DEPARTMENT OF THE NAVY
COMMANDER MILITARY SEALIFT COMMAND
WASHINGTON NAVY YARD BLDG 210
901 M STREET SE
WASHINGTON DC 20398-5540

COMSCINST 3301.2B
M-3T/CCC
14 December 1987

COMSC INSTRUCTION 3301.2B

To: The Staff of Commander, Military Sealift Command

Subj: STANDARD OPERATING PROCEDURES *(SOP)* FOR THE MSC COMMAND
          AND CONTROL CENTER

Ref: (a) Joint Operation Planning System *(JOPS)* Volume IV
          (b) Joint Deployment System Procedures Manual
          (c) Joint Deployment System Users Handbook
          (d) DOD-DOT Memorandum of Agreement *(MOA)* of June 1981
          (e) OPNAVINST 3120.5E, Services of U.S. Flag and Foreign Flag Merchant
                 Vessels required by Naval Commanders in Emergencies
          (f) COMSCINST 5440.8D, COMSC Organization Manual
          (g) JCS Pub 18, Operations Security
          (h) COMSCINST S3500.4C, Uniform System of Alert Conditions *(LERTCONS) (U)*
          (i) COMSCINST C3060.1E, Checklist for Periods of Emergencies
          (j) COMSCINST 1601.3A, Guidance to the SDO for reporting incidents
          (k) ATP-2, Allied Naval Control of Shipping Manual
          (l) NWP 22-8(B), MSC Support of Amphibious Operations
         (m) JCS Pub 22, WWMCCS ADP System Security
          (n) COMSC EXPLAN 001-83
          (o) JCS Pub 15, Mobility Systems Policy, Procedures, and Considerations

Encl: (1) Command and Control Center *(CCC)* Reference Material
          (2) MSC's Crisis Action System *(CAS)* Relationships
          (3) CAS Definitions and Glossary
          (4) Exercise Manning and Procedures for the Command and Control Center
          (5) Contingency Checklist
          (6) Crisis Action team *(CAT)* Organization
          (7) Duties of Command Directors, CAT Leaders, and Assistant CAT Leaders
          (8) Operations and Strategic Mobility Duties and Responsibilities
          (9) Support Systems
         (10) Command and Control Center *(CCC)* Conditions of Readiness

(11) Command and Control Center Operations
(12) Message Handling and Files

1. <u>Purpose</u>. To provide standard operating procedures *(SOP)* for the COMSC Command and Control Center *(CCC)*.

2. <u>Cancellation</u>. COMSCINST C3301.2A.

3. <u>Background</u>. The COMSC CCC is an element of the Joint Chiefs of Staff *(JCS)* Worldwide Military Command and Control System *(WWMCCS)* and operates under the JCS Crisis Action System *(CAS)*. The COMSC CCC is directly responsive to the National Military Command Center *(NMCC);* the JCS Operations *(J-3)*, Logistics *(J-4)*, Logistics Readiness Center *(LRC)*, and the Joint Transportation Board *(JTB);* the Navy Command Center *(NCC);* Chief of Naval Operations *(CNO) (Logistics (OP-04));* and the U.S. Transportation Command. During a crisis or emergency situation, the CCC is the focal point of the response is vital to the projection of national power in a crisis situation. Effective command and control by the Crisis Action team *(CAT)* operating the CCC and the support of the entire MSC staff is required. During a crisis situation, the function of the CCC is to serve as a central point of contact for incoming actions and requirements from the Joint Deployment Community *(JDC)* and other government agencies; and to coordinate and monitor the COMSC response to these requirements. The organizational structure of the CCC is designed to meet this objective.

4. <u>Information</u>

a. <u>Crisis Action System</u> *(CAS)*. Reference (a) delineates the general procedures of the CAS. The CAS provides procedures and guidance to be applied in emergency or time-sensitive situations. This directive is available in the CCC reference library material *(enclosure (1))*. Enclosure (2) shows MSC's relationships to the CAS. Enclosure (3) provides terms and definitions frequently used during a CAS situation. CAS procedures are intended to supply the JCS with necessary information to provide timely recommendations to the National Command Authorities *(NCA)* for decisions involving the use of U.S. military forces. Emergency situations may develop with little or no warning. Such crises require accelerated decision making by the NCA, the JCS, Unified/Specified Commanders, and the Transportation Operating Agencies *(TOAs)*. Abbreviated measures employing Commander's operational reports *(OPREPs)* procedures found in JCS Pub 6, Joint Reporting Structure, Vol II, Part 2, Chap 3 to 10 and reference (a) may be used to levy time-phased sealift requirement during an emergency period.

b. <u>Joint Deployment System</u> *(JDS)*. The JDS is an automated system developed as a management tool for use during the planning and execution of a deployment operation. The

JDS facilitates NCA/JCS/Commander in Chief *(CINC)*/Service/TOA coordination in accomplishing the following deployment and management actions:

(1) Continuous updating of force/lift requirements for JCS approved Operation Plans in complete format *(OPLANs)*.

(2) Changing the sequence of forces and adjusting the movements of forces previously assigned to the operation when such changes are requested by the supported commander or when uncontrolled circumstances dictate.

(3) Adding, deleting or substituting forces contained in a previously approved force list.

(4) Altering the movement sequence of units as dictated by the availability of transportation assets.

(5) Providing JCS, the supported commander, TOAs and component commanders with the most up-to-date movement status information possible on deploying units. *(References (b) and (c) contain the specifics of the JDS and related operational procedures.)*

c. Ship Marshaling Procedures. In times of contingency, it may be necessary for MSC to obtain, on short notice, additional shipping assets over and above those currently available in the MSC Force or from voluntary charters. Reference (d) establishes the procedural steps necessary for Sealift Readiness Program *(SRP)* implementation, Ready Reserve Force *(RRF)* activation, requisitioning, and National Defense Reserve Force *(RRF)* activation. Reference (e) provides information on how naval commanders may obtain U.S. foreign flag shipping in emergency situations.

5. Concept of Operations

a. Introduction. The CCC is the facility, staffed and operated by appropriately cleared personnel, trained and organized to support the Commander, Military Sealift Command as his operations coordination and information center. The purpose of the CCC is to provide a focal point for the timely receipt, display, and transmittal of crisis-related staffing actions. The CCC is a principal user of the WWMCCS Intercomputer Network *(WIN),* supporting MSC's role of TOA for JCS, JDS, and higher authorities. Special procedures pertaining to exercises are included in enclosure (4). A checkoff list is provided in enclosure (5).

b. Goals. The overall goals of CCC watchstanders, including augmenting personnel when assigned, are to:

     (1) Ensure MSC Meets all assigned deployment requirements.

     (2) Provide timely response to request from high authority for information regarding the status of forces, capabilities, etc.

     (3) Analyze and evaluate proposals, problems, plans, and/or scenarios submitted for review by higher authority, and provide options, courses of action, and/or recommendations as and when required.

     (4) Respond to unique or special requests from higher authority as operational requirements dictate.

   c. Organization. The CCC is manned by the Crisis Action Team *(CAT)* during contingencies or exercises as the situation requires. CAT structure is depicted in enclosure (6). Specific duties and responsibilities are outlined in enclosures (7), (8), and (9).

6. Responsibilities. While the CCC is the specific responsibility of the Operations Officer, the effectiveness with which it supports the Commander depends on the entire staff.

   a. Deputy Commander. The Commander or the Deputy Commander shall establish the readiness level of the CCC. As necessary, the Deputy Commander shall assign CAT Command Directors and approve the CAT watch bill. Assignment of augmenting Naval Reservists may be approved by the Operations Officer.

   b. Operations Officer. The Operations Officer shall:

     (1) Maintain and operate the CCC. He shall advise the Deputy Commander as to the proper readiness level of the CCC *(see enclosure (10)).*

     (2) Provide policy and procedural guidance for the management of strategic sealift operations.

     (3) Provide indoctrination and training for CCC watchstanders. He shall provide support for briefings before and during contingencies when such briefings are deemed appropriate.

     (4) Ensure that the CCC is maintained ready for activation at any time.

     (5) Develop, staff, and submit a CAT watch bill in coordination with the Senior Watch Officer.

(6) Develop, staff and submit MSC Naval Reserve support requirements to the Naval Reserve Division.

(7) Serve as senior Command Director.

(8) Ensure members of the CAT are adequately trained to perform their duties as assigned in the CCC.

c. Readiness and Program Introduction Officer. The Readiness and Program Introduction Officer shall coordinate requirements for the MSC Naval Reserve in support of CCC operations.

d. Command Information Systems Officer. The Command Information Systems Officer is responsible for the proper functioning of the WWMCCS/WIN system as well as various Crisis Management Support Subsystem *(CMSS)* equipments. He shall normally discharge these responsibilities through assignment of a WIN/WWMCCS support assistant. He shall ensure adequate ADP equipment and facilities are available and maintained in operating condition. He shall provide necessary personnel to operate this equipment in support of the CCC.

e. Staff Office Heads. All staff Office Heads shall assist the CAT as delineated in reference (f). Specifically, appropriate personnel shall be made available.

(1) Stand watches as required. Enclosure (6) refers.

(2) Undergo training. Enclosure (11) refers.

7. Activation

a. Contingencies. When a contingency situation requires more attention than can be effectively managed by the regular staff and/or the Staff Duty Officer *(SDO);* the Command Duty Officer *(CDO),* or appropriate Office Head, shall inform the Operations Officer. The Operations Officer shall recommend to the Deputy Commander an appropriate level of readiness *(see enclosure (10)).* Upon receiving appropriate guidance, he shall activate the CAT as directed.

b. Exercises. Several times a year, exercises are conducted which require CAT activation. These are usually known well in advance. Procedures may be modified for such activation and are discussed in enclosure (4).

c. Augmentation. Enclosure (10) indicates various levels of readiness of the CCC. When the increase in activity is minor and transitory, additional personnel may be assigned from within Operations Office resources until such time as the situation returns to normal. If the increased level of activity continues and/or requires specific expertise, it may become necessary to further augment the regular CCC watch. In such cases, the Operations Officer, upon direction from the Deputy Commander, shall obtain support from the MSC staff. Additional crisis management personnel resources may be provided by Naval Reserve units assigned to COMSC in the event of mobilization. For conditions less than mobilization, requests for augmentation from the units may be made to the Director, Naval Reserve Division. Their utilization provides an excellent training base for the eventual assumption of mobilization responsibilities.

d. Termination. When conditions warrant, and upon direction of the Deputy Commander, the Operations Officer may decrease the readiness level or terminate the CCC watch.

8. CAT Procedures. CAT procedures are discussed in enclosure (11).

9. Security. The COMSC CCC is a restricted area. Access is limited to personnel on official business who hold at least a SECRET security clearance. Personnel not holding the required clearance but who have business in the CCC must be escorted at all times by an authorized person holding at least a SECRET clearance. The CAT leader's permission must be obtained before any person with less than a SECRET security clearance is admitted to the CCC. Operations Security *(OPSEC)* and Combinations Security *(COMSEC)* are matters of most serious concern. Therefore, all personnel assigned to or associated with the operation of the Command and Control Center will strictly observe OPSEC and COMSEC per reference (g).

Copy to:
SNDL 41B   *(MSC Area Commanders)*
      41C   *(MSC Subarea Commanders)*
      41D3 *(MSC Offices)*
MSC/NCSORG Naval Reserve Units

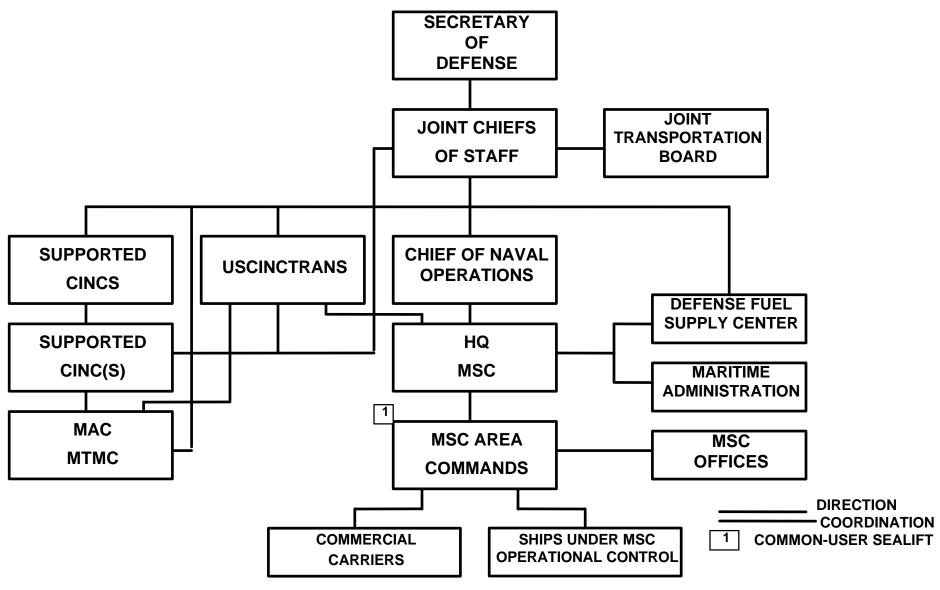## COMMAND AND CONTROL CENTER *(CCC)* REFERENCE MATERIAL

Below is a listing of documents/publications to be maintained in the MSC CCC. When the CAT is activated, it is the responsibility of the Assistant CAT Leader/ Administrative Assistant to ensure proper accountability is maintained.

ATP2 - Allied Naval Control of Shipping Manual *(Vol 1 & 2)*
COMSC EXPLAN 001-83
COMSCINST C3060.1E - Checklist for Periods of Emergencies
COMSCINST 5440.8D - COMSC Organization Manual
COMSCINST S3500.4C - Uniform System of Alert Conditions *(LERTCONs)*
COMSC OPORD 9200 - Current Operations
Defense Communications AUTOSEVOCOM Directory
DOD - DOT Memorandum of Agreement *(MOA)* of June 1981
JCS PUB 1 - Dictionary of Military and Associated Terms
JCS PUB 6 - Joint Reporting Structure *(selected portions)*
JCS PUB 15 - Mobility System Policies, Procedures, and Considerations
JCS PUB 18 - Operations Security
Joint Deployment System Procedures Manual
Joint Deployment System Users Manual
Joint Operation Planning System *(JOPS)* Volume IV
NWP 22-8 - MSC Support of Amphibious Operations
COMSC Logistic Support and Mobilization Plan *(LSMP)*
NWP 80 - Strategic Sealift Planning and Operations Doctrine of the U.S. Navy
COMSC Continuity of Operations Plan *(COOPLAN)*
FOR EACH OPLAN:

BASIC OPLAN *(If classified SECRET or below)**
Ship/Requirements Loading Summary *(Appendix 4 SEACOP)*
Summary of Requirements Delivered by Time Frame *(Appendix 7 SEACOP)*
Distance Table *(if not available from other plans)*
OPLAN Initial Ship Utilization Summaries
Summary of Sealift Requirements by Pick up Complex *(Appendix 1 SEACOP)*

*   TOP SECRET OPLANS are available in COMMCEN.

MSC'S CAS RELATIONSHIPS

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                          │  SECRETARY  │
                          │     OF      │
                          │   DEFENSE   │
                          └─────────────┘
                                 │
              ┌─────────────┐          ┌──────────────────┐
              │JOINT CHIEFS │──────────│      JOINT       │
              │  OF STAFF   │          │  TRANSPORTATION  │
              └─────────────┘          │      BOARD       │
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SUPPORTED CINCS	USCINCTRANS	CHIEF OF NAVAL OPERATIONS

SUPPORTED CINC(S)		HQ MSC	DEFENSE FUEL SUPPLY CENTER
			MARITIME ADMINISTRATION

MAC MTMC		**1** MSC AREA COMMANDS	MSC OFFICES

COMMERCIAL CARRIERS	SHIPS UNDER MSC OPERATIONAL CONTROL

─────────── DIRECTION
═══════════ COORDINATION
1 COMMON-USER SEALIFT

CRISIS ACTION SYSTEM *(CAS)* DEFINITIONS AND GLOSSARY

PART I - Definitions

1. <u>Alert Order</u>. An order issued by competent authority to initiate execution planning.

2. <u>CAS PHASE I - Situation Development</u>. This is the detection of a condition with possible national implications and the evaluation of its meaning. When a problem is recognized, a report is submitted to the appropriate Command and Control Center by message or telephone.

3. <u>CAS PHASE II - Crisis Assessment</u>. This phase covers the critical process of determining if a crisis is continuing and the preparation procedures required. The NCA assesses the national implications and formulates guidance to be provided to the JCS. Based upon the decision reached, a Warning Order may be developed and changes in Defense Readiness Conditions *(DEFCONs)* may be issued. *(For detailed information regarding DEFCONs and specific actions to be taken during each DEFCON, see references (h) and (i).)*

4. <u>CAS PHASE III - Course of Action Development</u>. The issuance of a Warning Order initiates Phase III, establishes relationships, and informs the supported commander of some possible courses of action for consideration. The supported commander develops an estimate of requirements based on an OPLAN, operation plan in concept format *(CONPLAN),* or NOPLAN situation. The supported commander at this point will identify strategic lift requirements. The TOAs will provide deployment estimates for the various courses of action developed by the supported commander. After considering all factors, the supported commander submits his estimate to the JCS.

5. <u>CAS PHASE IV - Decision</u>. The JCS refines and presents courses of action to the NCA for decision. Following the NCA decision, the JCS issues an Alert Order *(initiating Phase V)* to the supported commander, supporting commander, and TOAs.

6. <u>CAS PHASE V - Execution Planning</u>. This phase translates the JCS decision into an Operation Order *(OPORD).* The OPORD will be published with an actual troop list and, a firm movement plan for the first 30 days developed by the TOAs for the conduct of administrative/logistics planning.

7. <u>CAS PHASE VI - Execution</u>. The JCS will order the supported commander to execute the OPORD. The supporting commands, services, component commands, and TOAs will execute their plans in support of the OPORD. Upon execution of the OPORD, the CAS phases out.

8. <u>C-Day</u>. The unnamed day on which movement from origin in a deployment operation in support of a crisis commences or is to commence. The deployment may be movement of the

first increment of troops, cargo, weapon systems, or a combination of these elements utilizing any or all types of transportation. All movement required for C-day preparatory action or pre-positioning of deployment support are expressed relative to this day as negative days *(e.g., N005)*. For execution, the actual day is established under the authority and direction of the Secretary of Defense.

9. Deployment Estimate. The estimated time required for all the ULNs/CINs/PINs of a JDS deployment data base to arrive at the POD*(s)*. *(Expressed in days and hours from the time of notification to deploy.)*

10. Deployment/Deployment Preparation Order. An order issued by competent authority to move forces or prepare forces for movement; e.g., increase deployability posture of units.

11. Execute Order. An order issued by competent authority to initiate operations.

12. Force List. The total list of forces required by an OPLAN, including assigned forces, augmentation forces, and other forces to be employed in support of the plan.

13. L-Hour. The specific hour on C-day at which a deployment operation commences or is to commence. L-hour is 0001Z unless otherwise specified.

14. Master Force List *(MFL)*. Provides the current status of each Unit Line Number *(ULN)* in a given OPLAN.

15. No Plan *(NOPLAN)*. A contingency for which no plan has been published, also refers to the ability to rapidly develop and evaluate deployment courses of action during a contingency for which no suitable published plan exists.

16. Operation Order *(OPORD)*. A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation.

17. Operation Plan. Any plan for the conduct of military operations in a hostile environment prepared by the commanders of the Unified and Specified Commands in response to a requirement established by the Joint Chiefs of Staff.

18. Operation Plan in Complete Format *(OPLAN)*. An Operation Plan for the conduct of military operations, which with minimum alteration, can be translated into an OPORD.

19. Operation Plan in Concept Format *(CONPLAN)*. An Operation Plan in an abbreviated format which, prior to implementation, would require expansion into an OPLAN or OPORD.

20. <u>Planning Order</u>. An order issued by the JCS to initiate execution planning. The order will normally follow a COMMANDER's ESTIMATE but will precede the ALERT ORDER. NCA approval of a selected course of action is not required before issuing a PLANNING ORDER.

21. <u>Ship Allocation</u>. The quantity of vessel assets authorized by JCS to support a commander of a Unified, Specified, or Joint Task Force Command by the JCS for execution planning or actual execution. Allocation assets are used in the development of schedules for execution planning or actual execution. These assets may be more or less than apportioned assets.

22. <u>Ship Apportionment</u>. The lift assets made available to the commander of a Unified or Specified command by the JCS for deliberate planning. Apportioned assets are used in the development of operation plans and may be more or less than allocated for execution planning or actual execution.

23. <u>Supported Commander</u>. The commander having primary responsibility for all aspects of the task assigned; the commander who originates operations plans/OPORDs in response to requirements of the Joint Chiefs of Staff.

24. <u>Supporting Commander</u>. A commander, including TOAs, who provides augmentation forces or other support to a supported commander.

25. <u>Time-Phased Force and Deployment Data</u> *(TPFDD)*. The computer-supported data base portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan, including:

    a. In-place units.

    b. Units to be deployed to support the OPLAN with a priority indicating the desired sequence for their arrival at the POD.

    c. Routing of forces to be deployed.

    d. Movement data associated with deploying forces.

    e. Estimates of non-unit-related cargo and personnel movements, to be conducted concurrently with the deployment of forces.

    f. Retrograde personnel movement data.

26. <u>Time-Phased Transportation Requirements List</u> *(TPTRL).* A part of the TPFDD which defines the movement requirements of forces and includes a time-phased listing of type units/mobility echelons, fillers, and replacement personnel, and non-unit related cargo to be transported by air or sea to support an OPLAN. The TPTRL provides mobility data related to these deployments and movement requirements to be fulfilled by both common-user lift and assigned or attached transportation resources.

27. <u>Time Sensitive Planning</u>. Operation planning as a result of Warning/Alert Order tasking under procedures of the CAS *(reference (a)).*

28 <u>Unit Identification Code</u> *(UIC).* A six character alphanumeric code which uniquely identifies each active, reserve, and national guard unit of the Armed Forces.

29. <u>Warning Order</u>. An order that initiates development of course*(s)* of action, and requests that a commander's estimate be submitted.

PART II GLOSSARY

ACDUTRA - Active Duty for Training
ADP - Automated Data Processing
ADPE - Automated Data Processing Equipment
AFOE - Assault Follow-on Echelon
ANMCC - Alternate National Military Command and Control Center
AUTODIN - Automated Digital Network
AUTOSEVOCOM - Automated Secure Voice Communications
CAS - Crisis Action System
CASREP - Casualty reporting System
CAT - Crisis Action Team
CCC - Command and Control Center
CDO - Command Duty Officer
CIC - Content Indicator Code
CINC - Commander in Chief
CISO - Command Information Systems Office
CLF - Combat Logistic Force
CMSS - Crisis Management Support Subsystem
CNO - Chief of Naval Operations
COMSEC - Communications Security
CONPLAN - Operation Plan in Concept Format
COSIN - Control Staff Instruction
DEFCON - Defense Readiness Conditions
DFSC - Defense Fuel Supply Center
DIA - Defense Intelligence Agency
DOD - Department of Defense
EUSC - Effective U.S. Control
EXPLAN - Exercise Plan
GENSER - General Service
JCS - Joint Chiefs of Staff
JDC - Joint Deployment Community

JDS - Joint Deployment System
JOPS - Joint Operation Planning System
JTB - Joint Transportation Board
LERTCONs - Alert Conditions
LNO - Liaison Officer
LOI - Letter of Instruction
LRC - Logistics Readiness Center
MARAD - Maritime Administration
MFL - Master Force List
MPS - Maritime Prepositioning Ships
MSCLNO - MSC Liaison Officer
MSCO - Military Sealift Command Office
MSEL - Master Scenario Events List
MTMC - Military Traffic Management Command
NCA - National Command Authorities
NCAPS - Naval Control and Protection of Shipping
NCC - Navy Command Center
NCO - Non-Commissioned Officer
NCS - Naval Control of Shipping
NDRF - National Defense Reserve Fleet
NFAF - Naval Fleet Auxiliary Force
NMCC - National Military Command Center
NOPLAN - No Plan
NR - Naval Reserve
NWP - Navy Warfare Publication
OJT - On-The-Job-Training
OPCON - Operational Control
OPLAN - Operation Plan in Complete Plan Format
OPORD - Operation Order
OPREPS - Operational Reports
OPSEC - Operations Security
PDL - Pass-Down-The-Line
PROPOGRU - Prepositioning Group
RRF - Ready Reserve Force
SDO - Staff Duty Officer
SITREP - Situation Report
SOP - Standard Operating Procedures
SPOD - Sea Port of Debarkation
SPOE - Sea Port of Embarkation
SRP - Sealift Readiness Program
STRATMOB - Strategic Mobility
TOA - Transportation Operating Agency
TPFDD - Time-Phased Force and Deployment Data
TPTRL - Time-Phased Transportation Requirements List
UIC - Unit Identification Code
ULN - Unit Line Number
UNITREP - Unit Status and Identity Report
USTRANSCOM - United States Transportation Command
WIN - WWMCCS Intercomputer Network
WWMCCS - Worldwide Military Command and Control System

Enclosure (3)

EXERCISE MANNING AND PROCEDURES FOR THE COMMAND AND CONTROL CENTER

1. <u>General</u>. During command post exercises the CCC is manned at a level consistent with exercise requirements, varying from a response cell during normal working hours to a full CAT on a 24 hr/day basis.

2. <u>Manning</u>. In order to maximize training for COMSC staff personnel and Naval Reservists on ACDUTRA with COMSC CCC mobilization billets, the established contingency manning of the CCC may be amended as follows:

    a. Command Director - A senior COMSC staff officer or Naval Reserve officer in training for Commander Director mobilization billet.

    b. CAT/Assistant CAT - A COMSC staff officer *(04/05)* or Naval Reserve officer in training for CAT Leader mobilization billet.

    c. Operations Desk - One or more civilian employees from M-3T assigned to the Cargo/Passenger Operations Desk and the Tanker Operations Desk, augmented by junior Naval Reserve officers with operations mobilization billets.

    d. Briefers - One or more Naval Reserve officers to prepare and present daily exercise briefs.

3. <u>Command Exercise Controllers</u>. During exercises, an MSC Controller will be assigned by the Operations Officer *(M-3T).* Command Controller duties, responsibilities, and CCC relations are as follows:

    a. Duties and responsibilities of Controllers:

        (1) Coordinate exercise play to maintain continuity of actions, provide player guidance, and introduce scenario events.

        (2) Monitor player actions in order to promote the smooth and efficient play of the exercise. Action of exercise players may be influenced by advice or guidance from Controllers.

        (3) Conduct implementation of the Master Scenario Events List *(MSEL)* and the Control Staff Instructions *(COSIN).*

    b. Relationship of Controllers to the CAT:

(1) Controllers will provide guidance, advice, interpretation, and MSEL information to the CAT, as required.

(2) Only Controllers will have access to exercise COSIN documents and those exercise messages received with markings for "Controller Eyes Only" or "Controller/ Trusted Agent Eyes Only."

CONTINGENCY CHECKLIST

To ensure MSC meets requirements, various checklists are available. Reference (i) applies to the Staff of COMSC while reference (h) provides direction for command-wide alert conditions. The following list is not all inclusive, but is provided as a guide for CAT use:

Action	Timing
Report location and telephone numbers to appropriate authorities.	When activated.
Direct higher readiness conditions for subordinate commands to support implementation of specific operations.	As changes to readiness levels are required and/or promulgated.
Determine if MSC has provided applicable OPLAN/OPORD/ Movement Tables/Schedules to Area Commands and other elements of the JDC	Upon receipt of Warning/ Alert Order.
Ascertain location and status of U.S. Flag and Effective U.S. Control *(EUSC)* merchant ships	As required prior to C-day.
Establish liaison with CNO/MARAD concerning anticipated need for activation of the RRF, implementation of Sealift Readiness Program *(SRP)* and/or requisitioning *(including NDRF activation).*	As required prior to C-day.
Determine MSC Naval Reserve augmentation requirements to augment or establish MSCOs and MSC area/subarea commands.	As required.
Initiate action to assure Coast Guard waivers for commercial ship operations.	As required during execution planning.
Initiate action to activate ships of the RRF as required.	As required prior to C-day.
If required, survey maritime labor market for availability of labor to man shipping planned for activation.	During execution planning.
Review MSC ship overhaul schedule and modify as situation dictates.	During execution planning.
Prepare for the implementation of Naval Control and Protection of Shipping *(NCAPS)* by FLTCINCS.	During execution planning.
Query shipper services/Military Traffic Management Command *(MTMC)* with regard to ships enroute carrying vital cargoes which must be delivered vice cargo which may be delayed or diverted.	During execution planning.

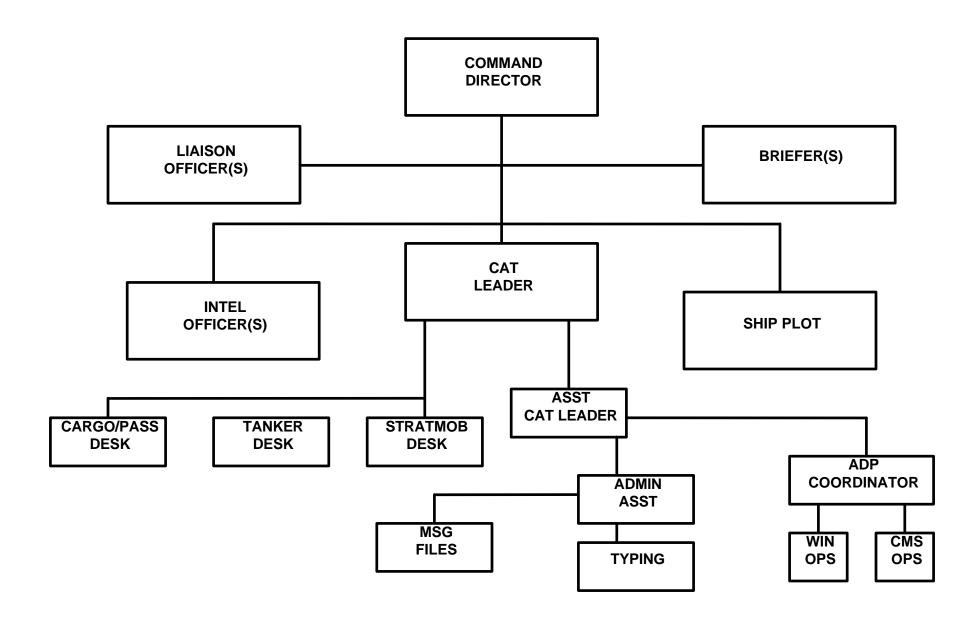| Action	Timing

Request determination of War Zones for purpose of:
    1) **War Risk** *(ship)* **insurance**
    2) **Premium Pay**
	During execution planning.

Issue implementation directives *(e.g. OPORD)* **to subordinates.**	**Upon receipt of directive from JCS.**
Determine MSC's requirement for Naval Reserve Support short of mobilization *(e.g., 200K call up).* **Provide to CNO as required.**	**During execution planning.**
Coordinate with JTB via CNO on allocation of shipping.	**As required.**

CRISIS ACTION TEAM *(CAT)* ORGANIZATION

The composition of the CAT will vary depending on the emergency or crisis situation. The Operations Officer *(M-3T)* shall provide direction to the Director, Command and Control Center Division for development of the command watch bill. This watch bill will be approved by the Senior Watch Officer. The following list is considered to be an example of nominal requirements:

Position	Grade
Command Director	O-5,6
Briefer	Civ/O-4,5,6
Intelligence Officer	Civ/O-4,5
Ship Plot	E-4,5,6
MSCLNO to JCS	O-5,6
NCSLNO	O-4,5
MSCLNO to CINCs	O-6
MSCLNO to CNO	O-4,5,6
CAT Leader	O-5
Assistant CAT Leader	O-3,4
WWMCCS/WIN Watchstanders	Civ/E-5,6,7
ADP Coordinator	Civ
Administrative Asst	Civ/E-5/9
Message File Assistant	E-5,6,7
Clerk-Typist	Civ/E-4,5,6
STRATMOB Desk	Civ/O-4,5
Dry Cargo Desk	Civ/O-1,2,3,4
Tanker Desk	Civ/O-1,2,3,4

TAB A depicts the internal organization.

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                          │    COMMAND      │
                          │    DIRECTOR     │
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                                  │
  ┌─────────────────┐            │            ┌─────────────────┐
  │    LIAISON      │────────────┼────────────│   BRIEFER(S)    │
  │   OFFICER(S)    │            │            │                 │
  └─────────────────┘            │            └─────────────────┘
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                          │      CAT        │
                          │    LEADER       │
                          └─────────────────┘

  ┌─────────────────┐                        ┌─────────────────┐
  │     INTEL       │                        │   SHIP PLOT     │
  │   OFFICER(S)    │                        │                 │
  └─────────────────┘                        └─────────────────┘
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COMMAND DIRECTOR

LIAISON OFFICER(S)

BRIEFER(S)

CAT LEADER

INTEL OFFICER(S)

SHIP PLOT

CARGO/PASS DESK

TANKER DESK

STRATMOB DESK

ASST CAT LEADER

ADMIN ASST

ADP COORDINATOR

MSG FILES

TYPING

WIN OPS

CMS OPS

**DUTIES OF COMMAND DIRECTORS, CAT LEADERS
AND ASSISTANT CAT LEADERS**

1. <u>Command Director</u>. Officers of the O-6/5 level may be assigned Command Director duties in the Command and Control Center. The Command Director must have appropriate security clearances. The primary responsibilities of the Command Directors are as follows:

    a. Accomplish tasks assigned by the Commander, Vice Commander, or Deputy Commander.

    b. Ensure sufficient information is provided to subordinates for accomplishment of assigned tasks.

    c. Ensure timely response by COMSC staff to required actions, including proper staffing.

    d. Supervise the preparation and presentation of briefings for the Commander/Vice Commander/Deputy Commander. The briefing shall be prepared in accordance with the following guidelines:

        (1) General intelligence information

        (2) Broad DOD operational response

        (3) Current MSC operations

        (4) Projected MSC operation

        (5) Engineering maintenance and personnel/supply support problems

        (6) Lessons learned

        (7) Other items of broad interest

    e. Inform the Commander/Vice commander/Deputy Commander of policy matters as they arise.

    f. As the senior representative of the Military Sealift Command CAT, respond to external queries as appropriate.

g. Serve as CDO, as required.

h. Act as releasing authority for all messages originated by the CAT. This authority may be delegated to the CAT Leader unless "minimize" has been imposed.

2. Crisis Action team *(CAT)* Leader

a. General. The CAT Leader is responsible to the Command Director for performance of the CAT during a specified watch. He should be a person thoroughly experienced in the activities of the CAT during emergency situations.

b. Qualifications. In addition to having had formal orientation courses in the Joint Operations Planning System *(JOPS),* the JDS, and NCS or the equivalent on-the-job training *(OJT),* the CAT Leader must have participated as assistant CAT Leader in at least two major JCS-directed exercises or have the equivalent MSC contingency/crisis related operational background experience. He must have the appropriate security clearances. The Senior Watch Officer shall qualify all prospective CAT Leaders.

c. Responsibilities. Under the supervision of the Command Director, the CAT Leader is responsible for:

(1) Maintaining the smooth functioning of the crisis action team and directing its efforts toward accomplishment of the command's mission during a crisis.

(2) Reviewing all correspondence *(e.g., messages)* relative to the crisis and ensuring the Command Director and appropriate CAT members are aware of time-sensitive actions.

(3) Ensuring that the Command Director is provided with timely information needed for response to external queries as well as for the preparation of in-house briefings.

(4) Assigning incoming actions to the appropriate CAT elements/COMSC staff offices, providing guidance for required timeliness of response. This will normally be accomplished using the CAT Leader's Action Control Procedures.

(5) Assuming action officer responsibilities of matters requiring immediate action when time will not permit calling in the normally designated staff action officer.

(6) Supporting the command in carrying out those responsibilities set forth tin reference (j).

(7) Providing overall general guidance to the CAT in relation to established command policy on matters relating to MSC interactions with other DOD and Federal/civil agencies.

(8) Ensuring Commander's SITREPs and Mobility reports are submitted in an accurate and timely manner.

(9) Ensuring the CCC and CAT internal policies and procedures are followed.

(10) Ensuring accurate data for respective CCC data processing system*(s)* data base(s) is/are maintained by the appropriate managers.

(11) Ensuring available information is provided to the briefer to allow for the development of a realistic presentation on current operation.

(12) Maintaining the Pass-Down-The-Line *(PDL)* log. The PDL log should be used for entering significant items of interest to other CAT Leaders so they will be properly informed of major items pending and of procedural or policy guidance received from the Command Director.

(13) Drafting of messages and/or review of CAT prepared messages and JDS updates for proper format and completeness prior to release or approval by the Command Director.

(14) Directing the development of MSC supporting OPORD's and deployment estimates.

(15) Acting as releasing authority for WIN teleconference messages and GENSER *(i.e., Automated Digital Network - AUTODON)* messages as directed by the Command Director *(unless minimize is in effect).*

3. Assistant Crisis Action Team *(CAT)* Leader

   a. General. The Assistant CAT Leader position is responsible to the CAT Leader.

   b. Qualifications. There are not specific qualifications required for an Assistant CAT Leader. The required security clearance level is SECRET.

   c. Responsibilities. Under the supervision of the CAT Leader, the Assistant CAT Leader is responsible for:

    (1) Directing supervision of the administrative support provided the CAT.

    (2) Operating the Action Control Procedures.

    (3) Assuming the duties of CAT Leader in his/her absence.

    (4) Performing other assignments and duties as the CAT Leader may direct.

DUTIES AND RESPONSIBILITIES OF OPERATIONS AND STRATMOB DESKS

1. <u>Duties of the Dry Cargo/Passenger Operations Desk</u>

    a. Prepare all WIN/AUTODIN MSG action item replies for CAT Leader review/release.

    b. Maintain ship status *(What type? Where located? Who has OPCON?, etc.)*

    c. Provide scheduling information to command center data operator/WIN site, as appropriate, to update required data bases.

    d. Assist CAT Leader in preparation of R-2/R-4 reports.

    e. Initiate action to obtain dry cargo/passenger ships to meet requirements/maintain liaison with MARAD, Area Commands, and MTMC HQ regarding cargo/passenger requirements.

    f. Perform other duties as assigned.

2. <u>Duties of the Tanker Operations Desk</u>

    a.   Prepare outgoing messages as required for CAT Leader review/release.

    b. Maintain ship status for tanker OPS.

    c. Provide scheduling information to command center data operator for tanker data update.

    d. Assist CAT Leader in preparation of R-2/R-4 reports/verifying POL figures from data base.

    e. Prepare tanker schedule messages/maintain liaison with DFSC regarding POL lift requirements.

    f. Initiate action to obtain tankers to meet requirements.

    g. Perform other duties as assigned.

Enclosure (8)

3. Duties of the Strategic Mobility *(STRATMOB)* Desk

    a. Advise Command Director/CAT Leader on OPLANs that have been implemented or are subject to implementation, including total cargo to be lifted and numbers/types of ships required in accordance with MSC movement tables; also, the numbers/types of ships apportioned in the applicable JSCP.

    b. Maintain status of OPLANS under CAS procedures.

    c. Develop deployment estimates as required.

    d. Prepare outgoing messages as required for CAT Leader review/release.

    e. Perform other duties as assigned.

SUPPORT SYSTEMS

1. Responsibility. The ADP Coordinator is responsible to the CAT Leader for the proper functioning and support of assigned administrative and ADP personnel and equipment (including software).

2. ADP Systems. There are two systems supporting CCC operations.

    a. The Worldwide Military Command and Control System *(WWMCCS)* Intercomputer Network *(WIN).* WIN is a computer network consisting of independent computer systems. The purpose of WIN is to provide for the sharing of computer information and resources among the independent WWMCCS computer systems. Access to such data bases as those found in JOPS and JDS *(reference (c))* as well as Navy data bases such as UNITREP, Movement Report System *(MOVREP),* Casualty Reporting System *(CASREP),* and NCS may be required. The following WIN capabilities are available:

        (1) TELNET - enables the user to gain access to WIN computer installations which are at geographically remote locations.

        (2) TELECONFERENCE - enables a computerized conference to be conducted in which the participants can be located at different geographical sites within the WIN network.

        (3) FILE TRANSFER SERVICE - enables data files to be moved between the computers that comprise the WIN.

        (4) TIME SHARE - enables operations to be conducted on a specified computer. If the user does not have direct access to the desired computer, the TELNET capability is used.

    b. Crisis Management Support subsystem *(CMSS).* This MSC unique system presently support CCC operations by providing the following:

        (1) detailed cargo and ship information for both dry cargo and tanker operations,

        (2) AUTODIN message generation,

        (3) data and message transmission to certain MSC Area Commands,

        (4) tracking and status of CCC action items,

     (5) navigational and special warning information,

     (6) ships characteristics, and

     (7) the preparation of briefing material.

3. <u>Systems Operators</u>

   a. <u>WIN Operators</u>. There normally will be two personnel assigned to WIN operations on each watch.

   b. <u>CMSS Operators</u>. The CMSS operators are responsible to the ADP Coordinator for the following:

     (1) Keeping all concerned informed as to the status of the system.

     (2) Obtaining requested information from data bases accessible to the CMSS. In this regard, the operator will directly support the operations personnel on the CAT. The CAT Leader may be requested to assign relative priorities for the various taskings.

     (3) Updating data bases accessible to CMSS as requested by CAT members. In this regard, the operator will directly support CAT members and only involve the CAT Leader for relative prioritization of taskings.

     (4) Transmitting/receiving information from MSC Area Commands as requested by CAT members.

     (5) Supporting the CCC Briefer in the production of requested briefing material.

CONDITION 3		
1. This is the CCC usual noncrisis, condition of readiness, that of normal operations during the 8-hour workday.		

CONDITION 3A	CONDITION 2	CONDITION 1
1. This is an 8-hour operation of the CCC from 0800-1630 on weekdays in response to the beginning of a crisis.	1. This is a 12-hour operation of the CCC from 0600-1800 seven days a week, in response to the worsening of a crisis.	1. This is a 24-hour operation of the CCC seven days a week, in response to a further worsening of a crisis.
2. The Staff Duty Officer *(SDO)* will provide coverage from 1630-0800 on weekdays and throughout weekends and holidays.	2. The SDO will provide coverage from 1800-0600.	2. The SDO will not provide coverage under this condition of readiness.
3. The Command Center Division will man the CCC.	3. The Senior Watch Officer will designate Two Crisis Action Team *(CAT)* Leaders who will divide the hours of watches in the CCC. Command Directors may be designated if required.	3. The Senior Watch Officer will designate three Command Directors and three or more CAT Leaders who will divide the hours of watches in the CCC.
4. Operations functional elements in Dry Cargo Ship and Tanker Divisions will operate from their own offices.	4. Operations functional elements in Dry Cargo and Tanker Divisions will provide CAT members to stand watches in the CCC dividing the hours of watches from 0600-1800.	4. Operations functional elements in Dry Cargo and Tanker Divisions will provide CAT members to the CCC as required, on a 24 hour a day, seven days a week basis.
5. Strategic Mobility personnel will be available to assist in matters of OPLANs, sealift requirements, deployments, Marine Corps embarkations, and Movement Tables. Command Information Systems personnel will be available for ADP support.	5. Same as 3 Alfa	5. See below.
6. Selected Operations Contracting and Strategic Mobility personnel will be on call during non-duty hours.	6. Selected Operations Contracting and Strategic Mobility personnel will be on call from 1800-0600.	6. Selected Operations, Contracting and Strategic Mobility personnel will be on call nights and weekends or will be attached to the CCC as required 24 hours a day, seven days a week.
7. The JCS Liaison Officer*(s)* will maintain close liaison between the JCS *(MNCC, J-3, J-4, LRC)* and the CCC.	7. Same as 3 Alfa.	7. The Senior Watch Officer will designate at least two JCS liaison officers who will stand watch in the LRC at NMCC on a 24 hour a day, seven day a week basis.
8. The CCC will maintain close liaison with the Navy Command Center *(NCC)* of CNO and the NMCC *(National Military Command Center).*	8. Same as 3 Alfa.	8. Same as 3 Alfa.
9. The CAT Leader will: a. Alert selected staff officers which will be prepared to shift to a higher condition of readiness; b. Broadcast activation of the MSC CCC, its location, its secure and unsecure telephone numbers, and its hours of operation to all concerned within the Department of Defense. c. Brief the SDO at 1600.	9. Same as 3 Alfa.	

COMMAND AND CONTROL CENTER OPERATIONS

1. <u>Watches</u>. The watch will be tailored to the circumstances of the particular crisis or exercise. Operation and manning of the CCC may be required for either 8, 12, 15, or 24 hours per day *(see enclosure (10))*. In cases where more than a 7-day effort is planned or anticipated, watchstander shifts may be rotated.

2. <u>Liaison</u>. The CAT will maintain close liaison with:

   a. National Military Command Center *(NMCC),* Alternate National Military Command Center *(ANMCC) (when activated),* USTRANSCOM, Supported and Supporting Commanders, and MTMC;

   b. MSC Liaison Officers to the JCS LRC, NCC, and the Unified CINCs;

   c. CNO Briefer *(who the Command Director will keep fully informed on matters concerning MSC operated ships);*

   d. MARAD *(who is also the National Shipping Authority)* Operations Center; and

   e. DFSC on matters concerning POL movement.

3. <u>LERTCON Changes</u>. Upon any change of Alert Conditions *(LERCONs),* the CAT Leader shall institute the following actions following procedures as per reference (h).

   a. Ensure notification of the new LERTCON immediately to COMSC subordinate commands, as appropriate.

   b. Notify COMSC staff Office Heads of the LERTCON and direct compliance with reference (i). Staff offices will be directed to report to the CAT Leader when the LERTCON is attained.

4. <u>CAS Procedures</u>. The CAS, as described in enclosure (3), requires specific action by MSC. The following paragraphs describe required MSC actions.

   a. <u>CAS Phase III - Course of Action (COA) Development</u>. The following action/information is general in nature and may not apply to all situations:

      (1) A JCS Warning Order message usually indicates the initiation of this phase.

      (2) CAT Operations personnel begin to coordinate with MTMC as to whether current/projected voyages may be modified or terminated.

      (3) The STRATMOB Desk will respond to USTRANSCOM requests for preliminary deployment estimates and/or other movement data.

    b. <u>CAC Phase IV - Course of Action *(COA)* Selection</u>. This NCA decision is announced in the JCS Alert Order, which describes the COA, sets tentative or actual target dates for the operation, and provides the necessary guidance required for OPORD preparation.

    c. <u>CAS Phase V - Execution Planning</u>. lThe JCS Alert Order is released during this phase. On USTRANSCOM notification that the projected cargo requirements are available in the JDS Data Base, the following actions, decisive in nature, will be initiated immediately and concurrently at all required levels. These actions may or may not apply to all situations.

      (1) The JDS Data base Manager will provide the JDS cargo lift requirement reports *(Sorted by LAD, SPOD and cargo type)* to the Stratmob Desk and the appropriate Area Commands.

      (2) The STRATMOB Desk will compare the JDS Data Base cargo requirements against the last MSC "deliberately refined" OPLAN flow requirements, then provide or develop the deployment estimate*(s),* initial ship requirements, and an estimate of ship marshaling efforts that will be required. The MSC Deployment Estimate will provide the date that all projected sealift cargo is estimated to be delivered at the SPOD*(s).* In event the selected COA <u>is</u> or <u>near similar</u> to the refined OPLAN SEACOP Flow and ship availabilities are also similar, the deployment estimate is readily at hand.

      (3) The following information may and should be included in the Deployment Estimate Message to USTRANSCOM: Ship marshaling efforts, number of ships and voyages required, port concerns, recommendations for cargo consolidation, alternate lift mode and any assumptions used *(i.e., cargo availability, prot utilization, convoys, weather, canal conditions).*

      (4) The STRATMOB Desk, Operations personnel and the Area Commands will review the projected use of ports and ALDs for the projected cargo lift and advice USTRANSCOM/JDA and MTMC of recommended changes.

      (5) The CAT Operations personnel shall initiate the appropriate ship marshaling programs.

(6) On USTRANSCOM notification that the JDS Data Base has been updated, or is correct, and has been validated by the CINCs, the JDS Data Base Manager or Coordinator shall extract the cargo lift requirements and provide them to the CAT Operations personnel and to the Area Commands.

(7) CAT Operations personnel, in conjunction with appropriate Area Commands, will determine the ship requirements, which will be then compared to available shipping *(MSC Controlled, as well as any activated ship marshaling programs).*

(8) Ship scheduling, adequate to lift all projected cargo lifts with delivery date requirements for 30 days of operations, will be completed by the CAT Operations personnel and appropriate Area Commands.

(9) Adequate funding requests to support ship acquisitioning and positioning activities must be requested by the Comptroller.

(10) CAT operational personnel provide the ship schedule information for entry into the JDS and, also, provide a message to all concerned regarding the status of the ship scheduling.

(11) In addition to point to point lift, the CAT Leader must review requirements to determine if additional, dedicated, ship assets are required from MSC.

   d. <u>CAS Phase VI - Execution</u>. The following information is general in nature and may not apply to all situations:

(1) A JCS Execute Order message usually indicates initiation of this phase. It may change or reaffirm ship allocation and C-day/L-hour information.

(2) Schedule information in the JDS should continue to support cargo having delivery dates of 30 days or less in the future. This schedule information may be modified as necessary to accommodate changes in cargo lift requirements and expected ship availabilities.

5. <u>Secure Communications</u>

   a. COMSC Headquarters has three secure telephone systems available in the Command Center. In order to ensure that secure telephone communications are effective, CAT members will become familiar with procedures listed in the Defense Communications Agency AUTOSEVOCOM directory, the TSP 300 operator instructions, and the STU II Operator Manual, located in the CCC.

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b. There are also two types of message systems available. The general service or AUTODIN system shall be used for record traffic. However, the WIN provides teleconference *(TLCF)* service by which information may be transferred to commands having access. While the system is less formal, it usually delivers the message quicker than the AUTODIN system. Thus, if some or all addressees of a proposed outgoing message have WIN TLCF access, the drafter should consider this method. A backup AUTODIN message also may be sent to ensure record copies are provided. Enclosure (12) provides CAT message handling procedures while enclosure (7) details releasing authority.

6. Reference Material. The CCC will maintain a library of reference material pertaining to the crisis management situation, the CAS, and all other activities which may be required of the CCC. See enclosure (1) for detailed listing.

7. Action Item Control Procedures. Items requiring action by MSC are usually identified by the Command Director or CAT Leader. These items may be derived from AUTODIN or WIN messages, telephone conversations, or direction from seniors. Items requiring tracking as to complete status shall be designated by the CAT Leader. The CAT Leader will assign an action officer to commence required action. The status of all active action items will be reviewed by all concerned at each watch turnover. The Assistant CAT Leader shall maintain the action item file. Action item status will usually be a briefing item.

8. Reports

a. Report of Activation. When activated, the CAT Leader will immediately report the CAT's location and telephone numbers *(secure and unsecure)* by telephone and message to appropriate authorities/commands, including the NMCC and NCC.

b. Situation Report *(SITREPs).* In a contingency COMSC may be required to submit SITREPs to higher authorities and MSC Area Commanders may be required to submit SITREPs to COMSC. These SITREPs are needed for consolidation of appropriate information by the COMSC CCC to produce daily Sealift Summary reports for transmittal to higher authority. In addition, these SITREPs are also used for command briefings. Reference (n) provides detailed information for submission of these SITREPs.

c. Sealift Summary Reports. The CAT Leader is responsible for ensuring timely submission of reports in accordance with references (n) and (o) when so directed by JCS. The operation desks will ensure the CMSS data base is current and will inform the CAT Leader when required reports can be produced.

(1) Sealift Summary Reports required from COMSC are:

(a) Sealift Movement Summary *(R-2)*

(b) Common User Sealift Resources Availability *(R-4)*

(2) COMSC will submit these reports prior to 2359Z to CNO with information copies to the JCS *(JTB),* USTRANSCOM Services, TOAs, and the supported commander(s).

(3) The JCS (JTB) will specify frequency of submission of the R-2/4 reports at the time the reporting requirement is established.

9. <u>Ship Marshaling</u>. MSC is normally responsible for initiating action to obtain shipping in a timely manner to support required operations. Shipping requirements are usually determined during the CAS Phase III *(Course of Action Development)* and refined during CAS Phases III *(Course of Action Development)* and refined during CAS Phases V *(Execution Planning)* and VI *(Execution).* The STRATMOB Desk determines required fleet sizing at about a 60 to 90 day horizon. The CAT operations personnel take this projected sizing and revises it as necessary to reflect current operations at about a 15 to 30 day horizon. If additional assets are required, procedures as outlined in reference (d) shall be followed. Various acquisition programs must be initiated by MSC *(usually as the result of analysis for projected requirements)* and require close coordination with CNO and MARAD. Especially for the "coercive" programs *(e.g. SRP),* sufficient administrative lead time must be planned.

MESSAGE HANDLING AND FILES

1. Message Files. The following files will be maintained by designated personnel:

    a. AUTODIN

    (1) Incoming Messages - This file will be set up on a daily basis by the CAT Administrative Assistant. All AUTODIN messages routed through the CCC will be filed in DTG order *(during an exercise, "Controller Eyes Only" messages will not be included).*

    (2) Outgoing File - This file also will be set up on a daily basis by the CAT Administrative Assistant. The left hand side of the folder will hold messages which have not been assigned a DTG. Once a DTG is known, the message will be filed on the right side of the folder. If available, the released copy of the DD173 will be used. For readdressals, both the readdressal form *(DD173/2-OCR)* and the readdressed message will comprise the package.

    (3) Reading File - This file includes messages received over the past 24 hours *(i.e., older messages are destroyed on a daily basis)* filed in time or receipt order.

    b. WIN - This file will be set up on a daily basis by the WIN operator in WIN message number sequence.

2. Message Handling. The CAT Leader will ensure that incoming messages for the CCC are picked up by designated personnel and delivered to the Administrative Assistant. In general, the following procedures apply:

    a. AUTODIN

    (1) Incoming Messages - The Administrative Assistant shall pick up copies of messages from the communications center. He will provide the Command Director one copy, CAT Leader two copies, file one copy in the Exercise File-Incoming or Exercise File-Outgoing, and the remaining copy in the Reading File. The CAT Leader will review the messages and pass one copy to the appropriate Action Desk. If more than one desk has an interest, additional copies will be made. The CAT Leader will retain one copy as needed for his/her files.

    (2) Outgoing Messages - The Administrative Assistant shall make a copy of all released outgoing messages before he delivers it to the communications center. Note the filing requirements in paragraph 1.a.(2) above.

b. The WIN operator will maintain a WIN message file in WIN message number sequence. In addition, he will provide the Command Director one copy, CAT Leader two copies, and file one copy in the Reading File for all messages indicating MSC as an action or information addressee. For other messages of interest, the WIN operator will provide the CAT Leader a single copy and request appropriate guidance.

3. Exercises. For exercises, messages will be provided the designated Exercise Controller and assigned data collectors directly from the MSC Communications Center.