

**Emergency Employment of Army and Other Resources  
CRISIS ACTION PROCEDURES**

**History.** This is the initial publication of USARC Memorandum 500-1.

**Summary.** This memorandum contains procedures to be used by Headquarters, U.S. Army Reserve Command (USARC) personnel as part of the Crisis Action Team (CAT) and Emergency Operations Center (EOC).

**Applicability.** This memorandum applies only to USARC Headquarters' personnel assigned or attached to the CAT.

**Suggested improvements.** Recommendations for changes will be forwarded to the Deputy Chief of Staff, Operations (DCSOPS).

**Distribution: C**

FOR THE COMMANDER:

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## Glossary

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## Chapter 1

### General

#### 1-1. Purpose

To establish organization, delineate responsibilities, and outline operational procedures for the USARC Emergency Operations Center (EOC).

#### 1-2. References

Related publications are listed in appendix A.

#### 1-3. Explanation of abbreviations

Acronyms/abbreviations used in this publication are explained in the glossary.

#### 1-4. Explanation of terms

a. Crisis. Any situation, generated externally, that requires special handling and intensive management beyond the normal capabilities of any single staff element within a headquarters. May or may not apply to a specific contingency for which the headquarters already has a plan.

b. Crisis Management. A system of procedures and organizations initiated specifically to deal with a crisis situation, whether large or small, long or short term, that requires extraordinary control and intensive oversight.

c. Emergency Operations Center (EOC). A designated facility or place within the DCSOPS where crisis management takes place.

d. Crisis Response Cell (CRC). A response element, generally less than 10 people, specifically tailored to manage a minor emergency or incident. Operations personnel serve as the nucleus of this cell.

e. Crisis Action Team (CAT). An organization of individuals from the coordinating and special staff sections who are their section's primary action officers and the staff needed to provide the Headquarters with increased capacity, over and above that furnished by Staff Duty Officer or the CRC, to monitor a developing crisis. It is established to respond to real world situations, but also applies to participation in exercises. The CAT does not replace established USARC staff agencies and supporting activities. It provides intensive, dedicated management of a crisis or emergency and is the focal point for all USARC actions involving the crisis or

emergency. It has flexibility to maintain, release, or add personnel in accordance with severity of the crisis.

## Chapter 2

### General Duties and Responsibilities of Crisis Action Team (CAT) Members

#### 2-1. General

a. The CAT will be configured as outlined in appendix C to meet the specific requirements of the crisis, or staffed at lower or higher levels depending on the extent and thrust of the crisis action mission.

b. The mission of crisis management will be executed under the guidance of the Deputy Chief of Staff Operations (DCSOPS). When staff response cells are provided by USARC offices, they will remain under staff supervision of their staff office chief but will report to the DCSOPS through the EOC Director and CAT Chief in the EOC. Staff response cells are authorized to conduct independent coordination with other cells within the CAT. They may also act as liaison between the CAT and their parent staffs if workload expands beyond the capability of the response cell.

#### 2-2. Responsibilities of directors/chiefs

a. Provide augmentation and operation personnel for the EOC (see appendix C).

b. Ensure that designated EOC operation team personnel are on the USARC Security Clearance Access Roster and possess, as a minimum, a SECRET clearance.

c. Ensure all personnel receive training in functional area crisis management/crisis response procedures and are familiar with contingency plans that might be executed during crisis management.

#### 2-3. Crisis Action Team (CAT) responsibilities

a. Coordinate adequate CAT representative support by his/her (home) directorate staff. Advise the CAT Chief concerning unresolved issues.

b. Review message traffic and take action, as appropriate, within their functional areas or as directed by the CAT Chief.

c. Serve as an action officer/point of contact (POC) for their assigned staff office. Action officers should have the authority to act for their staff director for routine matters.. The CAT team chief will assume completion of

necessary coordination by the action officer with his/her directorate.

- d. Attend CAT meetings, as required.
- e. Provide input to the daily Situation Report (SITREP) and other requirements as applicable. (See appendix B)
- f. Prepare reports and staff estimates.
- g. Prepare and present appropriate portion of the daily command briefing.
- h. Prepare shift briefing on all actions completed or pending, and all current suspenses.
- i. Brief/backbrief his/her directorate.
- j. Prepare and submit after-action report on termination of emergency or exercise.
- k. Apply Operational Security (OPSEC) measures as outlined in AR 530-1 and USARC Memo 530-1.
- l. Comply with document security measures.

#### **2-4. The DCSOPS responsibilities**

- a. Expand and operate the EOC as directed by the Chief of Staff (CofS). Overall responsible for crisis management.
- b. Be responsible for staffing to meet levels of crisis management and recommend to the CofS activation of the CAT to meet crisis levels III and IV.

#### **2-5. The EOC director responsibilities**

- a. Report directly to the DCSOPS.
- b. Interface with the Command Group and staff primaries on EOC matters.
- c. Designate the EOC CAT Chief and provides operational supervision of the EOC.
- d. Conduct an annual EOC orientation and contingency plan review.

#### **2-6. The CAT chief/shift leader responsibilities**

- a. Be directly responsible to the EOC Director.
- b. Recommend CAT staffing and shift arrangement.
- c. Enforce CAT policy and procedure.
- d. Serve as the DCSOPS primary EOC representative to MUSARCs.
- e. Supervise and coordinate the operation of his/her CAT shift. As appropriate, has the authority to act for the USARC DCSOPS. Provide overall coordination and direct supervision of staff assigned to the EOC.
- f. Conduct shift change brief.
- g. Review applicable incoming and outgoing messages and correspondence. Correspondence will be reviewed/screened by the admin section for content and structure, and only that requiring team chief review will be forwarded.
- h. Establish priority of actions within the EOC. Task appropriate action officers to accomplish incoming actions and establish suspense dates/times for completion.
- i. Approve outgoing telephone calls that respond to taskers or that direct subordinate command action.

j. Advise EOC Director and DCSOPS of situations requiring command attention.

k. Coordinate all briefings; serve as primary EOC briefing officer. Ensure that all decisions, orders, and taskings are documented, disseminated, and executed. Review and recommend content of the daily command briefing.

l. Ensure classified material is processed and controlled in accordance with AR 380-5.

m. Act as primary action officer for coordination of staff input for the production of the After Action Report (AAR) upon termination of the emergency or exercise.

#### **2-7. Operations officer responsibilities**

- a. Act as chief during CAT Chief's absence and be familiar with the duties and responsibilities of the CAT Chief.
  - b. Coordinate all DCSOPS actions among the DCSOPS action officers and CAT members as appropriate.
  - c. Ensure required reports and responses are prepared and dispatched to meet established suspenses.
  - d. Prepare, coordinate, and present DCSOPS portion of daily command briefings.
  - e. Conduct interface of CAT representatives on EOC issues.
  - f. Receive subordinate command SITREPs and take appropriate action.
  - g. Control status of taskings.
  - h. Prepare and submit the USARC daily SITREP. This function is always priority. If SITREP requirements dictate, an additional DCSOPS officer will be assigned. (See appendix B)
  - i. Maintain status charts and situation maps required by the CAT Chief.
  - j. Supervise and coordinate the operation of a CAT shift in a 24-hour operation.
  - k. Ensure classified material is processed and controlled in accordance with AR 380-5.
  - l. Coordinate all briefings. Serve as primary EOC briefing officer. Ensure that all decisions, orders, and taskings are documented, disseminated, and executed.
- #### **2-8. Operations sergeant responsibilities**
- a. Supervise the physical layout, security, and police of the EOC.
  - b. Ensure current authentication, operations, and emergency action codes are properly maintained and available for use by CAT.
  - c. Be responsible for security and accountability of classified documents within EOC. Maintain the safe and ensure the proper destruction of classified documents.
  - d. Perform duties as OPSEC officer for the EOC.
  - e. Supervise the courier and assistant operations NCOs.
  - f. Control distribution.
  - g. Read all incoming messages and correspondence. Effect and track appropriate routing.

Assist the CAT Chief/OPS Officer in monitoring taskings and determining appropriate action on all incoming correspondence.

- h. Maintain message reading files in marked 3-ring binders.
- i. Receive, edit, and secure release of final copy messages.
- j. Coordinate establishment and control of suspense dates.
- k. Maintain EOC historical files in concert with the Admin NCO.
- l. Establish and maintain map files and applicable charts.
- m. Maintain status charts and situation maps required by the shift leader.
- n. Assist in preparation of Operations Plans (OPLANs) and orders.
- o. Assist in preparation of SITREPs, situation briefings, briefing books, and visitor's reading file.
- p. Assist in presentation of daily situation briefing. Ensure briefing room and resources are ready. Be prepared to brief visitors to EOC.
- q. Coordinate Training and Audiovisual Support Center (TASC) audiovisual requirements.
- r. Provide periodic training of all EOC personnel to maintain proficiency.
- s. Responsible for EOC property. Control the EOC vehicle when provided.
- t. Establish and maintain duty rosters of all shifts and capture workload data for each CAT participant for the duration of operation. Coordinate meals, breaks, and work schedules for CAT members.
- u. Physical Security Officer of EOC.
- v. Primary Lock and Key Custodian.

#### **2-9. U.S. Army Forces Command (FORSCOM) liaison officer responsibilities**

- a. Be directly responsible to the EOC Director.
- b. Attend all staff briefings and shift change meetings in the USARC EOC and at the FORSCOM Operations Center (FOC).
- c. Advise FORSCOM staff on any matters involving the USARC. Investigate status of all actions (actual, potential) which affect USARC units.
- d. Read all USARC distribution. Highlight applicable text.
- e. Maintain a staff journal at the FOC desk.

#### **2-10. Security/assistant operations sergeant responsibilities**

- a. Control access to the EOC to only those personnel on the EOC Access Roster or visitors cleared by the CAT Chief.
- b. Maintain EOC Access Roster.
- c. Control visitors' log.
- d. Coordinate escort of visitors.
- e. Inspect all packages, briefcases, and other closed containers of personnel departing EOC for classified or

unauthorized items. Inform Operations Sergeant of any attempt to remove classified or unauthorized items from EOC.

- f. Make visual verification of classification access level.
- g. Maintain classified document control logs.
- h. Provide classification, downgrading, message cancellation, and exercise message marking instructions for CAT members.
- i. Execute appropriate document control/routing and distribution.
- j. Act as a message courier and perform other administrative and clerical functions as determined by the Operations NCO.
- k. Assist the Operations NCO in keeping reports, charts, maps, etc.
- l. Assist the Operations Sergeant in orderly close-out of EOC upon termination of operation.
- m. Assist the Operations Sergeant in physical security of the EOC.
- n. Serve as door guard as required.
- o. Be familiar with the duties of the Operations Sergeant and courier.
- p. Maintain key control for work stations, and Secure Telephone Unit IIIs (STU IIIs).
- q. Operate Worldwide Military Command and Control (WWMCCS) equipment located in the EOC.
- r. Operate and maintain satellite television system, monitor Cable News Network (CNN), and prepare videotapes of significant news segments for use during briefings, or as appropriate.
- s. Operate and monitor high frequency (HF) radio (when installation is completed).
- t. Possess a valid Top Secret (SBI) clearance.

#### **2-11. Administrative noncommissioned officer/clerk typist responsibilities**

- a. Manage staffing of admin cell.
- b. Maintain EOC computer local area network (LAN) system
- c. Establish administrative support priorities.
- d. Consolidate Staff Journal input. Maintain Staff Journal binder.
- e. Coordinate administrative support through attached admin support personnel.
- f. Maintain EOC historical files.
- g. Supervise the CAT administrative personnel in their functions.
- h. Establish and maintain a consolidated list of Points of Contact (POC), telephone directories/organization directories for CAT membership, and supporting headquarters and agencies.
- i. Maintain a message/correspondence/telephone or verbal conversation record file.
- j. Maintain the action officer suspense file.
- k. Determine and coordinate means of transmission for outgoing messages.
- l. Maintain the EOC reference library.

m. Requisition supplies and the maintenance of equipment, including STU IIIs, telephones, safe combinations, copiers, shredders, computers, and typewriters.

n. Maintain an adequate supply of blank forms.

o. Monitor housekeeping of the EOC.

p. Act as Operations NCO during periods of reduced manning or in the absence of Operations NCO/Assistant Operations NCO.

q. Control/issue expendable supplies.

r. Coordinate with staff for duty personnel in the CAT and maintain the duty roster of personnel working in the CAT.

## **2-12. Courier responsibilities**

a. Must have a Top Secret Security Clearance and a DD Form 2501, Courier Authorization.

b. Receive and deliver classified documents within the Headquarters and immediate area, including but not limited to, FORSCOM, 2d U.S. Army, 3d U.S. Army, and 81st ARCOM.

c. Pick up, account for, and pass distribution to the Operations Sergeant. Pick-up will be from the FORSCOM Liaison Officer, WWMCCS, and EOC Director.

d. Coordinate with the Admin SGT within the scope of courier responsibilities. In coordination with the Operations Sergeant, the courier will serve as backup to the Admin SGT.

e. Serve as a clerk typist as required.

f. Serve as door guard as required.

g. Provide support to the operations/assistant operations NCOs as required.

## **2-13. Mob/deploy representative responsibilities**

a. Provide mobilization/deployment assistance to USARC staff and Major United States Army Commands (MUSARCs) in executing operations.

b. Monitor the demobilization process.

c. Develop/coordinate initiatives which enhance the mobilization process.

d. Monitor the Mobilization Station Planning System (MSPS) for accuracy and make recommendations as necessary.

e. Monitor the Mobilization Planning and Execution System (MPES) documents for unit additions, deletions, or increment changes.

f. Provide update information/corrections to MPES documents as needed.

g. Coordinate mobilization/demobilization station (MOB/DEMOB) arrival dates and MOB/DEMOB station changes as necessitated by crisis conditions.

h. Monitor MOB/DEMOB Assistance Team (MAT/DEMAT) requirements at MOB/DEMOB stations.

i. Monitor the progress of unit validation for deployment, and the orderly and accountable return of the same units to a demobilized and reserve status.

j. Coordinate with MUSARCs/MOB station on unit actions in preparation for movement to MOB/DEMOB station.

k. Prepare the Daily Mobilization Status Reports.

l. Develop plans specifically focused to potential contingencies, including Contingency plans (CONPLANS), OPLANS.

m. Serve as the primary interface with FORSCOM G-3 Plans staff in coordination with the FOC liaison.

n. Provide WARTRACE information.

o. Provide information relating to all components (COMPO 1, 2, 3).

p. Develop Army Survivability Recovery Reconstitution System (ASRRS) requirements including Continuity of Operations (COOP). Coordinate requirements for execution with the CAT Chief/Chief, Operations Branch.

## **2-14. Readiness Branch representative responsibilities**

a. Provide WWMCCS support.

b. Provide current unit readiness data as required.

c. Conduct test alerts as directed.

d. Direct and coordinate USARC requirements to the FORSCOM Emergency Action Procedures (EAP).

e. Perform readiness analyses and assessments of unit capability for mobilization/deployment and other contingencies.

## **2-15. Training representative responsibilities**

a. Validate, recommend individuals and/or units for activation based on training status/record.

b. Maintain current listing of Annual Training (AT) sites, dates, and activities of units on contingency plans to include contingency plans for moving AT as necessary to meet the exigencies of the situation.

c. Monitor effects of activation's on other training missions and recommend changes in AT schedules, as required.

d. Monitor MPES and FORSCOM 5-Year Exercise/Overseas Overseas Deployment Training (ODT) Plan.

## **2-16. Military Support to Civil Authorities (MSCA) representative responsibilities (see appendix F)**

a. Direct and coordinate USARC requirements to the FORSCOM Emergency Action Procedures (EAP).

b. Provide CAT training in emergency response procedures.

c. Coordinate with CONUSAs regarding employment of all required Emergency Preparedness Liaison Officers (EPLOs).

d. Coordinate funding requirements for liaison personnel with appropriate agencies (MUSARCs, Army Reserve Personnel Center (ARPERCEN)).

e. Serve as functional expert liaison with all non-FORSCOM agencies. Coordinate FORSCOM issues through CAT Chief and the FORSCOM liaison officer.

f. Serve as proponent for Command Continuity of Operations Plan (COOP). Manage emergency action procedures and augmentation procedures.

g. Ensure all personnel receive training in crisis management/crisis response procedures and are familiar with contingency plans that might be executed during crisis management.

h. Provide augmentation and operation teams for 24-hour coverage to the EOC (see appendix C).

## **2-17. HQS, USARC staff responsibilities**

### *a. The DCSPER representative will:*

(1) Provide the EOC with necessary personnel information and unit statistics to support mobilization and other crisis action plans.

(2) Coordinate with other EOC cells on personnel issues.

(3) Maintain strength and accountability data using the SIDPERS data base and all applicable Unit Status Reports and update reports available.

(4) Operate/maintain SIDPERS-USAR to support personnel redistribution/realignment.

(5) Maintain report status of Military Occupational Specialty Qualified (MOSQ) for all units with potential for activation. Report MOSQ of activated units.

(6) Maintain coordination with the ARPERCEN on current status of the Individual Ready Reserve (IRR).

(7) Execute requirements for individual Temporary Tour of Active Duty (TTAD) orders.

### *b. The DCSLOG representative will:*

(1) Prepare input to EOC actions within the DCSLOG area of responsibility.

(2) Analyze Unit Status Report, including appropriate action to correct deficiencies (ex. ES, ER).

(3) Analyze current status of the Automated Unit Equipment List.

(4) Review incoming logistics message traffic, reports, and correspondence; and take or assign action to logistics proponent.

(5) Maintain logistical data on supply, transportation, maintenance, and materiel readiness.

(6) Track logistics readiness of units in the process of mobilization and/or other contingencies.

(7) Coordinate to determine necessary actions (cross-leveling, redistribution of excess, taking equipment from inactivating units) to bring units up to acceptable readiness standards.

(8) As appropriate, coordinate locating, funding, checking, moving, deploying, and recovery of equipment.

(9) Coordinate movement information with Operations Cell.

(10) Coordinate daily with EOC staff movement personnel at FORSCOM, The Adjutant Generals (TAGs), and Mob Stations, based on message traffic and SITREPs.

(11) Produce a daily report describing current unit movement status for air, rail, and sea moves.

(12) Maintain telephone directory of movement POCs at FORSCOM, Military Traffic Management Command (MTMC), Air Mobility Command (AMC), U.S. Transportation Command (TRANSCOM), and installations (Mob Stations).

(13) Coordinate the disposal of equipment and supplies remaining at facilities after unit deployment.

### *c. The PAO representative will:*

(1) Monitor message traffic and actions in the CAT for public affairs issues.

(2) Advise the Operations Cell on public affairs issues or effects of proposed actions.

(3) Respond to queries from news organizations, businesses, community organizations, private citizens, and subordinate and higher headquarters PAOs. Such responses and any media briefings will be conducted outside the EOC to keep public information actions from interfering with EOC operations and OPSEC. Release of information about EOC operations requires coordination with DCSOPS.

(4) Serve as release authority for all USARC public information in accordance with published PA Guidance (PAG), FORSCOM Mobilization and Deployment Planning Systems (FORMDEPS), and to AR 360-5.

(5) When required or directed, prepare PAG on current issues in accordance with DOD, DA, and FORSCOM PA directives. In the absence of pre-established guidance, create and provide appropriate guidance to MUSARCs.

(6) Prepare PA section of USARC SITREP.

Maintain media query log to track issues for the SITREP.

(7) Prepare the PAO portion of all plans and orders.

### *d. The DCSCOMPT representative will:*

(1) Advise the CAT Chief on all DCSCOMPT issues.

(2) Review incoming resource management message traffic, reports, and correspondence, and take action, or assign action to appropriate resource management proponents.

(3) Prepare correspondence relative to DCSCOMPT issues for approval by the CAT Chief.

(4) Ensure fund limitations are not exceeded without prior approval of higher headquarters.

(5) Maintain official record of expenditures.

(6) Coordinate EOC budget development/execution.

(7) Issue procedures for reimbursements.

Coordinate and consolidate billings based on taskings issued by this Headquarters. Forward billings to appropriate agency for reimbursement.

### *e. The DCSFOR representative will:*

(1) Provide Force Structure assistance.

(2) Provide tables of organization and equipment (TOE), modification table of organization and

equipment (MTOE), and full-time support (FTS), tables of distribution and allowances (TDA) documents as required.

(3) Provide current USARC troop list with UIC, SRC, current MTOE, next document change type/date, location, and manpower required/authorized, including full time support.

(4) Provide TOE, to include the TOE mission statements/capabilities/limitations.

(5) Provide Force Modernization guidance and/or assistance in issue resolution. Serve as the USARC's origin staff agency for all matters involving fielding or redistribution of Force Modernization equipment.

(6) Provide technical branch specific unit data as required.

(7) Coordinate with appropriate DCSFOR staff elements to provide information regarding all aspects of Force Development activities (Force Integration/Force Modernization, Force Structure/Stationing, Manpower, Documents).

*f. The DCSINT representative will:*

(1) Serve as the CAT intelligence officer.

(2) Analyze intelligence message/traffic dealing with enemy forces inside or outside the USARC area of operations and interest.

(3) Maintain interface with FORSCOM Intelligence Center (FIC), Regional Training Site-Intelligence (RTS-(I)), and Military Intelligence Detachments (Strategic) for additional intelligence information.

(4) Coordinate briefing the CG on the current intelligence situation.

(5) Maintain interface with FORSCOM G2 for current requirements and other intelligence data.

(6) Advise concerning applicable security requirements.

(7) Advise Operations Cell and other staff sections of significant changes in the intelligence situation.

(8) Keep a journal of significant intelligence events for passing to the next shift.

(9) Post situation map and charts reflecting all known enemy/friendly units in the area of operations.

(10) Provide damage assessment information to the EOC commander and his staff during a natural catastrophe.

(11) Prepare daily intelligence summary (INTSUM).

(12) Act as EOC Communications Security officer.

(13) Will provide the weather information in the EOC on a continuing basis (see para 4-8).

*g. The SJA representative will:*

(1) Provide legal advice and guidance to the CAT.

(2) Provide advice on the legality of military support to civil authorities to include the use of military

personnel, equipment, and other resources in contingency operations with or without a declared emergency and/or mobilization.

(3) Assist in formulating and disseminating rules of engagement.

(4) Review actions for legal sufficiency and compliance with pertinent laws and regulations.

(5) Advise the CAT on legal plans, policies, and procedures.

(6) Make recommendations concerning personnel and training readiness of legal assets.

(7) Provide guidance, instructions, and procedures for mobilization/deployment and redeployment/demobilization of legal organizations and individuals.

(8) Coordinate with the mobilization stations in legal Preparation for Overseas Movement (POM) requirements.

(9) Plan post-mobilization legal training for RC legal organizations.

(10) Work with installations to determine legal requirements which could be backfilled with legal assets.

(11) Provide liaison to family members of deployed soldiers in coordination with USAR Soldier and Family Support Branch and MUSARC Family Support Groups.

(12) Provide other legal support as directed.

*h. The DCSIM representative will:*

(1) Prepare/obtain Signal Operating Instructions (SOI) for use with HF radio.

(2) Provide additional personnel computers (PC) and peripherals, as required.

(3) Coordinate telephone and phone line requirements for the EOC.

(4) Plan for and provide backup equipment for telephones, STU IIIs, copiers, and facsimile (FAX) machines.

(5) Provide necessary administrative services on a 24-hour basis to include mail and distribution, FAX, and secure voice (STU III) services.

(6) Coordinate priority handling of messages pertaining to contingencies or exercises (e.g., FLASH or IMMEDIATE messages) and facilitate rapid distribution of documents.

(7) Coordinate and submit special DCSIM peculiar EOC requirements to FORSCOM.

(8) Coordinate with the installation Directorate of Information Management (DOIM) and other agencies to satisfy local Defense Switched Network (DSN), additional HF support by the Military Affiliated Radio system (MARS) station, maintenance on communications equipment, and any other communications requirements that arise.

(9) Process outgoing classified material through the United States Postal Service (USPS).

(10) Consolidate input from EOC personnel and publish frequently called telephone numbers for the EOC telephone directory.

- (11) Maintain communication charts and diagrams with current information on existing systems.
- (12) Provide technical assistance and advice on automation issues.
- (13) Obtain current Communications-Electronics Operating Instructions (CEOI) as necessary.
- (14) Assist in the procurement and operations contracts of pagers and cellular telephones for EOC personnel.
- (15) Contact DOIM or contractor for telephone service.
- (16) Establish procedures for classified FAX network.
- (17) Coordinate with Headquarters TOP SECRET Control Officer or alternate, located in DCSIM, to bring TOP SECRET documents under control.
  - i. The DCSENG representative will:*
    - (1) Determine the size, rapidity of expansion, and extent of projected crisis to advise FORSCOM and MUSARC engineers of the situation pertaining to engineer assets in their area of responsibility.
    - (2) Monitor the closing and turn-in to the supporting installation, all USAR facilities vacated by units mobilizing and begin planning for follow-on phases of mobilization. Coordinate with DCSLOG concerning the disposal of equipment remaining.
    - (3) Monitor all requests for alternate uses of vacated facilities.
    - (4) Monitor the termination of leases and permits for USAR facilities being vacated by mobilized units.
    - (5) Review and validate all Military Construction Army Reserve (MCAR), Minor Military Construction Army Reserve (MMCAR) projects, and real estate acquisitions.
  - j. Aviation representative will:*
    - (1) Advise the CAT on Army Aviation matters.
    - (2) Manage the Flying Hour Program during a contingency.
  - k. Chaplain representative will:*
    - (1) Coordinate utilization of chaplains and chaplain assistants (Unit Ministry Teams (UMT)) during crisis situations.
    - (2) Determine the size and extent of projected crisis to advise chaplains of the situation pertaining to chaplain or UMT coverage in their area of responsibility.
    - (3) Design and implement, through staff chaplains, chaplain coverage at home station for all units being mobilized or utilized to meet the needs of a crisis situation.
    - (4) Monitor chaplain support for families in cooperation with MUSARC Family Support Program.
    - (5) Provide weekly update information to MUSARC chaplains to keep them and UMT abreast of the situation.
    - (6) Provide weekly input to FORSCOM (technical chain) for coordination and implementation of chaplain activities in crisis situations.

- (7) Assist in redistributing chaplains to meet the crisis situation filler/cross-leveling priorities of the Chief of Chaplains.
- (8) Maintain updated roster of all USARC chaplains and assistants to meet the needs of units involved in crisis situations.
- (9) Coordinate with affected MUSARCs in requirements for notification of next of kin.
  - l. Surgeon representative will:*
    - (1) Advise the commander on medical plans, policies, and procedures for RCs.
    - (2) Make recommendations pertaining to readiness concerning personnel, training, equipment, and military occupational specialty (MOS) qualifications of medical RC units.
    - (3) Provide guidance, instructions, and procedures for mobilization/deployment and redeployment/demobilization units and individuals.
    - (4) Respond to issues/brief associated with class VIII, medical.
  - m. Provost Marshal representative will:*
    - (1) Review force protection message traffic and evaluate the terrorism counteraction programs and provide guidance and assistance as required.
    - (2) Integrate intelligence, counterintelligence, criminal intelligence, operations security (OPSEC) information, physical security, and security activities into terrorism counteraction planning and exercises.
    - (3) Maintain interface with the FORSCOM PM offices to ensure a smooth flow of military police (MP) information.
    - (4) Maintain liaison with U.S. Army Criminal Investigation Command (USACIC).
    - (5) Coordinate personal protective services for general officers and other high risk personnel (HRP) as required.
    - (6) Coordinate criminal investigative support to prevent or respond to a terrorist incident.
    - (7) Coordinate to provide trained hostage negotiations.
    - (8) Maintain liaison with the Federal Bureau of Investigation (FBI) and other civilian law enforcement agencies.
    - (9) Oversee the security of USAR installations facilities, sensitive material, and designated key personnel to protect the same from criminal threats and terrorists activities.
    - (10) Coordinate requirements associated with key asset protection.
  - n. The IG representative will:*
    - (1) Focus on oversight activities to provide the CG with information on mobilization effectiveness and redress of problems through mobilization and into the subsequent stages.
    - (2) Advise the commander on trends, systemic problems, state of morale, discipline, efficiency, and economy of units assigned to USARC and make recommendations as required.



(3) Coordinate with MUSARC IGs and higher with IG related issues.

*o. The IRAC representative will:*

(1) Provide real-time audit capability to Commander, USARC, MUSARCs, and other subordinate commands.

(2) Provide liaison with external audit organizations conducting audits of USARC areas of responsibility.

(3) Assist DCSPER in identifying personnel in the USARC that are qualified to serve as auditors based on civilian acquired skills. There is no MOS or additional skill identifier (ASI) for auditors in the Army personnel system.

*p. Safety representative will:*

(1) Provide guidance and assist in developing and integrating safety in USARC operations to include-

(a) Statutory Compliance/Liability Limitation.

(b) Safety guidance to the USARC commander and subordinate MUSARC commanders.

(c) Safety information to other staff sections.

(2) Coordinate with higher headquarters, other MACOMs, U.S. Army Safety Center, and civilian agencies to ensure the following current safety procedures are understood and followed:

(a) Assessing Mission Risks.

+ Identify safety related mission risks.

+ Determine special safety procedures for area of operations.  
+ Conduct risk assessment of high risk missions (i.e., rail loading, night/mountainous convoys, movement of hazardous cargo, self-deployment of aviation assets), and develop mission supportive risk reduction alternatives.

+ Review pre-accident plans.

+ Identify system defects which may result in accidents.

(b) Develop countermeasures.

+ Analyze previous accident and incident

reports for cause factors and lessons learned.

+ Investigate accidents and incidents to identify

cause factors.

+ Develop operational procedures to assure

safety function supports operational needs.

(c) Train and educate.

+ Conduct special safety briefings/seminars.

+ Provide accident prevention guidance for

SOPs and pre-accident plans.

+ Distribute lessons learned from previous

accidents.

*q. Historian representative will:*

(1) Advise the CAT on all historical matters to include plans, policies, and procedures.

(2) Provide guidance, instructions, and procedures for mobilization/deployment of military history detachments, and the disposition of historical documents and historical artifacts.

(3) Provide a historical perspective to CAT decision-making in all planning and implementation processes.

## **Chapter 3 Security**

### **3-1. General**

a. The USARC EOC is located in building 1800, 3800 North Camp Creek Parkway SW, Atlanta, GA. The EOC is normally a sensitive working area and upon activation, becomes a restricted area (i.e., a classified working area).

b. When activated, the EOC will be manned by the USARC CAT or a portion thereof, as determined by the USARC DCSOPS and/or Chief of Staff. The manning level will be determined by the situation and the direction of the USARC DCSOPS. The CAT members will initiate, coordinate, and monitor actions in their area of responsibility and act as the personal representative of their staff section chief.

c. Unescorted access to the EOC is limited to those documented on the CAT Access Roster.

d. Security personnel are responsible to the EOC Operations NCO. The CAT Chief will determine shift requirements. The security personnel will verify the identity and clearance of all personnel entering the EOC. The EOC Operations NCO will maintain the EOC Access Roster of personnel authorized access, and will control entry into the EOC.

e. All packages, briefcases, and closed containers will be checked by the Assistant Operations NCO to ensure that no controlled documents leave the EOC area, and that they contain no unauthorized items before entering the EOC area. No equipment or materials will be brought into the EOC without the approval of the EOC CAT Chief. Classified documents coming into or out of the EOC must be wrapped in accordance with AR 380-5, and personnel must have courier orders in their possession.

f. All personnel on the access roster will have their USARC electronic badges precoded for access to the EOC. The USARC Security Manager and DCSINT will be furnished access rosters and all changes.

g. All CAT members require a Secret security clearance.

h. Visitors not on the access roster will be cleared through the CAT chief prior to the visit. The visitor will be identified by the CAT chief at the EOC entrance, and required to sign in. The visitor will be escorted by an EOC representative throughout the visitor's stay in the EOC. Upon departure from the EOC, visitors will sign out with the assistant Operations NCO at the EOC entrance.

### **3-2. Classified material**

a. Provisions of AR 380-5 apply to all document handling, processing, storage, and transmissions.

b. All classified documents will be logged in when received, placed in properly marked file folders, and maintained in a safe within the EOC by the assistant operations NCO. The assistant operations NCO will control classified documents. Except reading files, classified documents will not be taken from the EOC without permission of the EOC CAT Chief, and only when properly marked and wrapped in accordance with AR 380-5. Each shift member will make a daily check to ensure that security directives and control procedures are being followed.

(1) TOP SECRET Material. TOP SECRET documents may be maintained in the EOC provided the action officer concerned is actively using the document. TOP SECRET documents will not be stored in the EOC. TOP SECRET documents will remain continually under control or will be transferred to the USARC TOP SECRET Document Repository. Top Secret documents will be transferred to the TOP SECRET document custodian in the Admin Policy and Services Division of the DCSIM.

(2) SECRET Material. SECRET documents may be removed from the EOC with the approval of the CAT chief.

(3) Other Classified Material. All other documents may be removed from the EOC area without approval of the CAT chief.

(4) Classified waste containers will be provided by the Assistant Operations NCO in the EOC. Containers will be emptied and waste stored until there is an adequate amount for destruction.

(5) ALL CONFIDENTIAL, SECRET, and TOP SECRET documents will be properly safeguarded, returned to, and accounted for by the administrative section when no longer required for reference. Classified waste will be placed only in appropriately marked containers for destruction.

c. Reproduction.

(1) The CAT Chief and his/her deputy are the immediate approving authority for the reproduction of classified material up to SECRET.

(2) The CAT will not reproduce TOP SECRET materials, foreign classified, or classified documents marked with control numbers or special dissemination instructions without consent from the originating agency. The TOP SECRET Control Officer, located in DCSIM, must be consulted prior to reproduction of TOP SECRET material.

(3) Reproduction of classified documents is authorized within the EOC, however, all copies of classified documents will be recorded on a DA Form 3964 (Classified Document Accountability Record). Signed copies of the DA Form 3964 will be maintained by the Assistant Operations/Security NCO.

(4) After reproducing classified documents, the CAT staff will burn five blank copies to clear potential latent images from the copier drum, secure all classified

materials, and then return authorizing DA Forms 3964 to the EOC Admin NCO.

(5) The CAT Admin NCO retains DA Forms 3964 on file for 2 calendar years and furnishes a copy to DCSINT.

(6) After reproduction, ensure that the appropriate classification appears on all copies, including the original, and on the back of the last page.

d. Secure FAX. Paperwork will be handled in accordance with the same regulations as other classified material. Only approved, secure FAX machines will be used to transmit classified information.

e. Securing classified material.

(1) The CAT leaves no classified material unsecured during periods the Operations Center is not operational.

(2) The CAT observes a clear-desk policy at close of business (COB) or shift change each duty day.

(3) The CAT assistant operations NCO conducts daily COB security checks, and ensures the Operations Center is secured during periods the Operations Center is not operational.

(4) Classified custodians (appointed on written orders) account for all classified holdings, and ensure classified security containers are locked at COB each duty day.

### **3-3. Emergency safeguarding of classified material plan**

a. When circumstances permit, secure classified material as follows:

(1) Place all classified material into the nearest General Service Administration (GSA) approved container, lock the container, and vacate the building or seek shelter as indicated in para 3-3c of this memorandum.

(2) The operations NCO and the shift security representative will ensure all safes within the agency are locked prior to vacating the building.

b. When circumstances do not permit, secure classified material as follows:

(1) Gather all classified material in your work area and handcarry it with you as you vacate the building or seek shelter.

(2) Upon reaching your assembly point, all personnel hand carrying classified material will notify the operations NCO or Watch Officer. The operations NCO or Watch Officer will take charge of the classified material or, at a minimum, provide the individual with instructions on protecting the material.

(3) In the event of an urgent evacuation of the building, it may be necessary to leave classified material unsecured in the building. The individual leaving the unsecured classified material will advise the operations NCO or Watch Officer as soon as possible after exiting the building and reaching safety. The operations NCO or Watch Officer will then advise the DCSINT CAT

representative of all classified material which was not secured.

c. Based on the circumstances requiring evacuation, the Watch Officer or operations NCO will determine the assembly point.

d. Employees will acquaint themselves with this plan and periodically review and execute it when conditions warrant.

### **3-4. Routine destruction of classified information**

a. The CAT accounts for and destroys classified materials (other than TOP SECRET) on a daily basis during operations and exercises. TOP SECRET will be destroyed only by the TOP SECRET Control Officer or the alternate TOP SECRET Control Officer.

b. The CAT selectively purges its classified holdings annually (on/about 1 April). During the annual review, classified custodians (appointed on written orders) selectively identify material for destruction, and coordinate with the CAT Operations NCO to clear selected documents from the Classified Document Register and complete destruction.

c. Documents logged into the Classified Document Register are identified and cleared from the log before they are destroyed.

d. The CAT Operations NCO acts as the EOC collection, processing, and destruction agent for classified materials.

e. At the end of each operation or exercise, the CAT accounts for all cumulative classified materials.

(1) Section chiefs selectively identify classified materials for destruction.

(2) The CAT Operations NCO processes and destroys selected classified materials accordingly.

### **3-5. Physical security**

Physical security is the responsibility of the USARC Provost Marshal. Fire, bomb threats, attempts to force access to the EOC, and other matters of physical security will be handled in accordance with the USARC Physical Security SOP.

### **3-6. Access after duty hours**

a. The EOC Operations Sergeant is responsible for identifying and scheduling EOC staff members for non-duty hours access POC.

b. The designated POCs will be members of USARC DCSOPS and have entry access to the EOC safe.

c. The USARC SGS will provide the SDO with a roster for use in contacting EOC staff on weekends.

d. A copy of the roster will be distributed through the DCSOPS to the SGS and to the EOC director, all affected EOC staff and the FOC.

### **3-7. Counter-Terrorism**

During a Terrorist Threat Condition (THREATCON) BRAVO, consideration will be made to augment the Assistant Operations/Security NCO with military police at the EOC entrance and/or the entrance to building 1800 (see appendix E).

### **3-8. Security manager**

The Operations Sergeant is designated the EOC security manager and is responsible for supervision of all EOC security matters.

### **3-9. Automatic data processing equipment**

a. The EOC processes classified information using Automatic Data Processing (ADP) systems accredited by DCSINT.

b. The EOC appropriately marks all ADP software used to process classified information, using SF 707, Classified Material, adhesive labels, or stamp imprint.

c. Only personnel with verified clearance and access have authority to process classified information using accredited EOC ADP systems.

d. The Assistant Operations NCO controls access to all ADP systems accredited to process classified information, and authorizes other CAT personnel to process classified information on a strict case-by-case basis.

e. The Assistant Operations NCO accounts for and secures all classified software before COB each day.

f. The Assistant Operations NCO verifies status of all classified ADP systems and software during final COB security checks, and initials Standard Form 701, Activity Security Checklist, accordingly.

g. All computer floppy disks and typewriter ribbons will be labeled to reflect the highest classification of data stored or utilized on them.

h. Storage of classified floppy disks/components will be the responsibility of each staff office.

i. NEVER SAVE CLASSIFIED INFORMATION TO HARD DISKS, unless it is a removable hard disk specifically designated and approved for such storage by the DCSINT/DCSIM.

j. Privacy Act, For Official Use Only (FOUO), and sensitive information will be processed ONLY on systems accredited as Unclassified Sensitive 2 (US2) or higher.

k. All software, hard disks, and floppy data disks brought into the EOC will be checked with the approved anti-virus program before release for use in the EOC.

l. No personally owned equipment or software, to include laptop computers, will be introduced into the area of crisis action operations.

m. Under no circumstances will Automated Information System equipment, software, or floppy disks be moved from their location.

## **Chapter 4**

### **Operations Procedures**

#### **4-1. General**

a. The USARC Commander, DCG, Chief of Staff, or DCSOPS will direct the activation level of the EOC when, in their judgment, a situation exists which warrants the concentrated and ongoing activity of the USARC staff. The Commander, upon the recommendation of his staff, based upon an analysis of

the situation, will determine whether the entire EOC should be activated, or just a portion of it.

b. Upon activation, a message will be prepared in the EOC and dispatched to FORSCOM and to the MUSARCs advising them of the activation. Prior to termination of augmented staffing, a message will be dispatched to the same addressees advising them of the anticipated stand down and the effective time.

c. Exercises. In the case of an exercise, the same procedures will be used, except that the appropriate code words as indicated in FORSCOM Reg 500-3-3 will be used during notification, and the log will be identified with the exercise name at the top and bottom of each page.

d. Upon termination of EOC activities, CAT members will be released by the chief after administrative requirements and all requirements of the stand-down checklist at appendix G (para G-3) are satisfied.

e. Quarterly, each staff office will be requested to update the list of personnel from their office designated as CAT members and other personnel authorized access to the EOC.

#### **4-2. Preparatory, alert, and mobilization process**

##### **a. General.**

(1) This document (see format at fig 4-1) provides the process to be used for mobilization planning, alert of USAR units, and actual mobilization.

(2). When a world situation occurs that could require the USARC Headquarters to increase its level of crisis action planning, that source of information may come by one of several sources, (e.g., news reports, FORSCOM, OCAR).

b. Once notification is received of possible USAR unit involvement or call-up, Operations Branch and Mobilization/Deployment/Plans Branch will increase their activity with their FORSCOM counterparts. Once a troop list is developed to support the Operations Plan, USARC will receive it from WWMCCS or hard copy. The USARC will detail a full-time Liaison Officer to the FORSCOM Operations Center. It is critical that effective channels of communication are opened to FORSCOM and OCAR. All communications regarding mobilization will be channeled through the EOC for control and visibility of all actions.

c. The USARC Headquarters will activate a Crisis Response Cell (CRC) consisting of representatives, as a minimum, from DCSPER, DCSLOG, and DCSOPS. The purpose of the CRC will be:

(1) DCSPER. Review the personnel readiness of units currently identified on the Time-Phased Force Deployment Data (TPFDD), and develop plans for eventual personnel cross leveling.

(2) DCSLOG. Review the logistical readiness of units currently identified on the TPFDD, and develop plans for eventual cross-leveling of equipment.

(3) DCSOPS. Review the overall readiness of units currently identified on the TPFDD and, in conjunction

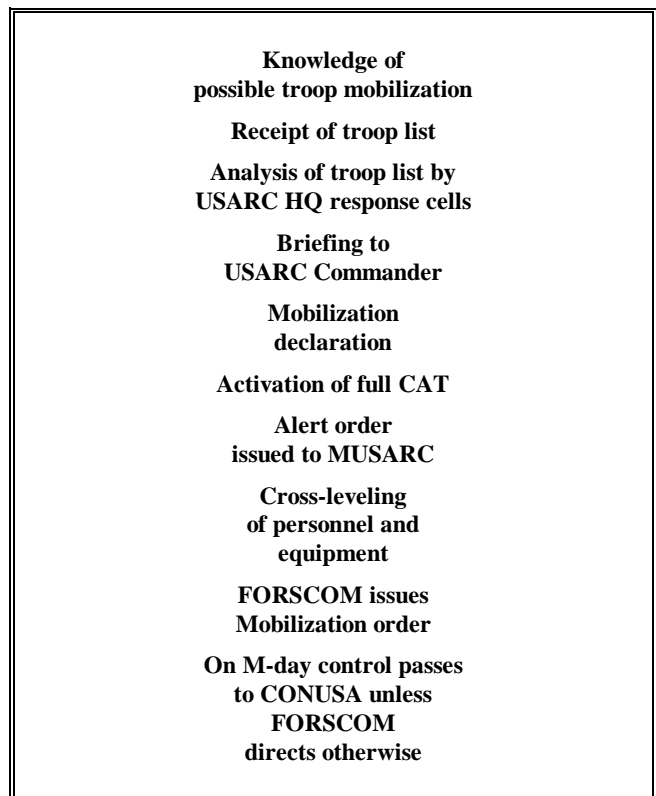
with recommendations from DCSPER, DCSLOG, and DCSFOR, make recommendations concerning unit activation or replacement.

d. As the crisis intensifies, the EOC will form an administration cell to consolidate data, prepare draft alert orders, and prepare briefings.

e. Upon declaration of mobilization by the President, the Secretary of Defense will direct the military departments to order Reservists to active duty and will make a general public announcement at F-hour. Headquarters, Department of the Army, will issue the alert notification to FORSCOM between F-hour and F+12 hour. At this time, if not earlier, the CAT will be activated and the USARC Emergency Operations Center (EOC) will commence full operation.

f. Upon receipt of the actual alert order from FORSCOM, the EOC will publish the alert order via WWMCCS (secure FAX for those MUSARCs without WWMCCS) and simultaneously telephonically alert the MUSARC(s). The Personnel, Operations, and Logistics Cell will commence any cross-leveling that may be required.

g. Based on FORMDEPS, the CONUSA, and/or USARC is responsible for issuance of the mobilization order and cross-leveling activity will cease upon the effective date of unit mobilization. On the date of mobilization, command and control passes to the CONUSA.



**Figure 4-1, Preparatory, Alert, and Mobilization Process**

#### 4-3. Staff actions

a. Streamlined staff procedures are required during emergencies and war because of a significant increase in the volume of decisions to be made.

b. Directors/chiefs should delegate signature and coordination authority to the lowest level consistent with mission requirements.

c. The requirement for formal written concurrence should be held to a minimum. Coordination will be accomplished by the quickest and most informal method appropriate to the subject and its security classification.

d. Review of all actions should be kept at the lowest level consistent with guidance, review requirements, and control.

e. Continuity of Operations. To the maximum extent possible, continuity of experienced personnel will be maintained within the CRC/CAT. Personnel will be assigned to a staff response for the duration of the crisis or until the DCSOPS terminates the CAT requirement.

**4-4. Alert order template.** See appendix B, para B-4.

#### 4-5. Briefings

An orientation briefing for the assembled CAT will be conducted by the CAT Chief prior to field notification of the activation of the EOC.

#### 4-6. Levels of crisis management

a. The USARC employs four crisis management levels.

(1) Level 1. Normal operations. Routine actions conducted by the Headquarters at the manning level prescribed in the USARC Table of Distribution and Allowances (TDA) conducted during the normal duty day by DCSOPS personnel. Monitor and maintain routine communications with all applicable commands; ensure whereabouts of key personnel are known. The EOC is staffed 0730-1630 with normal EOC staffing.

(2) Level 2. Emerging situation that will require expanded operations on a continuing basis for more than one day. Crisis Response Cell (CRC) is formed which may include personnel from other staff sections. The EOC is staffed 0700-1800 with enhanced EOC staffing from Operations Branch.

(3) Level 3. Continuing large scale situation requiring long-term manning which requires full integration of all other USARC elements to supplement the EOC. The CAT is established. The EOC is staffed 24-hours.

(4) Level 4. National emergency or disaster situation requiring full participation of the Headquarters. The Full Crisis Action Team (FCAT) is formed. The EOC is staffed 24-hours with enhanced EOC staffing from all Headquarters directorates. The FCAT will operate on at least two shifts.

b. A crisis can begin at any level. Unless otherwise noted, actions conducted at a lower crisis level will be incorporated to the next higher crisis level as the situation requires.

#### 4-7. The EOC operation

a. When the EOC is operated 24-hours a day, it may be staffed on the basis of two 12-hour shifts or three 8-hour shifts. Normally two 12-hour shifts will be in effect during short duration situations, and three 8-hours shifts will be used during extended situations. Duty hours for each shift are as follows:

<i>Extended</i>	<i>Short Duration</i>
Shift 1: 0700-1900	Shift 1: 0700-1600
Shift 2: 1900-0700	Shift 2: 1600-2400
Shift 3: 2400-0700	

b. Shift Changeover Procedures. When crisis management requires round-the-clock operations, changeover between incoming and outgoing shifts will be required. To ensure continuity of operations, the CAT Chief will require a changeover orientation be conducted at the cell and individual level between incoming and outgoing shift personnel. Incoming personnel will remain through the shift change briefing. This time will serve to enhance continuity of operations.

c. A briefing for the Command Group will be presented daily at 0700 in the Command Conference Room, unless otherwise directed by the Chief of Staff. Seating will be coordinated with the Assistant Chief of Staff. Briefings will not exceed a SECRET classification.

d. On-call briefings may be presented at anytime. When briefings are announced during normal duty hours, EOC staff representatives are responsible for notifying their respective offices.

e. Visual aids will be submitted to the CAT Chief no later than 1 hour prior to each briefing.

f. Functional staff chiefs/representatives are responsible for their portion of the briefing and to answer staff and Command Group questions.

g. On completion of the briefing, the EOC Operations Officer will prepare a summary of taskings and comments from the Command Group and principal staff and present his summary to the CAT Chief and all CAT representative teams. The CAT Chief will provide guidance and ensure tasking and suspending to appropriate staff agencies.

#### 4-8. Weather support

The DCSINT is responsible for obtaining weather information from Air Force Weather (AFWE). Weather support operations are detailed in AR 115-10, Meteorological Support for the U.S. Army. Weather support is also covered in FORSCOM Reg 10-5 and FORSCOM Reg 500-3-3.

## **Chapter 5 Administration**

### **5-1. General**

- a. The EOC administration will be performed under the general supervision of the Operations Officer.
- b. Coordination will be accomplished with the FOC to establish regular times for pickup of routine and priority messages by administration personnel. Immediate or flash messages will be picked up as soon as possible after notification.
- c. All telephone messages and requirements will be recorded on the Optional Form (OF) 271, Telephonic or Verbal Conversation Record, and passed to the Admin Sergeant who will process it through the admin flow system.
- d. A copy of all correspondence (OF 271) will be kept in a historical record file. No copy will be removed without coordination with the Admin NCO.
- e. All action officers on shift in the EOC will prepare an operations summary containing a brief account of actions taken within their area of responsibility. These summaries will be included in each staff agency journal and a copy submitted to the CAT Chief.

### **5-2. Incoming messages**

- a. All incoming message traffic will be routed through the EOC Operations Sergeant for action/distribution.
- b. The Operations Sergeant will scan all messages and highlight key information, annotate recommended distribution on a post-it note, batch (action and no action) and pass to the Operations Officer.
- c. The Operations Officer will make a "T" staffing ladder, review contents, and assign an action staff on the left of "T". The first staff office is the lead for the action. Assign information staff on the right, return to the Operations Sergeant.
- d. The Operations Sergeant will:
  - (1) Stamp and enter the "received" date in the lower right hand corner of the first page.
  - (2) Assign the document a sequential number using "1" from incoming and "0" for outgoing correspondence. This number should be placed near the "received" date in the lower right hand corner. Incoming/outgoing numbers are obtained from the operations cell correspondence log which contains incoming and outgoing correspondence numbers. When the numbering sequence reaches 9999, the system should start over again at 1.
  - (3) Complete the LOG (see fig 5-1) for all messages received.
  - (4) Copy and distribute (same shift) action and information messages received back from the Operations Officer.
  - (5) Place one copy of all messages in the applicable 3-ring binder for reference.

- (6) Place another copy in the dated daily reading file binder for circulation to key personnel identified on the routing slip attached.

- (7) Maintain a historic message file in binders marked for the operation/exercise.

### **5-3. Outgoing correspondence preparation and processing**

- a. When outgoing correspondence needs to be prepared, the following procedures will be used in order to facilitate rapid and appropriate responses:
  - (1) Staff Action Officer will:
    - (a) Prepare a draft of action (usually as a result of incoming correspondence).
    - (b) Keep a copy of incoming correspondence with outgoing action when applicable.
    - (c) Pass draft action to Admin NCO.
  - (2) Admin NCO will:
    - (a) Log action in typist log.
    - (b) Type final outgoing action (or text of message less heading, if WWMCCS).
    - (c) Pass typed action back to the action officer.
  - (3) Staff Action Officer will:
    - (a) Append supporting documents (and floppy disk, if WWMCCS) to outgoing action.
    - (b) Obtain approval/release of action from CAT Chief/shift leader.
    - (c) Pass action to Admin NCO and suspense it for return of comeback copy from Admin Cell.
    - (d) Ensure Automatic Digital Network (AUTODIN) messages are taken to the communications center for transmission, receipt, stamping, and returned to the Admin NCO.
    - (e) Ensure WWMCCS messages along with floppy disk of text are taken to the WWMCCS operator to add headings and ensure transmittal to addressees. Ensure completed action is returned to the Admin NCO.
    - (f) Reassemble outgoing original message with supporting documentation.
    - (g) Make distribution. Ensure copy goes to originating staff to clear action officer's suspense and information copies provided to pertinent staff offices.
    - (h) File completed action with supporting documentation in outgoing files.
- b. The admin section will maintain a control log which tracks processing from initial receipt by clerk typists to dispatch of the finished action.
- c. The Admin NCO is responsible for prioritization of work by the admin team. He/she will ensure that work is completed timely or by the designated suspense. The Admin NCO coordinates with the CAT Chief in all cases of conflict in priorities and inability to meet designated suspenses.

### **5-4. Administrative reading files**

- a. Preparation of Commanding General (CG) Reading Files (see figure 5-2). Evening and night administrative NCO will prepare two identical reading

files Monday - Friday (one set on weekends), and forward these to the SGS no later than 0730 the next day, except on weekends when they will be held for review and forwarding on the next official business day. Command Group reading file maintenance will be priority work for the admin team. This file will always be available and current for review (on call including weekends) by the CG.

b. Operations NCO prepares a bullet summary that highlights message changes, SITREP updates, and items of interest to the CG.

c. Operations NCO separates the reading file into "classified" and "unclassified" categories in date time group (DTG) sequence, highlighting DTG, FROM address and subject lines.

d. CAT Reading Files. Admin NCO prepares one copy to coincide with the CG's reading file. This reading file is prepared in the same format and content as the CG's reading file. The CAT (copy) of the CG reading file will be identified with a stamp and placed in a tabbed section in the regularly circulated CAT reading file.

e. Recall requirements will be extracted from stamped copies in the CAT reading files. The CAT reading files will be extracted from stamped copies in the CAT reading files. The CAT reading files will be:

(1) Maintained in dated reading file books while in circulation and for 5 more days following return to the EOC.

(2) Circulated reading files will be dismantled on the sixth work day after return for file. Documents removed will be filed in binders by headquarters, then in DTG chronological order; stamped copies (included) will serve to identify documents contained in the CG reading file.

#### **5-5. Message log (see figure 5-1)**

a. Document Files.

(1) Document folders are numbered consecutively.

(2) The first folder contains the most recent document, which is filed on top in front of the folder.

(3) The first folder does not have an ending document number until the folder is full (approximately two inches thick). When the folder is full, write the last document number on the folder and start a new document folder with the beginning message number to be placed in the new folder, leaving the ending document number blank until the folder is full.

b. Identify Document for Filing.

(1) Pick up all logged/reproduced messages from the Admin NCO.

(2) Separate incoming (I) documents from outgoing (O) documents.

(3) Place documents in numerical order and file (all documents will have a USARC unique number on them beginning with an (I) for incoming or (O) for outgoing messages/correspondence).

c. Suspense File.

(1) Photocopy the incoming document, coordinate assignment of a suspense date, and send a copy to the action office.

(2) Place incoming document with the suspense copy in suspense file.

(3) After the action officer responds to the suspense:

(a) Pull the incoming document out of the suspense file.

(b) Photocopy the outgoing document and attach copy to the incoming document pulled from suspense file. Place them in the completed file.

(c) Place the original incoming document with the outgoing response and submit for appropriate distribution.

**5-6. Serious Incident Report** Serious Incident Report (SIR) will be handled by the Provost Marshal Office/DCSPER in accordance with AR 190-40, Serious Incident Report, 1 Sep 81, and USARC Suppl 1, 15 May 92.

#### **5-7. Communications and electronics**

a. Primary means of non-secure transmissions into and out of the EOC is telephone for voice communications. Primary means for secure voice transmission is STU III. (See appendixes D and H)

b. Secure transmissions may be sent using the WWMCCS. Secure transmissions can also be sent through the secure FAX as long as the receiving FAX is connected to a STU III. It is the sending action officer's responsibility to verify the receiver of a classified FAX is using a STU III with his/her FAX.

c. Use of a courier will supplement other means of communication as appropriate.

d. Secondary communications:

(1) A non-secure High Frequency (HF) Single Side Band (SSB) radio telephone patch is available via the Fort McPherson Military Affiliate Radio System (MARS) station. This patch will be used as an emergency system only.

(2) Priority documents or records, classified, or unclassified, may be sent via express mail. This must be coordinated with the DCSIM.

e. Signal Security. Signal Security (SIGSEC) will be employed and stressed at all times. Authorized operations codes will be used to transmit classified material via non-secure means (i.e., telephone, Developmental Army Readiness and Mobilization System (DARMS) Mailway, HF-SSB, RCAS). Personnel in the EOC will not discuss classified information in the vicinity of open telephone lines.

f. Coordinating Instructions. When the EOC is activated, the WWMCCS will be operated by dedicated operators supplied from the Readiness/Eval Branch, DCSOPS.

MESSAGE LOG FORMAT			
DATE/TIME	MESSAGE #	FROM	SUBJECT
-			
-			
-			
-			

**Figure 5-1. Message Log Format**

READING TAB AND FORMAT FOR READING FILE MEMORANDUM	
<u>UNCLASSIFIED MATERIAL - LEFT SIDE</u>	
TASKINGS NOT COMPLETED	
CASUALTIES	
HQDA	
USACOM/FORSCOM	
MUSARCS	
OTHER COMMANDS	
<u>CLASSIFIED MATERIAL - RIGHT SIDE</u>	
INTELLIGENCE	
HQDA	
USACOM/FORSCOM	
- CHANGES TO TROOP LIST, PAST 24 HOURS	
- UNITS ALERTED, PAST 24 HOURS	
- UNITS MOBILIZED, PAST 24 HOURS	
MUSARCS	
OTHER COMMANDS	

**Figure 5-2. Administrative Reading Files Format**

## Chapter 6

### Personnel/Personnel Volunteers

#### 6-1. Concept

a. Army Reserve Troop Program Unit (TPU) personnel support will normally be in a TTAD status for periods of active duty that are for 30 days or more. Periods of active duty for less than 30 days will be Reserve Personnel, Army (RPA) funded Active Duty for Special Work..

b. Activated Army Reserve personnel will come under active component commanders for command and control.

c. Assignment of TPU volunteers will be made from a list of volunteers collected by each MUSARC. The MUSARC will not collect a list of volunteers unless directed by USARC. A centralized volunteer list will be maintained by this Headquarters. The volunteer list will be the primary means of identifying personnel for assignment. No volunteer actions will be accepted by any MUSARC without permission from this Headquarters.

d. Planning factors. Volunteers are expected to have seven days notification prior to report date. Volunteers will be pre-screened for deployability in

accordance with FORSCOM Reg 500-3-3 and AR 60-8-101. This screening will occur prior to referring the volunteer to this Headquarters.

#### 6-2. Personnel policy and procedures

a. General guidance. Current personnel policies and procedures in effect will apply unless otherwise stated. General criteria for mobilization as listed in FORSCOM Reg 500-3-3 applies. Special criteria will be provided by this Headquarters as identified or required.

b. Specific guidance.

(1) Volunteer list procedures:

(a) Volunteer list. When directed by this Headquarters, MUSARCs will collect, validate, and forward to this Headquarters, a volunteer list. The list will contain social security number, name, rank, MOS and associated ASI, length of time available, earliest start date, unit of assignment, unit identification code, and commander's certification that the soldier's absence will have minimal impact on unit's overall readiness.

(b) The volunteer list will contain only those personnel whose skills are needed to support the operation. Any change of status in volunteers will be immediately transmitted, via FAX or telephonically, to this Headquarters, ATTN: AFRC-PRS-S.

(c) Subordinate commands will ensure that all volunteers are eligible for TTAD tours in accordance with AR 135-200. Soldier must have a current physical, Human Immunodeficiency Virus (HIV) test, meet height/weight and physical training standards, and expiration of term of service (ETS) is not within projected length of TTAD tour.

(2) Selection procedures. The USARC will select volunteers from the list provided by subordinate commands. The selection process will be based on the fill of valid, MOS specific requirements. The list is the primary means for identifying and selecting qualified personnel.

(3) Under no circumstances will any commitment for active duty be given to the soldier unless he or she has been selected for TTAD by this Headquarters. Volunteer soldiers are to be cautioned not to initiate any action, such as the termination of leases, employer notification, etc., with long term personnel implications until they receive confirmation of their selection.

(4) Upon notification a soldier is selected for a TTAD:

(a) The USARC will notify the MUSARC of the individuals selected for TTAD duty. The MUSARC will then forward completed DA Form 1058-R. The DA Form 1058-R is the only acceptable form for volunteering for TTAD. Records will be checked via SIDPERS-USAR. If SIDPERS-USAR indicates, the following additional forms are required:

+ Personnel who exceed height/weight screening tables must have DA Form 5500-R (Body Fat Content Worksheet) to verify acceptable body fat content.



+ Personnel scheduled for ETS during projected tour of duty must have completed DA Form 4836 (Oath of Extension of Enlistment or Reenlistment).

+ Personnel without a current physical must complete an SF 93 (Report of Medical History).

(b) The DA Form 1058-R will contain in the remarks section the following statements:

+ That the soldier is qualified for TTAD assignment.

+ That the soldier's absence will not significantly reduce the unit's personnel readiness.

(c) A completed DA Form 1058-R at this Headquarters signifies that the soldier is qualified for TTAD assignment and that unit readiness is not significantly reduced by his/her absence. It also indicates the soldier's willingness to volunteer and be ordered to active duty without further confirmation of his/her availability. Units will not forward the DA Form 1058-R until it is requested by this Headquarters.

(d) Publishing Orders. The DA Forms 1058-R will be forwarded to the U. S. Total Army Personnel Command after acceptance and approval by this Headquarters. The U.S. Total Army Personnel Command will publish orders. These orders will be forwarded through the MUSARC to the soldier(s).

(e) Upon receipt of orders:

+ The MUSARC will assist soldiers in coordinating and securing travel arrangements to the location identified on the orders. As available, a manifest list including flight numbers/transportation mode, arrival times, and itinerary will be provided to this Headquarters.

+ The MUSARC will immediately initiate family support actions to the degree called for by the number of personnel from the command who have been activated.

+ Once the soldier has departed home station, and has arrived at the place of initial entry on active duty, MUSARC will not contact the soldier directly except for family emergencies. The MUSARC will refer all inquiries to soldiers through this Headquarters. Legitimate emergencies must be handled through the American Red Cross in accordance with existing practices.

+ The MUSARC will equip the soldier with Organizational Clothing and Individual Equipment (OCIE), as available, commensurate with guidance from higher headquarters.

+ Reserve soldiers will remain under the promotion system of the organization to which assigned. Unless otherwise specified, soldiers will not be reassigned in SIDPERS-USAR. Soldiers called to TTAD will not have their SIDPERS-USAR record updated to reflect their TTAD status.

+ All RC soldiers placed on TTAD must take accrued leave prior to their release from active duty if not eligible to cash in leave. Benefits associated with TTAD are provided for in the DOD Pay Manual and other

regulations. Per diem rates, if applicable, will be based on the soldier's duty station. The Basic Allowance for Quarters (BAQ)/Basic Allowance for Subsistence (BAS) and VHA will be based on the soldier's principal place of residence from the first day of call-up.

+ While on TTAD for a period in excess of 30 days, RC soldiers and their dependents are entitled to health care on the same basis as AC soldiers and their dependents. The RC dependents are not authorized to enroll in the Delta Dental Plan unless the soldier has been on active duty for 24 consecutive months. Soldiers must ensure sponsor and dependents' eligibility for medical care is updated on Defense Eligibility Enrollment Reporting System (DEERS). This will be accomplished by the servicing Personnel Service Company (PSC)/Mob Station during in processing. Eligibility will terminate upon release from active duty.

+ The RC personnel placed on TTAD are authorized reemployment rights with their civilian employers in accordance with the Veterans Reemployment Rights. Soldiers placed on TTAD are entitled protection under the Soldiers and Sailors Civil Relief Act.

(f) Upon release from active duty:

+ Upon termination of the tour, the soldier will be issued a DD Form 214 from the mobilization station. No further order terminating the tour will be forthcoming from U.S. Army Personnel Command (PERSCOM). Upon release by competent authority, soldier will be returned to inactive duty for training (IDT) status.

+ Soldier's full active duty pay account will be settled as part of the release from active duty.

## **APPENDIX A REFERENCES (Related)**

Army Joint Exercise Manual (AJEM)	
AFSC PUB 1	The Joint Staff Officer's Guide
AR 25-50	Preparing and Managing Correspondence
AR 25-400-2	The Modern Army Recordkeeping System (MARKS)
AR 220-1	Unit Status Reporting, with FORSCOM Supplement 1
AR 220-10	Preparation for Overseas Movement of Units (POM)
AR 380-5	DA Information Security Program
AR 380-19	Information Systems Security
AR 380-20	Restricted Areas
AR 380-55	Troop List, Manpower, and Force Structure Security Classification Guidance.
AR 381-12	Subversion and Espionage Directed against U.S. Army
AR 500-5	The Army Mobilization and Operations Planning system
AR 500-60	Disaster Relief
AR 525-13	Combating Terrorism
AR 530-1	Operations Security (with FORSCOM Supplement)
FM 100-5	Operations

FM 101-5 Staff Organization and Operations  
 FM 101-5-1 Operational Terms and Symbols  
 FORSCOM Reg 55-1 Unit Movement Planning  
 FORSCOM Reg 500-3-1 FORSCOM Mobilization Plan  
 FORSCOM Reg 500-3-3 Reserve Component Unit  
 Commander's Handbook  
 FORSCOM Reg 500-3-5 STARC/MUSARC  
 Commander's Handbook  
 FORSCOM Reg 525-2 Emergency Action Procedures  
 FORSCOM Reg 525-15 Narrative Operational  
 Reporting System  
 USARC Reg 530-1 Operations Security (OPSEC)

**APPENDIX B  
 ORDER TEMPLATES**

**B-1. SITREP Development Procedures**

- a. Review SITREPs, orders, and messages from DA, FORSCOM, CONUSAs, TAGs, MUSARCs, installations, and others for items to include in the USARC SITREP and database.
- b. Coordinate with USARC staff sections to confirm and reconcile information for the SITREP.
- c. Continue to follow changes or new information throughout the day and make entries on the work copy of the SITREP as necessary. Obtain staff section initials on the work copy of the SITREP to ensure information is correct.
- d. Follow-up on unresolved issues that would impact SITREP.
- e. Obtain outgoing message number from the Assistant Operations NCO; make six copies of the SITREP and distribute as follows: one copy to the Operations NCO with the addressee list attached; one copy for the outgoing SITREP file; one copy (new work copy) for next day's SITREP; three copies to the Operations NCO for the Command Group reading file books.
- f. Ensure addressee listing includes: OCAR, FORSCOM, MUSARCs, and CONUSAs, as appropriate.
- g. Start new file of incoming SITREPs.

**B-2. SITREP Template**

UNCLASSIFIED

USARC OPERATIONAL SITUATION REPORT NO #

PERIOD COVERED: 291600 DEC 94 TO 051600R JAN 95  
 OPERATION UPHOLD DEMOCRACY.

- 1. SITUATION: THE PSRC AUTHORIZATION FOR OPERATION UPHOLD DEMOCRACY CONTINUES.
- 2. MISSION: WHEN DIRECTED, CDR USARC, PROVIDE USARC FORCES AND EQUIPMENT IN SUPPORT OF OPERATION UPHOLD DEMOCRACY.
- 3A. THE 123D AG CO CONTINUES PREPARATION FOR MOBILIZATION ON 950107.
- 3B. CURRENT PLANS FROM FORSCOM CALL FOR THE 543D ENGINEER TEAM TO MOBILIZE 3 FEB 95.
- 4A. USARC PERSONNEL SUPPORT:

UNIT DUTY LOCATION TYPE NO PERS REMARKS

- 4B. EQUIPMENT: NONE
- 5. CHANGES FROM PREVIOUS SITREP:
  - A. DCSPER:
  - B. DCSINT:
  - C. DCSLOG:
  - D. DCSFOR:
  - E. DCSCOMPT:
  - F. DCSIM:
  - G. SAFETY:
  - H. SJA:
  - I. SURGEON:
  - J. PAO:

6. COMMANDER'S COMMENTS:

DRAFTER:  
 RELEASER:

UNCLASSIFIED

**B-3. Planning Order Template**

FOUO

FROM: CDRUSARC

TO: MUSARC CDRS

INFO: CDR FORSCOM//

CONUSA CDRS//

(EXERCISE NAME)

FOUO

SUBJECT: PLANNING ORDER FOR GENERAL HEADQUARTERS (EXERCISE NAME)

RMKS/1/ SITUATION. EXERCISE, EXERCISE, EXERCISE, THIS IS AN ADVISORY ONLY. DO NOT IMPLEMENT UNTIL FURTHER NOTICE. DUE TO A WORSENING SITUATION IN THE MIDDLE EAST AND INCREASED TENSION BETWEEN THE INVOLVED COUNTRIES, THE PRESIDENT HAS AUTHORIZED A PRESIDENTIAL SELECTIVE RESERVE CALLUP. FORSCOM HAS TASKED USARC TO PROVIDE SUPPORT OF COMBATANT CINC IN SWA. THE PROJECTED C-DAY IS \_\_\_\_\_. TIME ZONE: C.

2. MISSION. ON ORDER, HQ USARC WILL PROVIDE UNITS IN SUPPORT OF OPERATION (EXERCISE NAME).

3. EXECUTION.

A. COMMANDER'S INTENT. TO PROVIDE TRAINED AND READY USAR FORCES AS DIRECTED BY CDR FORSCOM. THE USARC WARNING ORDER WILL DESIGNATE UNITS SUBJECT TO ALERT AND POSSIBLE MOBILIZATION DURING (EXERCISE NAME). UNIT PLAY WILL BE SIMULATED. MUSARCS WILL NOT SEND ALERT OR MOBILIZATION ORDERS TO USAR UNITS.

B. SUB-UNIT MISSION.

(1) ALL MUSARCS. ESTABLISH YOUR CRISIS ACTION TEAM. CALL USARC, DCSOPS OPERATIONS BRANCH/EOC WITHIN 24 HOURS TO CONFIRM 24 HOUR OPS CONTACTS. ESTABLISH HEIGHTENED RESPONSIVENESS BY STAFF TO PLAN/PREPARE FOR CONTINGENCY RESPONSE (CROSS-LEVELING).

(2) EFFECT PLANNING BASED ON CURRENT TROOP LIST PROVIDED ON WWMCCS IN MPES. NOTIFY USARC DCSOPS (CAT FUNCTIONAL AREA REPRESENTATIVE) OF PROBLEMS (CROSS-LEVELING SHORTFALLS, ETC.). THE TIME-PHASED FORCE DEPLOYMENT DATA (TPFDD) IS ON WWMCCS IN MPES.

(3) DURING THE ALERT PHASE, MUSARCS WILL CONDUCT PERSONNEL AND EQUIPMENT CROSS LEVELING ACTIVITIES. PERSONNEL CROSS-LEVELING: MUSARCS WILL BE REQUIRED TO UPDATE ALERTED UNITS MANNING ROSTER BY DELETING NONDEPLOYERS AND ADDING PERSONNEL TO FILL UNIT SHORTFALLS, IF AVAILABLE. MUSARCS WILL BE REQUIRED TO IDENTIFY UIC OF UNIT PROVIDING FILLER PERSONNEL. EQUIPMENT CROSS-LEVELING, MUSARCS WILL UPDATE CURRENT DA FORM 2406 ON ALERTED UNITS AND CROSS-LEVEL EQUIPMENT, AS AVAILABLE. MUSARCS WILL BE REQUIRED TO IDENTIFY UIC OF UNIT PROVIDING EQUIPMENT.

(4) CONDUCT PLANNING, BUT DO NOT COMMIT RPA OR OMAR FUNDS ABOVE PEACETIME LEVEL WITHOUT SPECIFIC TASKING FROM THIS HEADQUARTERS. BE PREPARED TO SUBMIT PERSONNEL STATUS REPORTS AND TO PROVIDE THE USARC WITH POCS FOR PER/LOG/OPS, ETC.

#### 4. SERVICE SUPPORT.

A. INDIVIDUAL CLOTHING AND ORGANIZATIONAL CLOTHING AND INDIVIDUAL EQUIPMENT (OCIE).

(1) ALL INDIVIDUAL CLOTHING ITEMS LISTED UNDER THE AA-M COLUMN OF TABLES 1 (MALE) AND 2 (FEMALE) OF CTA 50-900. QUANTITY DIFFERENCES BETWEEN PEACETIME (USAR) AND WARTIME (AA-M) AUTHORIZED ALLOWANCES WILL BE PROVIDED TO THE INDIVIDUAL AT THE MOBILIZATION STATION. ALL OTHER UNIFORM ITEMS (CLASS A AND B) WILL BE LEFT AT HOME STATION/HOME OF RECORD UNLESS OTHERWISE DIRECTED.

(2) ALL AUTHORIZED MINIMUM OCIE LISTED IN TABLE 6-2, FORSCOM REG 700-2, INCLUDING VEST, IF AVAILABLE.

(3) MANDATORY CWCE/HWCE LISTED IN TABLES 6-3 AND 6-4, FORSCOM REG 700-2 WHEN REQUIRED IN A PARTICULAR CONTINGENCY PLAN BECAUSE OF CLIMATIC OR OTHER CONDITIONS IN AN OPERATIONAL PROJECT.

(4) MINIMUM COMMAND LISTED ON INDIVIDUAL BASIS IN TABLE 6-5, FORSCOM REG 700-2. UNITS WILL TAKE AN ADDITIONAL CONTINGENCY BATTLE DRESS OVERGARMENT (BDO) SUIT PER SOLDIER.

(5) HEALTH AND COMFORT ITEMS TO SUSTAIN THEMSELVES FOR 30 DAYS.

#### B. EQUIPMENT.

(1) UNITS WILL MOBILIZE WITH ALL AUTHORIZED MTOE EQUIPMENT AND DEPLOYABLE ITEMS LISTED IN APPENDIX B, CTA 50-909, AS REQUIRED FOR MISSION ACCOMPLISHMENT. ANY SHORTFALLS WILL BE REPORTED, THROUGH COMMAND CHANNELS, TO THE RESPECTIVE MUSARC. SHORTAGES NOT SUPPORTABLE FROM WITHIN MUSARC ASSETS WILL BE REPORTED TO THIS HEADQUARTERS, ATTN: AFRC-LGS-E.

(2) UNITS WILL MOBILIZE AT A MINIMUM OF C-3 FOR EQUIPMENT ON HAND WITH A GOAL OF 100% OF AUTHORIZED EQUIPMENT.

(3) UNITS USED TO FILL OTHER UNITS WILL NOT BE DEGRADED BELOW C-3 WITHOUT PREVIOUS APPROVAL FROM THE USARC DCSOPS OR THE USARC COMMAND GROUP.

(4) UNITS WILL MOBILIZE WITH ALL MTOE EQUIPMENT IN A FULLY MISSION CAPABLE (FMC) CONDITION. ANY MAINTENANCE SHORTFALLS WILL BE REPORTED THROUGH COMMAND CHANNELS TO THE RESPECTIVE MUSARC. MAINTENANCE SHORTFALLS WHICH CANNOT BE FIXED WITHIN THE MUSARC, WILL BE REPORTED TO THIS HEADQUARTERS, ATTN: AFRC-LGS-M.

C. FUNDING. USE EXISTING OMAR AND RPA FUNDS UNTIL MOBILIZED OR UNTIL ADDITIONAL FUNDS ARE PROVIDED. BE PREPARED TO ABSORB ALL COST. REPORT INABILITY TO ACCOMPLISH MISSION DUE TO FUNDING SHORTAGE IMMEDIATELY.

D. MEDICAL. SOLDIERS MUST HAVE CURRENT PANOGRAPH AND PHYSICAL TO INCLUDE CURRENT HIV (WITHIN 1 YEAR). WE ANTICIPATE VERY LITTLE CAPACITY FOR THESE AT MOB STATION.

E. PERSONNEL. ALL NON-DEPLOYABLE PERSONNEL, AS DESCRIBED IN FORMDEPS VOL III, RCUCH, AND AR 600-8-101, WILL BE TRANSFERRED TO THE MUSARC HEADQUARTERS FOR PAY AND ADMINISTRATION. UNITS WILL MOBILIZE WITH ALL REMAINING ASSIGNED PERSONNEL. ANY SHORTFALL WILL BE REPORTED, THRU COMMAND CHANNELS, TO THE RESPECTIVE MUSARC. SHORTAGES NOT SUPPORTABLE FROM WITHIN MUSARC ASSETS WILL BE REPORTED TO THIS HEADQUARTERS, ATTN: AFRC-PRS-S, WITHIN 24 HOURS.

F. TRANSPORTATION. UNIT MOVEMENT ORDERS WILL BE PUBLISHED. SOLDIERS WILL NOT TAKE POV TO MOB STATION.

G. PUBLIC AFFAIRS. ALL NEWS RELEASES AND MEDIA INQUIRIES WILL BE COORDINATED WITH AND APPROVED BY USARC PAO.

#### 5. COMMAND AND SIGNAL.

A. COMMAND; TASKING AUTHORITY. USARC/MUSARC DCSOPS WILL BE THE TASKING AUTHORITY FOR TROOPS, UNITS, AND EQUIPMENT. UNITS THAT RECEIVE REQUESTS FROM OTHER COMMANDS SHOULD REFER ALL SUCH REQUESTS TO THIS HQ. DIRECT COORDINATION BETWEEN USARC AND MUSARC COORDINATING STAFFS IS AUTHORIZED AND ENCOURAGED. KEEP THE DCSOPS INFORMED.

B. SIGNAL. USARC DCSOPS WILL OPERATE AN EOC DURING THIS PERIOD AT (404) 629-8772/8771, SECURE FAX IS (404) 629-8769. OPERATING HOURS ARE 0730-1830 EST.

C. AFTER HOURS EOC POINT OF CONTACT INSTRUCTIONS CAN BE OBTAINED BY CALLING (404) 629-8772/8771. TASKINGS WILL BE MADE VIA WWMCCS, AUTODIN, OR SECURE FAX. SITREP REQUIREMENTS TBP.

6. ACKNOWLEDGE RECEIPT OF THIS MESSAGE TO THE USARC EOC.

7. USARC POINTS OF CONTACT.

A. EOC: (404) 629-8772/8771,

B. EOC SECURE FAX: (404) 629-8769

8. (EXERCISE NAME) IS A DA-DIRECTED MOBILIZATION EXERCISE AND IS NOT CONNECTED OR ASSOCIATED WITH ANY CURRENT INTERNATIONAL SITUATION OR ONGOING MILITARY OPERATIONS.

UNITS ARE NOT PARTICIPATING IN (EXERCISE NAME), ALERT AND MOBILIZATION ORDERS WILL NOT BE TRANSMITTED BELOW MUSARC LEVEL.

(EXERCISE NAME)

DRAFTER:

RELEASER:

FOUO

#### **B-4. Alert Order Template**

FROM: CDRUSARC FT MCPHERSON GA//AFRC-OP//

TO: CDR, //

INFO: COMFORSCOM FT MCPHERSON GA//AFOP-OC//

OCAR WASHINGTON DC//DAAR-OP-CO//

HQDA WASHINGTON DC//DAMO-ODO//

CDR MOBILIZATION STATION//G-3//

CDR CONUSA//

SUBJECT: USARC ALERT ORDER #, OPERATION

REFERENCE A, MSG, COMFORSCOM, SEP 94, MSG ID: ORDER/COMFORSCOM.

1. SITUATION: THIS IS USARC ALERT ORDER #. COMMANDER FORSCOM HAS IDENTIFIED THE \_\_\_\_ UNIT TO SUPPORT OPERATION IN A PSRC STATUS. THIS ORDER DIRECTS COMMANDER \_\_\_\_ TO ALERT THIS UNIT OF THE CALL-UP. ACTUAL ACTIVATION WILL BE EXECUTED ONLY UPON RECEIPT OF MOBILIZATION ORDERS SPECIFYING DATE/TIME OF EXECUTION AND ADMINISTRATIVE INSTRUCTIONS.

2. MISSION: CDR USARC ALERTS \_\_\_\_\_. THIS UNIT IS EXPECTED TO FILL A REQUIREMENT IN SUPPORT OF OPERATION \_\_\_\_\_.

3. COORDINATING INSTRUCTIONS:

A. BE PREPARED TO DEPLOY TO FT \_\_\_\_ WITHIN 72 HOURS OF MOBILIZATION NOTIFICATION.

B. BE PREPARED TO UTILIZE COMMERCIAL TRANSPORTATION FROM HOME STATION TO MOBILIZATION STATION.

4. ADMIN, LOG.

A. DIRECT COORDINATION WITH ALL CONCERNED IS AUTHORIZED.

B. NOTIFY THIS HEADQUARTERS OF ANY PERSONNEL, EQUIPMENT, OR RESOURCE SHORTFALLS.

C. THE \_\_\_\_MUSARC WILL PROVIDE THE FOLLOWING REPORTS THIS HQS ATTN: AFRC-OPO:

(1) IMMEDIATELY UPON RECEIPT OF THIS MSG.

(2) IMMEDIATELY UPON NOTIFICATION OF AFFECTED UNIT MEMBERS.

(3) SITREP, DAILY NLT 1900Z AS OF 1800Z UNTIL UNITS ARRIVE AT MOB STATION.

(4) UPON UNIT DEPARTURE FROM HOME STA FOR MOB STA.

(5) UPON UNIT CLOSURE AT MOB STA.

D. FOLLOWING UNIQUE EQUIPMENT IS REQUIRED FOR EACH MEMBER OF THE SUBJECT UNITS: BDU UNIFORMS. TA 50, WEAPONS, AND OTHER ITEMS FOR DEPLOYMENT WILL BE ISSUED AT MOBILIZATION STATION, BASED ON THEATER REQUIREMENTS.

E. PUBLIC AFFAIRS: UPON RECEIPT OF THE EXECUTE ORDER, UNIT COMMANDERS MAY RELEASE TO LOCAL MEDIA THAT THEIR UNIT HAS BEEN ORDERED TO ACTIVE DUTY. FOLLOW ON PAGE TO BE PROVIDED VIA SEPARATE CORRESPONDENCE.

5. COMMAND AND SIGNAL:

A. UPON ARRIVAL AT MS, INSTALLATION COMMANDER WILL ASSUME COMMAND OF MOBILIZED USAR UNITS. ALL MOBILIZING UNITS WILL SUBMIT A FULL UNIT STATUS REPORT WITHIN 24 HOURS OF ARRIVAL AT MOB STATION IN ACCORDANCE WITH AR 220-1.

B. POC THIS HEADQUARTERS, WATCH OFFICER, USARC OPERATIONS CENTER, (404) 629-8772/8771; FAX (404) 629-8769.

DRAFTER:

RELEASER:

#### **B-5. Warning Order Template**

(EXERCISE NAME)

CLAS FOUO

SUBJ/USAR WARNING ORDER FOR (EXERCISE NAME)

RMKS/1/REF PLANNING ORDER.

1. EXERCISE (EXERCISE NAME) IS A DA-DIRECTED MOBILIZATION EXERCISE AND IS NOT CONNECTED OR ASSOCIATED WITH ANY CURRENT INTERNATIONAL SITUATION OR ONGOING MILITARY OPERATIONS. UNITS ARE NOT PARTICIPATING IN (EXERCISE NAME), ALERT AND MOBILIZATION ORDERS WILL NOT BE TRANSMITTED BELOW MUSARC LEVEL.

2. WITH THE SITUATION DETERIORATING IN THE MIDDLE EAST AND INCREASED TENSION BETWEEN THE INVOLVED COUNTRIES, A DEPLOYMENT OF US FORCES TO THE AREA TO PROTECT US INTERESTS IS IMMINENT. THE PRESIDENT MAY AUTHORIZE A LIMITED PSRC AS EARLY AS 010001Z JAN 94. A TIME-PHASED FORCE DEPLOYMENT LIST (TPFDL) HAS NOT BEEN ESTABLISHED.

3. FINALIZE PLANNING BASED ON TPFDD. PREPARE TO MOBILIZE UNITS IAW FORMDEPS. HQ USARC WILL PUBLISH THE ALERT ORDER. CONUSA WILL PUBLISH THE MOBILIZATION ORDER.

4. CONFIRM RECEIPT BY TELEPHONE TO USARC  
DCSOPS/EOC (404) 629-8771/8772.  
(EXERCISE NAME)

DRAFTER:  
RELEASER:

FOUO  
(EXERCISE NAME)

**B-6. Support Order Template**

AFRC-OPO-O (350) (date)

Memorandum for Commander, (MUSARC)

SUBJECT: [TYPE MISSION] Support for [SUPPORTED  
COMMAND].

1. References.

- a. Telephone conversation between [EOC REP]  
DCSOPS, and [MUSARC REP], [DATE], subject as above.
- b. Telephone conversation between [USARC REP] and  
[FORSCOM REP], [DATE], subject as above.

2. Per reference 1a, you are directed to support, within your  
capability, the [TYPE MISSION SUPPORT] requirement for  
[SUPPORTED COMMAND]. Contact your MUSARC analyst  
at USARC Headquarters for instructions on reimbursement  
procedures.

3. For additional information, contact the USARC EOC, (404)  
629-8772/8771.

FOR THE COMMANDER:

Colonel, GS  
Deputy Chief of Staff, Operations

**APPENDIX C  
CRISIS ACTION TEAM**

**C-1. Composition**

(ONE SHIFT ONLY)  
(MULTIPLE SHIFTS REQUIRE AUGMENTATION)  
(RANKS ARE RECOMMENDED; NOT REQUIRED)

**LEVEL 1**

CAT Chief	LTC EOC
Opns Off	MAJ/CPT
Opns NCO	MSG/SFC
Admin NCO	SFC/SSG

**LEVEL 2 (CRC)**

EOC Dir	LTC
CAT Chief	LTC
Opns Off	LTC/MAJ
Opns NCO	MSG/SFC
Admin NCO	SFC/SSG
DCSPER	Action Off
DCSLOG	Action Off
FORSCOM LNO	LTC/MAJ/GS

**LEVEL 3 (CAT)**

EOC Dir	LTC
CAT Chief	LTC
Opns Off	LTC/MAJ
FORSCOM LNO	LTC/MAJ/GS
Opns NCO	MSG/SFC
MOB/Deploy Off	On Call
Read/Eval Off	On Call
Training Off	On Call
Asst Ops NCO	SFC/SSG
MSCA Coordinator	On Call
Admin NCO	SFC/SSG
Clk Typ/Admin SP(1)	SGT/GS

**LEVEL 4 (CAT)**

EOC Dir	LTC
CAT Chief	LTC
Opns Off	LTC/MAJ
FORSCOM LNO	LTC/MAJ/GS
Opns NCO	MSG/SFC
MOB/Deploy Off	On Call
Read/Eval Off	On Call
Training Off	On Call
Asst Ops NCO	SFC/SSG
MSCA Coordinator	On Call
Admin NCO	SFC/SSG
Clk Typ/Admin SP(2)	SGT/GS
Security NCO	SGT
WWMCCS Opr(2)	NCO/GS
Courier	Enl/GS
Guard	SGT/SPC
DCSPER(1)	Action Off
DCSINT(1)	Action Off
DCSLOG(1)	Action Off
DCSFOR(1)	Action Off
DCSIM(1)	On Call
DCSCOMPT	Action Off
DCSENG(1)	On Call
Aviation	On Call
Chaplain	On Call
Inspector Gen	On Call
Internal Review	On Call
Public Affairs	Public Affairs(1)
Safety	On Call
Staff Judge Adv	On Call/Action
Historian	On Call

WWMCCS Opr NCO/GS

DCSPER(1)	Action Off
DCSINT(1)	On Call
DCSLOG(1)	Action Off
DCSFOR(1)	On Call
DCSIM	On Call
DCSCOMPT	On Call
DCSENG	On Call
Aviation	On Call
Chaplain	On Call
Inspector Gen	On Call
Internal Review	On Call
Public Affairs	On Call
Safety	On Call
Staff Judge Adv	On Call
Historian	On Call

## **C-2. Training**

a. General. The mission of USARC demands that the Headquarters staff be capable of reacting promptly, accurately, and decisively in a crisis situation. To ensure that highly qualified personnel are available and that these personnel maintain a high degree of proficiency, an active training program is required. This training program will include opportunities for participation in command post exercises (CPXs) and formal training for personnel designated for CAT manning. Identification of those personnel from each directorate/special staff office who will participate as CAT members is necessary to ensure that proper training is received.

### **b. Responsibilities**

(1) Deputy Chief of Staff, Operations has primary staff responsibility for CAT training and will provide facilities for training the CAT as required.

(2) Each coordinating/special/personal staff agency will:

(a) Provide Chief, Operations Branch a complete list of personnel during periods of CAT training.

(b) Designate sufficient CAT members and alternates to ensure that trained personnel are available on a no-notice basis for CAT duty. All personnel designated for CAT training/duty must be cleared for access to SECRET information, or be able to be temporarily cleared.

(c) Ensure that all personnel designated as CAT members/alternates are available for periodic CAT training sessions.

(d) Ensure that personnel assigned to the CAT who must use the JDS, Unit Reporting (UNITREP) or teleconferencing capability of WWMCCS attend a WWMCCS Intercomputer Network (WIN) Users Course and a JDS Familiarization Course.

c. Procedures. In order to maintain a highly qualified and responsive CAT, the following procedures are established:

(1) The CPXs will be used as the primary CAT training vehicle.

(2) During the conduct of CPXs, emphasis will be on:

(a) Exercising the ability of the CAT to rapidly evaluate a given situation, analyze the requirements imposed by higher authority, and develop and transmit guidance to subordinate headquarters.

(b) Exercising the ability of the headquarters to provide accurate and expeditious processing of priority information.

(3) The Chief of Staff in coordination with the DCSOPS may, from time to time, require the DCSOPS to activate the CAT in response to a training scenario. This type of training may be employed to ascertain assembly time, to exercise the staff and increase the proficiency in evaluating and preparing responses to "what if" questions. Exercises of this type will normally be limited to 4-6 hours duration.

(4) General and special staff sections will conduct training, as required, in order to ensure that CAT team members are prepared to assume the responsibilities to which they may be assigned.

## **APPENDIX D**

### **THE EOC COMMUNICATIONS SYSTEMS**

#### **D-1. Commercial telephone**

This gives access to commercial and DSN service.

#### **D-2. Secure Telephone Unit (STU III)**

There are STU III units in the EOC for use by CAT members. This gives action officers the capability to discuss classified information via telephone.

#### **D-3. Secure FAX**

The EOC FAX is secure when operated through a STU III. Prior to sending a classified memo, the sender must verify that the receiver is using a STU III.

#### **D-4. Automatic Digital Network (AUTODIN)**

AUTODIN message traffic can be sent and received through the Communications Center at Fort McPherson and Fort Gillem. The message center provides a secure means of transmission and receipt of message. The DCSOPS will maintain a list of personnel authorized to receive and deliver messages at the Communications Center.

#### **D-5. Worldwide Military Command and Control System (WWMCCS)**

The WWMCCS terminal, located in the EOC, provides access to Department of Defense (DOD) information up to TOP SECRET. Access to the WWMCCS area and terminal is restricted to authorized personnel only. The WWMCCS provides a means for input and retrieval of data in both formatted and customized reports. Some of the data systems accessed through WWMCCS include (but are not limited to) Unit Status Reporting (USR) System, Mobilization Planning and Execution System (MPES), Computerized Movement Planning and Status System (COMPASS) and Mobilization Operations, Deployment, Employment and Execution (MOB/ODEE) system. The WWMCCS also provides a secure teleconference capability.

#### **D-6. Courier**

Supplements other forms of local communication.

## **APPENDIX E TERRORIST THREAT CONDITIONS (THREATCONS)**

### **E-1. Purpose**

To establish basic procedural standards to be met at each THREATCON level.

### **E-2. General**

a. The terrorist conditions (THREATCONS) discussed in this appendix describe progressive levels of terrorist threat to U.S. military facilities and personnel. As JCS-approved terminology, these terms, definitions, and prescribed security measures, are intended to facilitate interservice coordination and support of U.S. military anti-terrorism activities. Security measures to be implemented under each THREATCON are specified. If a command does not implement all the specific measures under described THREATCON, the rationale for those not taken must be reported to the next higher headquarters.

b. The four THREATCONS (above normal) are defined as follows:

(1) **THREATCON ALPHA.** This condition applies when there is a general threat of possible terrorist activity against installations and personnel, the nature and extent of which are unpredictable, and circumstances do not justify full implementation of THREATCON BRAVO measures. However, it may be necessary to implement certain selected measures from higher THREATCONS resulting from intelligence received or as a deterrent. The measures in this THREATCON must be capable of being maintained indefinitely.

(2) **THREATCON BRAVO.** This condition applies when an increased and more predictable threat of terrorist activity exists. The measures in this THREATCON must be capable of being maintained for weeks without causing undue hardship, affecting operational capability, or aggravating relations with local authorities.

(3) **THREATCON CHARLIE.** This condition applies when an incident occurs or intelligence is received indicating some form of terrorist action against installations and personnel is imminent. Implementation of this measure for more than a short period probably will create hardship and affect the peacetime activities of the unit and its personnel.

(4) **THREATCON DELTA.** This condition applies in the immediate area where a terrorist attack has occurred or intelligence has been received that terrorist action against a specific location or person is likely. This THREATCON normally is issued as a localized warning.

#### **c. THREATCON measures.**

##### **(1) THREATCON ALPHA:**

(a) Measure 1. Remind all personnel (including family members) at regular intervals, to be: suspicious and inquisitive about strangers, particularly those carrying suitcases or other containers, alert for unidentified vehicles on or in the vicinity of U.S.

installations, units, or facilities and alert for abandoned parcels or suitcases or any unusual activity.

(b) Measure 2. Keep available at all times the plans for evacuation or sealing off buildings/ areas in use or where an explosion or attack has occurred. Keep key personnel who may be needed to implement security plans on call.

(c) Measure 3. Secure buildings, rooms, and storage areas not in regular use.

(d) Measure 4. Increase security spot checks of vehicles and persons entering installations and nonclassified areas under the jurisdiction of the U.S. command or agency.

(e) Measure 5. Limit access point for vehicles and personnel commensurate with a reasonable flow of traffic.

(f) Measure 6. As a deterrent, apply one of the following measures from THREATCON BRAVO individually and randomly:

+ Secure and regularly inspect all buildings, rooms, and storage areas not in regular use (Measure 14).

+ At the beginning and end of each workday and at other regular and frequent intervals, inspect the interior and exterior of buildings in regular use for suspicious activity or packages (Measure 15).

(g) Measure 7. Review all plans, orders, personnel details, and logistic requirements related to the introduction of a higher THREATCON.

(h) Measure 8. As appropriate, review and implement security measures for high risk personnel.

(i) Measure 9. Spare.

##### **(2) THREATCON BRAVO:**

(a) Measure 10. Repeat measure 1 and warn personnel of any other form of attack to be used by terrorists.

(b) Measure 11. Keep on call, all personnel involved in implementing anti-terrorist contingency plans.

(c) Measure 12. Check plans for implementation of the measures contained in the next higher THREATCON.

(d) Measure 13. Where possible, cars and objects (crates, trash containers) are to be moved at least 25 meters from buildings, particularly those buildings of a sensitive or prestigious nature. Consider the application of centralized parking.

(e) Measure 14. Secure and regularly inspect all buildings, rooms, and storage areas not in regular use.

(f) Measure 15. At the beginning and end of each workday and at other regular and frequent intervals, inspect the interior and exterior of buildings in regular use for suspicious packages.

(g) Measure 16. Increase examination of all mail for letter or parcel bombs.

(h) Measure 16. Make staff and family members aware of the general situation in order to stop rumors and prevent unnecessary alarm.

(i) Measure 17. At an early stage, inform members of local security committee of any action being taken and why.

(j) Measure 18. Physically inspect visitors to the unit and a percentage of their suitcases, parcels, and other containers.

(k) Measure 19. Wherever possible, operate random patrols to check vehicles, people, and buildings.

(l) Measure 20. Protect off-base military personnel and transport in accordance with prepared plans. Remind drivers to lock parked vehicles and institute a positive system of checking before entering and driving a car.

(m) Measure 21. As appropriate, implement additional security measures for high risk personnel.

(n) Measure 22. Brief augmentation guard force personnel on the use of deadly force.

(3) THREATCON CHARLIE:

(a) Measure 30. Continue all THREATCON Bravo measures or introduce those outstanding.

(b) Measure 31. Keep all personnel responsible for implementing anti-terrorist plans available at their places of duty.

(c) Measure 32. Limit access points to absolute minimum.

(d) Measure 33. Strictly enforce entry control and search a percentage of vehicles.

(e) Measure 34. Enforce centralized parking of vehicles away from sensitive buildings.

(f) Measure 35. Issue weapons to guards. (Local orders should include specific orders on issues of ammunition).

(g) Measure 36. Introduce increased patrolling of the installation.

(h) Measure 37. Protect all designated vulnerable points giving special attention to very important persons (VIPs) outside military establishments.

(i) Measure 38. Erect barriers and obstacles to control traffic flow.

(j) Measure 39. Spare

(4) THREATCON DELTA:

(a) Measure 40. Continue or introduce all measures listed for THREATCONS BRAVO and CHARLIE.

(b) Measure 41. Augment guards as necessary.

(c) Measure 42. Identify all vehicles already on the installation within operations or mission support areas.

(d) Measure 43. Search all vehicles and their contents entering the complex or installation.

(e) Measure 44. Control all access, and implement positive identification of all personnel.

(f) Measure 45. Search all suitcases, briefcases, packages, etc., brought into the complex or installation.

(g) Measure 46. Take measures to control access to all areas under the jurisdiction of the U.S. command or agency concerned.

(h) Measure 47. Make frequent checks of the exterior of buildings and parking areas.

(i) Measure 48. Minimize all administrative journeys and visits.

(j) Measure 49. Consult local authorities about closing public (and military) roads and facilities that might make sites more vulnerable to terrorist attack.

(k) Measure 50. Spare.

d. Declaration of terrorist threat conditions:

(1) Information and warnings of terrorist activity against installations and personnel of U.S. commands and agencies normally will be received from U.S. security authorities or through the security agencies of the host countries concerned. Information also may come from local police forces, be received directly by a U.S. command or agency as a threat or warning from a terrorist organization, or be in the form of an attack on a U.S. installation or U.S. personnel.

(2) The declaration of THREATCONS and implementation of measures may be decreed by a U.S. command or agency or by a local commander or head of an agency following receipt of intelligence through official sources or following an anonymous threat. Lateral as well as vertical reporting is directed to ensure dissemination of THREATCON to potentially affected areas.

(3) Specific instructions on the issuance of weapons and ammunition will be included in local orders. These orders must comply with the policy of the U.S. command or agency concerned.

(4) Detailed measures to be adopted by U.S. headquarters, where they share facilities or jurisdiction with other national or foreign organizations, must be coordinated with those organizations.

## **APPENDIX F MILITARY SUPPORT TO CIVILIAN AUTHORITIES (MSCA)**

### **F-1. General**

Requests for military assistance normally are passed up from local officials, through the state (governor), and then to the President. Upon the President making a declaration of a national emergency, federal agencies are employed through the Federal Emergency Management Agency (FEMA) to render assistance. Downward coordination is from FEMA to the Department of Defense (DOD), to Director of Military Support (DOMS), to FORSCOM, through USARC and then to the MUSARCs. This process may take several hours to several days, depending upon the magnitude of the emergency and the forces requested/required.

### **F-2. Procedures**

Requests for military assistance may not always pass through formal channels, as described above. If requests are received at the USARC level, they should be passed as applicable through the DCSOPS, to the CofS, and then to the CG. The CG may authorize the loan of military equipment up to 90 days, and may authorize volunteer



personnel to be placed on active duty status for a limited time. Requests must be submitted in writing by FAX or message. The following information should be obtained from any requester:

- a. Name, address, telephone number of requester, organization or agency, and title of the requester.
- b. Brief statement of situation, to include location, specific support required, and estimate of the time needed.
- c. What assistance has been requested/provided by the National Guard, other military departments, or FEMA.

### **F-3. Imminent serious conditions**

If the CG determines the situation to be an imminent serious condition beyond the capabilities of local or state government to respond, the CG may authorize support to local or state officials in the emergency to reduce loss of life and human suffering. A message will be sent to FORSCOM, identifying the type of support given (personnel, equipment, communications) and to whom. If the CG determines that the situation is not as described above and declines to provide assistance, or if the situation is beyond the USARC's capability, a message will be sent to FORSCOM, forwarding the request and outlining the reasons it was not acted upon at this level.

## **APPENDIX G STANDING DOWN/FACILITY MAINTENANCE REQUIREMENTS**

### **G-1. General**

Termination of an EOC activation may be directed only by the USARC Commander, Deputy Commander, the Chief of Staff, or the DCSOPS.

### **G-2. Inactivation**

Standing down of the EOC will be accomplished in phases commencing prior to the termination of the operation based upon the operational level of activity. Initially, personnel requirements will be reviewed. Personnel will be released as they are no longer needed to sustain operational levels.

### **G-3. Stand down checklist**

- \_\_\_ EOC Inactivation message published and disseminated.
- \_\_\_ EOC Staff Journal completed and closed out.
- \_\_\_ Staff worksheets, notes, files organized and secured.
- \_\_\_ In/out boxes emptied of working materials; actions completed.
- \_\_\_ Classified documents returned to Administrative NCO and secured.
- \_\_\_ Classified trash shredded and/or destroyed in accordance with AR 380-5.
- \_\_\_ Unclassified trash removed from the EOC.
- \_\_\_ Supplies properly stored or returned, work stations resupplied with expendables.
- \_\_\_ Equipment borrowed returned to staff sections.
- \_\_\_ Situation maps and charts taken down and stored.
- \_\_\_ EOC vacuumed and returned to orderly and neat condition.
- \_\_\_ Draft AAR provided to DCSOPS.

## **APPENDIX H SECURE TELEPHONE UNIT III (STU III) OPERATION**

### **H-1. General**

The STUs III located in the USARC EOC are authorized for classified discussion. The EOC has STU III configured at the SECRET level. Personnel desiring to use the STU III must check with the Assistant Operations Sergeant to obtain the appropriate Crypto Ignition Key. Prior to using the STU III, users must ensure that there are no uncleared personnel in the EOC (janitors, repair persons). Users must also ensure that regular telephones and the radios (Harris HF or Motorola), if keyed, do not transmit classified conversations meant for the STU III. If a regular telephone or these radios are activated during a classified conversation, the STU III user MUST cease any classified discussions immediately for the duration of the regular telephone or radio transmissions. Personnel using the STU III are responsible for ensuring that all personnel within hearing of the conversation have a need-to-know.

### **H-2. The STU III operation procedure**

- a. Obtain the appropriate Crypto Ignition Key from the Assistant Operations Sergeant.
- b. Insert the key in the STU III, turn it to the furthest forward position, and place the call.
- c. Once you have the party on the STU III, ask the party "Are you ready to go secure?"
- d. When ready, one of the two parties must announce and press the secure button to go secure voice.
- e. The screen on the STU III will indicate when secure communication is established.
- f. After completing the conversation, secure the Crypto Ignition Key with the Assistant Operations Sergeant.

### **H-3. Facsimile (FAX)**

The USARC EOC is supported by a non-secure FAX protected with a STU III which may be used to FAX information up to and including SECRET.

### **H-4. Secure FAX transmission**

- a. Place documents to be sent face down in the insert opening of the FAX machine as far forward as it can go.
- b. Call the party on the STU III, ensure that the key is turned to the farthest forward position, and ask the party "Are you ready to go secure?"
- c. When ready, one of the two parties must announce and press the secure button to go secure voice.
- d. Once secure voice is established, tell your party, "I'm going data"; press the voice/data button on the STU III (you will not hear anything), and the word data will appear on the telephone.
- e. Press "start" on the FAX machine:-The FAX will start sending.

f. Once the FAX is complete, press the voice/data key on the telephone and ask your party if they received a good copy (if you can't talk, press the clear key).

g. If you experience trouble, contact DCSIM (404) 629-8975.

**H-5. Secure FAX receiving**

a. Place the FAX machine in manual receive.

b. Once you have your party on the STU III, ensure the key is turned to the furthest forward position.

c. You or the distant party press the secure button to go secure voice. Once secure, ask how many pages are in the message (this may be done in the nonsecure mode).

d. When you are ready to receive, tell the party to go data. You will not hear anything on the line.

e. After you have received the message, press the voice/data key on the telephone and let the party know you received a good copy.

f. Hang up the STU III.

g. As data is classified, verify it is stamped with the appropriate classification top and bottom, front and back, and that it contains declassification instructions. Place the appropriate cover sheet on the document.

h. Return the Crypto Ignition Key to the Assistant Operations Sergeant. Ensure the Operations Cell receives a copy of all correspondence.

**GLOSSARY**

AAR .....After-Action Report  
 ADP.....Automated Data Processing  
 ADSW .....Active Duty for Special Work  
 AFRC .....Armed Forces Reserve Centers  
 AGR .....Active Guard Reserve  
 AIG.....Address Indicator Group  
 AIS .....Automated Information Systems  
 ALO.....Authorized Level of Organization  
 AMDF .....Army Master Data File  
 AMOPES .....Army Mobilization and Operations Planning and Execution System  
 AR .....Armor/Army Regulation  
 ARCOM .....Army Reserve Command  
 ARPERCEN.....U.S. Army Reserve Personnel Center  
 ASRRS .....Army Survival, Recovery and Reconstitution System  
 AT .....Annual Training  
 ATA .....Additional Training Assemblies  
 AUTODIN .....Automated Digital Network  
 BDO .....Battle Dress Overgarment  
 BDU .....Battle Dress Uniform  
 BI.....Background Investigation  
 C-DAY .....Unnamed Day Deployment Operations Commence

CAR ..... Chief, Army Reserve  
 CAT ..... Crisis Action Team  
 CLRP..... Command Logistics Review Program  
 CLRT ..... Command Logistics Review Team  
 CofS ..... Chief of Staff  
 COMPO..... Component Code  
 CONPLAN ..... Contingency Plan  
 CONUS ..... Continental United States  
 CONUSA..... Continental United States Army  
 CRC ..... CONUS Replacement Center  
 CSS ..... Combat Service Support  
 D-DAY..... Beginning of a contingency operation or of hostilities  
 DA..... Department of the Army  
 DAMPL..... Department of the Army Master Priority List  
 DCG ..... Deputy Commanding General  
 DCO ..... Defense Coordinating Officer/ Disaster Control Officer/Deputy Commanding Officer  
 DCSIM..... Deputy Chief of Staff, Information Management  
 DCSINT ..... Deputy Chief of Staff, Intelligence  
 DCSLOG ..... Deputy Chief of Staff, Logistics  
 DCSOPS..... Deputy Chief of Staff, Operations  
 DCSPER..... Deputy Chief of Staff, Personnel  
 DCSRSM..... Deputy Chief of Staff, Resource Management  
 DMOS ..... Duty Military Occupational Specialty  
 DMOSQ ..... Duty Military Occupational Specialty Qualified  
 DOD..... Department of Defense  
 DODAAC..... Department of Defense Activity Address Code  
 DTG ..... Date Time Group  
 E-DATE ..... Date of Status Change of a Unit (Effective Date)  
 EEFI..... Essential Elements Of Friendly Information  
 EOC ..... Emergency Operations Center  
 ERC..... Equipment Readiness Codes  
 FAD ..... Force Activity Designator  
 FAO ..... Finance And Accounting Office  
 FAX ..... Facsimile  
 FEMA ..... Federal Emergency Management Agency  
 FMC ..... Fully Mission Capable  
 FOC..... FORSCOM Operation Center

FONECON.....	Telephone Conversation	RCUCH .....	Reserve Component Unit Commanders Handbook
FORMDEPS.....	FORSCOM Mobilization and Deployment Planning System	RPA.....	Reserve Personnel, Army
FORSCOM.....	U.S. Army Forces Command	SIDPERS .....	Standard Installation Division Personnel System
HS .....	Home Station	SIR .....	Serious Incident Report
IDT .....	Inactive Duty For Training	SITREP.....	Situation Report
IPR.....	Inprocess Review	SJA .....	Staff Judge Advocate
IRR .....	Individual Ready Reserve	SOP .....	Standing Operating Procedure
JCS .....	Joint Chiefs of Staff	SRC .....	Standard Requirement Code
JULLS.....	Joint Universal Lessons Learned	STU III .....	Secure Telephone Unit (Third Generation)
M-Day.....	Mobilization Day	TBD.....	To Be Determined
MTOE.....	Modification Table Of Organization And Equipment	TDA .....	Tables Of Distribution And Allowances
MUSARC.....	Major U.S. Army Reserve Command	TDY .....	Temporary Duty
MUTA .....	Multiple Unit Training Assembly	THREATCON .....	Threat Condition
NLT .....	Not Later Than (Date)	TOE.....	Tables Of Organization And Equipment
OCAR.....	Office of the Chief, Army Reserve	TPFDD .....	Time-Phased Force Deployment Data
OMA.....	Operation and Maintenance, Army	TPFDL.....	Time-Phased Force Deployment List
OMAR .....	Operation and Maintenance, Army Reserve	TPU .....	Troop Program Unit
OPCON.....	Operational Control	TTAD .....	Temporary Tour of Active Duty
OPORD.....	Operation Order	UIC.....	Unit Identification Code
OPSEC.....	Operations Security	USAR .....	U.S. Army Reserve
PA.....	Public Affairs	USARC.....	U.S. Army Reserve Command
PM .....	Provost Marshal	USC.....	U.S. Code
POD .....	Point Of Debarkation	USR.....	Unit Status Report
POE .....	Point Of Embarkation	WWMCCS.....	Worldwide Military Command and Control System
POM .....	Preparation for Overseas Movement	ZULU .....	Time Zone Designator of Greenwich Mean Time
PSRC .....	Presidential Selected Reserve Callup		