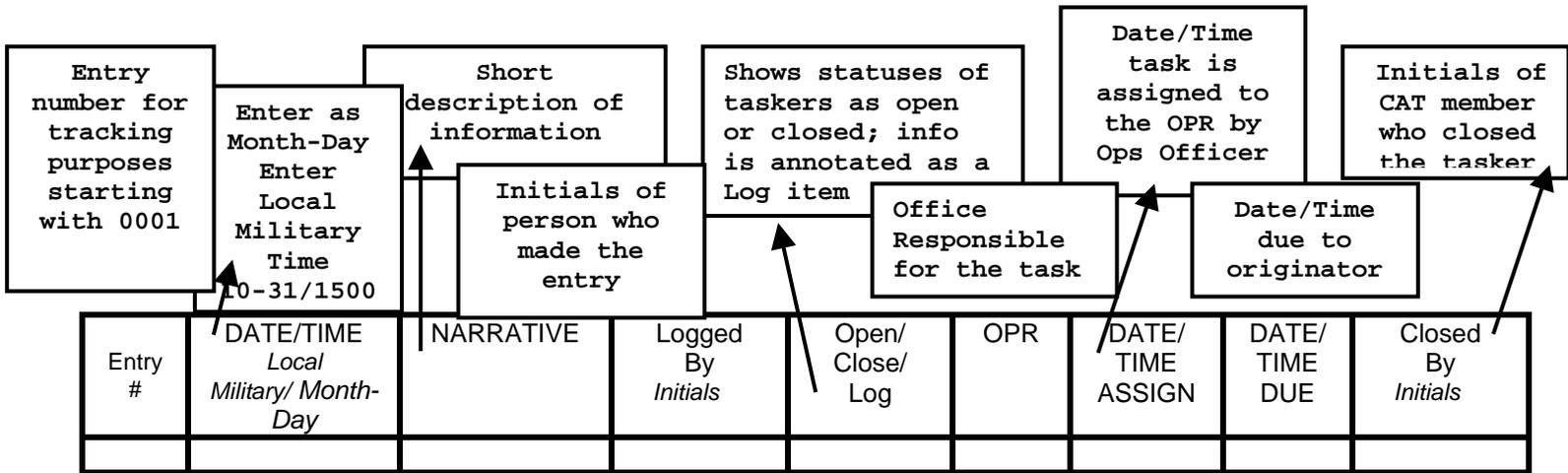
**ADMINISTRATIVE PROCEDURES**

<b>ACTIVATION</b>
Establish Entry Access List for the CAT room and control personnel access to CCC.
Set up CAT workstations and files.
Stock administrative supplies as required.
Establish the Daily Operations Log and tracking of open and closed items and suspenses
Ensure CAT members names are entered in the log for each shift
Establish procedures for sign out of classified material outside the CAT room
Start logging key information and tasks in the daily log.
Ensure copier, fax machines and other key equipment items are in working order.
<b>CHANGEOVER BRIEFING</b>
Brief on any filing in progress that may be incomplete.
Brief on classified messages, which are ready, or in process for delivery to the MPR and status of DMS messages
Verify the status of any classified material checked out of the CAT room and not yet returned.

**The following are common security and administrative errors on outgoing messages:**

- The classification of the message should be equal to the highest classification of any individual paragraph.
- Each paragraph in a classified message must be marked with the classification of the paragraph. The classification of any paragraph is determined by the information in that paragraph only, not on the classification of any subordinate paragraphs. The subject should be marked and should always be unclassified, "(U)".

## DAILY OPERATIONS LOG INSTRUCTIONS



**A. GENERAL:** The daily log is key to documenting important activity in the CAT. The Operations Officer and/or Administrative Support maintain the daily operations log, though any CAT member can make entries to the log. The log is maintained for all activities in the CAT. Not only are significant events logged but shift changeovers, incoming tasking messages and outgoing messages will also be put into the log. The log is also used to track assigned tasks and their completion.

**B. LOG ENTRIES:** Log entries are made as follows:

1. **ENTRY NUMBER:** A sequential number is assigned to each log entry to assist with tracking. The first entry is 0001.
2. **DATE/ TIME:** The date is enter as month-day and local military time, i.e. 10-31/1500. Logging the date and time of entries is important for documenting when the CAT received information in order to determine reasonable response times.
3. **NARRATIVE:** This block is where the information is captured in detail. It is best if it is kept short capturing only the key points.
4. **LOGGED BY:** The individual logging the information will enter their initials in this block. If there is a question about the entry, the person entering the information can be found for clarification.

5. OPEN/CLOSE/LOG: Tasks that must be tracked are entered into the log as open, which means it is an assigned task not completed yet or closed, which means the task has been completed. Routine information such as shift changeovers or logging incoming and outgoing messages have the word "Log" entered into this block to indicate the entry is for information purposes and requires no tracking. The text color for open items is red and closed is green. The text color can be changed by highlighting the text, clicking the "A" on the MS Word toolbar and selecting the desired color. Color-coding aides in quickly locating open or closed tasks in the log.

6. OPR: The Office of Primary Responsibility (OPR) is entered into this block if the log entry is an assigned task. The Operations Officers assigns this responsibility and makes this log entry.

7. DATE/TIME ASSIGN: The Operations will annotate this entry. A date and time will only be entered after the assigned OPR has received the task. Any medium may be used to transmit the assignment including e-mail, telephone notification, personal contact, etc. When assigning a task, the Operations officer will consider the information entered in the DATE/TIME DUE block and request a earlier submission by the OPR in order to review the answer submitted for completeness or to take action to close the task, i.e. dispatch a message, e-mail, etc.

8. DATE/TIME DUE: The date and time the task is due back to the originator is annotated here.

9. CLOSED BY: Changing the status of an item from open to closed will generally be accomplished by the Operations Officer. Any CAT member can close out minor issues in the log, such as routine stock inquiries. The Operations Officer will act as a filter for information flow to the Team Chief. The Operations Officer can close out many tasks if the issue is internal to the CAT. Anything going outside the Agency such as inquiries from the J-4, COMBATANT COMMANDERS, Services, or any issue of interest to the Director requires Team Chief approval before closure. Issues involving other joint staffs and activities may also require Team Chief approval before closure. The Operations Officer will decide on these issues. In the event Team Chief approval is required for closure, the Operations Officer will enter their initials followed by a backslash and the initials of the Team Chief. Tracking who closed an assigned task is important. Discrepancies or disagreements concerning closure can be brought to the attention of the responsible individual.

**C. ENTRY REQUIREMENTS:** The following information as a minimum must be entered in the log.

1. Assigned tasks that must be tracked.
2. Inquiries for information and the answer provided.
3. Shift changeovers: the changeover time will be annotated along with the names of all CAT members on duty for that shift.
4. Key messages.
5. Outgoing messages from the CAT.
6. Time when unclassified SITREP is sent out.
7. Time when classified SITREP is delivered and sent to the LRC.
8. Communications checks with FWD Support teams EUR/PAC.

**D. INSTRUCTIONS:** The daily log is a simple word table with very basic sort features. Movement between cells is accomplished using the tab key. Cells will expand to accommodate the information entered.

1. Locating Information: To locate log entries on specific topics select “edit” and “find”. Type in a key word or phrase such as “tents”. Select find next and the search feature will take you to the log entries that have the word “tents” in the text.

2. Sorting Information: The log has some basic sort features to aid in organizing log entries.

a. To sort by “open” entries: Go to “table” select “sort” (make sure the cursor is inside the table). The main headings will be displayed for each of the cells. Select “open” and check “descending” go to next block and select the date block (the first date block in the table) and “ascending”. This will bring all open entries to the top of the log with the oldest date shown first. If you prefer the most recent date shown first select “descending” instead of “ascending” in the date block.

b. To sort by “closed” entries: The same procedure is followed here except instead of selecting the open title block, type in the word “closed” and it will sort in the same manner.

**E. CLASSIFICATION:** The operations log will be run on unclassified machines to ensure the widest access and ease of accessibility for all CAT members. Great care must be exercised to ensure classified or sensitive information is not entered into the main log. For classified information, only the subject will be annotated in the log, as this is generally unclassified. At some point it may be necessary to run an additional log in classified mode to capture important information.