



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL

J-3  
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CJCSM 3430.01C  
17 April 2008

## JOINT STAFF CRISIS ORGANIZATIONS

References: See Enclosure E

1. Purpose. This manual establishes, defines, and describes the procedures used to activate, operate, and deactivate Joint Staff Crisis Action Teams (JCATs) and Crisis Management Elements (CMEs).
2. Cancellation. CJCSM 3430.01B, 10 March 2007, "Joint Staff Crisis Organizations" is cancelled.
3. Applicability. This manual applies to the Joint Staff, the Services, Defense agencies, and OSD.
4. Procedures. Implement Standing JCAT upon receipt. All organizations will identify designated personnel and maintain this roster for immediate availability if a JCAT is activated. (See Table B-3 for manning requirements). Organizations will provide personnel names to J-3/DDRO/OTE when personnel changes are made (see page B-8, para c (1) and (2)). Organizations will ensure designated personnel attend training and maintain JCAT expertise.
5. Summary. The changes are designed to improve responsiveness of Joint Staff crisis organizations, reduce the number of crisis organizations, establish crisis organizations as part of the corporate culture and eliminate unproductive administrative requirements. Specifically, this manual:
  - a. Eliminates the terms "Joint Staff Augmentation Cell (JSAC)" and "Joint Staff Response Cell (JSRC)."
  - b. Establishes the JCAT as a standing multi-discipline 'on-call' response organization by creating a JCAT personnel roster.

- c. Changes the activation procedures of the JCAT to enable verbal authority with follow-on written confirmation.
- d. Recognizes the ability of Service Watch Cells (SWC) located within the NMCC to provide crisis response support 24/7.
- e. Establishes the National Military Command System IRM Portal, both classified and unclassified, as the primary means for a JCAT to share and disseminate JCAT products and information with interagency, Service, and combatant command crisis teams. URL is <http://www.nmcsirmportal.disa.smil.mil/portal/server.pt?>
- f. Establishes JCAT as a deployable element to enable distributed Joint Staff operations or to enable the Chairman to move a CAT to the location of a crisis or situation as required.
- g. Modifies CMEs as subject matter experts (SMEs) to “plug” into the JCAT as needed:
  - (1) Eliminates duplication of effort between JCAT and CMEs;
  - (2) Provide subject matter expertise and capability to the Operations Team or JCAT as events warrant;
- h. Eliminates the Joint Domestic Incident Response Team. The JCAT is structured to be multi-disciplined and to manage all hazards, to include domestic crises.
- i. Renames the title of the “Nuclear Operations Group (NOG)” to “Global Operations Group - Nuclear (GOG-N).”

6. Releasability. This manual is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other federal agencies, and the public may obtain copies of this manual through the Internet from the CJCS Directives Home Page--  
[http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives).

7. Effective Date. This manual is effective upon receipt.



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Enclosures:

- A - General
- B - Joint Staff Crisis Action Teams
- C - Joint Staff Crisis Management Elements (CME)
- D - Operations and Security
- E - References
- GL - Glossary

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ENCLOSURE A

GENERAL

1. Purpose. This manual establishes, defines, and describes the procedures used to activate, operate, and deactivate Joint Staff CATs and CMEs.

2. Joint Staff Crisis Organizations

a. National Military Command Center (NMCC) Operations Team (OT). The OT is normally the first Joint Staff organization aware of the outbreak of a crisis. The five OTs continuously man the NMCC on a revolving schedule. Each OT has 10 Joint Staff and 9 DISA personnel and is supervised by the Deputy Director of Operations (DDO), a general/flag officer representing the Director for Operations, J-3 (DJ-3) and the Chairman. OTs are responsible for worldwide monitoring, standing strategic watch, and crisis response. Table A-1 illustrates an OT.

<b>NMCC Operations Team (OT)</b>			
<b>Position</b>	<b>Grade</b>	<b>Agency</b>	<b>Per Shift</b>
Deputy Director for Operations	O-7	J-3	1
Assistant Deputy Director for Operations	O-5	J-3	1
Senior Operations Officer	O-4 / O-5	J-3	1
Current Operations Officer	O-4 / O-5	J-3	1
Surveillance Officer	O-4 / O-5	J-3	1
Senior Emergency Actions Officer	O-4 / O-5	J-3	1
Emergency Actions Officer	O-4 / O-5	J-3	1
Emergency Actions NCO	E-7	J-3	1
Secure Operations Console Operator	E-5 / E-6	J-3	2
Senior Communications Watch Officer	O-4	DISA, JSSC	1
Communications Watch Officer	O-2 / O-3	DISA, JSSC	1
Communications Watch Office, NCOIC	NCO	DISA, JSSC	1
Communications Watch Office, NCO	NCO	DISA, JSSC	6
Total per OT			19

**Table A-1**

b. NMCC Intelligence Watch Center

(1) The NMCC Alert Center is a 24-hour all-source intelligence fusion center within the Deputy Directorate Executive Support (J2E). It is comprised of permanent J-2E personnel, DIA analysts on temporary assignment, and liaison personnel from external agencies and Military Services (both active duty and reserve forces). The Chief, Alert Center Division is responsible for the comprehensive 24/7 operations of the Alert Center. The Deputy Director for Intelligence (DDI) is responsible for the daily operational control of the Intel Watch Center on-duty watch team. The DDI is supported by the Assistant

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Deputy Director for Intelligence (ADDI), geographical and functional analysts and individuals from a variety of intelligence agencies. The DDI serves as the NMCC's military intelligence SME as well as the liaison officer and focal point for national, interagency, and non-governmental agency intelligence support to the DDO.

(2) J-2/Defense Intelligence Agency (DIA) has the capability to commit additional resources to crisis management as events warrant.

<b>NMCC Intelligence Watch Center</b>			
<b>Position</b>	<b>Grade</b>	<b>Agency</b>	<b>Per Shift</b>
Director, Alert Center	O-6	J-2	1
Deputy Director for Intelligence	O-6	J-2	1
Assistant Deputy Director	O-4 / O-5	J-2	1
Operations Officer	NCO/Civ	J-2	1
Team NCO	NCO	J-2	1
Crisis Production Desk	Civ	J-2	1
Americas Desk	Civ	J-2	1
Asia Pacific Desk	Civ	J-2	1
Eurasia Desk	Civ	J-2	1
Middle East/Africa Desk	Civ	J-2	1
LAN System Administrators (LSA)	Civ	J-2	1
Other Organizations	Civ	J-2	1
National Geospatial Agency (NGA)	Civ	J-2	1
Service Desks	NCO	SVC	3
Cryptologic Support Group (CSG),	NCO	J-2	1
CIA Desk	Civ	J-2	1
Defense HUMINT Service (DHS) Desk	Civ	J-2	1

**Table A-2**

c. Service Watch Cells

(1) The Army, Navy, Air Force, and Marine Corps each maintain a Watch Cell within the NMCC, representing their respective Service Secretaries and Service Chiefs. These cells are not Joint Staff organizations.

(2) SWCs monitor forces of their respective Services and receive reports or other indications of impending crises or other issues that may be of interest to the Chairman or Joint Staff.

(3) Because of the proximity of the SWCs to the OTs, they have the capability to provide timely information to the Joint Staff crisis organizations and act as a conduit for information from the Joint Staff to the Service headquarters.

d. Crisis Management Elements. CMEs are teams of SMEs that provide specialized support during crises. CMEs may operate in direct support of the

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OTs or as part of a JCAT, depending on the scope and scale of a crisis. Enclosure C provides additional details. CMEs include:

- (1) The NMCC Intelligence Alert Center Crisis Operations elements.
- (2) Joint Logistics Operations Center (JLOC).
- (3) Continuity of Operations (COOP) Response Cell (CRC).
- (4) Joint Nuclear Accident-Incident Response Team (JNAIRT).
- (5) Global Operations Group-Nuclear (GOG-N).
- (6) Focal Point Cell (FPC).

e. Joint Staff CATs

(1) When a crisis or significant U.S. military operations will exceed the capabilities embedded within the OTs, the Joint Staff activates a JCAT.

(2) The JCAT is a flexible, multi-disciplined, and “all-hazards” responsive organization that provides expertise from across the Joint Staff. Once activated, the JCAT can be tailored to the specific crisis or military operation.

(3) A JCAT is the central coordination element for the Chairman for a crisis. The JCAT gathers information, develops recommendations for senior Defense officials, writes orders, and provides support to U.S. forces.

(4) Trained Team Chiefs, Deputy Team Chiefs, and Battle Captains lead JCAT operations. Normally, the JCAT Team Chief or his Deputy will be a SME for the type of crisis being worked. For example, a J-33 Joint Operations Division (JOD) SME will run the JCAT for a regional crisis while a J-34 DDAT/HD SME will run the JCAT for a domestic crisis.

3. Procedures

a. Established organizations, responsibilities, and normal procedures of the Joint Staff and the NMCC remain in effect during crises and are changed only to meet time constraints and needs of the situation. When necessary, the Director, Joint Staff (DJS), will modify the established organizations, responsibilities, and normal procedures.

b. Enclosure B describes the composition and operation of the JCAT, as well as the roles and responsibilities of the Joint Staff, the Services, Defense agencies, and OSD. The roles and responsibilities of CAT members are found in reference a.

4. Exercises. The Chairman will periodically direct the exercise of crisis organizations. The DJ-3 is responsible for coordinating required JCAT training with Director, J-7 (DJ-7), when the exercise is part of the Chairman's Sponsored Exercise Program.

5. Relocation and Deployment. Normally, crisis organizations operate in the Pentagon's NMCC. If relocation or deployment is directed, the JCAT and CMEs will move to designated relocation sites per reference b. Deploying personnel should deploy with essential personal effects, to include duty uniforms, personal hygiene items, medications, and towels, sufficient for 30 days.

## ENCLOSURE B

### JOINT STAFF CRISIS ACTION TEAMS

1. Joint Staff Crisis Action Team. The design of the JCAT provides expertise from across the Joint Staff, OSD, and the Services necessary to deal with the requirements of international and domestic crises and consequence management.

a. The Joint Staff activates a JCAT when a crisis is expected to require significant dedicated action by the Joint Staff. Upon JCAT activation, individuals identified for standing CAT duty will report to the NMCC Crisis Management Room (CMR) floor or other designated location and assume JCAT duties. During JCAT recall, Directorates will selectively notify trained and roster-listed individuals.

b. The DDO, DDRO, DJS, Vice Chairman, or Chairman may verbally direct JCAT recall. The DJS will provide written confirmation of JCAT activation via Joint Staff Form 136. Delays in 136 processing will not delay notification or report times of JCAT members.

c. A JCAT is tailored to a crisis. This occurs through selective JCAT recall for minor or regionalized crises. The JCAT Team Chief may also tailor the JCAT by releasing personnel to return to their normal duties as crises operations reach a steady state or begin to wind down.

d. Upon JCAT activation, Joint Staff Directorates, the Services, Defense agencies, and OSD may form crisis action cells within their organizations. These cells will support their respective action officers (AOs) or liaison officers (LNOs) on the JCAT.

e. Table B-3 depicts the JCAT structure, composed of three teams. Each team is expected to cover 12-hour shifts when activated. To support 24x7 operations, 2 JCAT teams may have to be recalled and activated.

f. Joint Staff Directorates will ensure worldwide expertise is represented on the JCAT, by identifying functional and regional specialists and ensuring these personnel are trained and available for JCAT duty.

g. DJS can direct additional resources for the JCAT. JS Form 136 will be used to gain approval from the DJS and staffed through agencies providing the "over-and-above" resources, to increase requirements that exceed the scope of a standard JCAT.

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h. The DDO will normally supervise the JCAT. However, the DJS may appoint a flag officer from any Directorate to supervise the JCAT if the situation warrants. For example, the J-34 Deputy Director for Antiterrorism/Homeland Defense will be expected to supervise the JCAT for a domestic crisis. Until this appointment is made and during periods the appointed DD is not available, the DDO will provide general guidance and supervision of the JCAT.

i. While supervising the JCAT, the DDO maintains his primary global mission responsibility for making time-sensitive, crisis-related notifications within the Joint Staff and external agencies (e.g. OSD and the Services).

2. This instruction establishes the basis for a standing JCAT as briefed and approved by the DJS. Lessons gained from the Hurricane Katrina disaster response, in addition to subsequent exercises, identified JCAT stand-up timeliness as an area for improvement. To simplify the process and retain trained JCAT members, the Director approved the identification and training of a core group of people and their alternates from the Joint Staff, combatant command LNOs, Service LNOs from the Service Watch Cells, and the Global Situational Awareness Facility (GSAF) LNOs to man three standing JCATs available for recall if needed, and maintenance of a JCAT personnel roster to identify personnel assigned to JCAT duty on a team. The teams will train and exercise together and maintain on-call, ready status for CAT Duty, covering three 4-month rotations each year.

a. When on-call, JCAT personnel will be available for recall to respond to all JCAT activations for both crisis or exercise scenarios. Designated JCAT personnel should not be assigned to COOP positions simultaneously. Joint Staff Directorates will ensure their personnel are trained, assigned, and available for recall. When not available, Joint Staff Directorates will substitute trained alternates or personnel from other JCAT on call rotations.

b. Normally, only one of three JCAT rotations is on call and standing by during a given quarter, including weekends and during off-duty hours. This team will muster, when activated, as required and establish the initial duty shift. Once operational, the on-duty JCAT Chief will make a recommendation to the DDO or DJ-3 for recalling or activating the next in line JCAT rotation to establish a 24 hour crisis operation. The standard JCAT Day shift is 0700-1900 (local). The standard JCAT Night Shift is 1900-0700 (local). These shift times are based on a nominal 0600 briefing update to the Chairman and a 1700 SecDef briefing update. Team Chiefs will adjust shift times based on CJCS and SecDef battle rhythm requirements. Team Chiefs will also establish report times to satisfy shift change over as required. During prolonged crises, the DJS may activate the third JCAT rotation as well as mobilize and train additional personnel to relieve one or both of the engaged JCAT rotations.

c. With strategic warning, the DJS may put two JCAT rotations on recall status. Based on the time of decision, the DDO will recall one team and notify the second team to report at a later time. Generally, when notification is made between 1800 and 0600, the designated night shift reports first; when notification is made between 0600 and 1800, the designated day shift reports first.

**Table B-3. Crisis Action Team (CAT)**

<b>Position</b>	<b>Grade</b>	<b>Agency</b>	<b>Per Shift (Total)</b>
Team Chief	O-5 / O-6	J-34 DDAT/HD (2) J-33 DDRO (1)	1 (3)
Deputy Team Chief	O-5 / Civ	J-33 DDRO (1) J-39 DDGO (1) J-34 DDAT/HD (1)	1 (3)
Battle Captain	O-5 / Civ	J-33 DDRO (1) J-39 DDGO (1) J-34 DDAT/HD (1)	1 (3)
Team Briefer	O-4 / O-5 /	J-33 DDRO (1) J-39 DDGO (2)	1 (3)
Briefer Support	O-4 / O-5/ Civ	J-5 (2) J-8 (1)	1 (3)
Order Tm Leader	O-5 / Civ	J-34 DDAT/HD (2) J-33 DDRO (1)	1 (3)
Order Writers	O-4 / O-5 / Civ	J-34 DDAT/HD (6) J-33 DDRO (3)	3 (9)
J-1 AO	O-4 / O-5 / Civ	J-1	1 (3)
J-2 Collection Manager	O-4 / O-5 / Civ	J-2	1 (3)
J-3 ROD SME	O-5 / O-6 / Civ	J-33 DDRO	1 (3)
J-3 ATHD SME	O-5 / O-6 / Civ	J-34 ATHD	1 (3)
J-3 SOD SME	O-5 / O-6 / Civ	J-37 DDSO	1 (3)
J-4 AO (JLOC)	O-4 / O-5 / O-6	J-4	On Call
J-5 AO	O-5 / O-6 / Civ	J-5	1 (3)
J-6 AO	O-5 / O-6 / Civ	J-6	1 (3)
J-7 AO	O-5 / O-6 / Civ	J-7	1 (3)
J-8 AO	O-5 / O-6 / Civ	J-8	1 (3)
Supported combatant command LNO as required	O-5 / O-6 / Civ	USCENTCOM/USEUCOM/ USPACOM/USNORTHCOM USSOUTHCOM/USSOCOM	1-6 (x3)
USA LNO	O-4 / O-5 / O-6	Service/Service Watch Cell	On Call
USN LNO	O-4 / O-5 / O-6	Service/Service Watch Cell	On Call
USMC LNO	O-4 / O-5 / O-6	Service/Service Watch Cell	On Call
USAF LNO	O-4 / O-5 / O-6	Service/Service Watch Cell	On Call
OSD (HD/HA)	Civ / O-5 / O-6	OSD	1 (3)
NGB LNO	O-5 / O-6 / Civ	NGB	1 (3)
USCG LNO	O-4 / O-5 / O-6	USCG	1 (3)
DTRA LNO	O-4/O-5/Civ	DTRA	1 (3)
JS LNO to the GSAF	O-4 / O-5 / O-6	J-34 ATHD (1) J-39 DDGO (1) J-33 DDRO (1)	1 (3)
US Army Corps of Engineers LNO	O-5 / O-6 / Civ	USACE	1 (3)
Emergency Preparedness Liaison Officer (EPLO)	O-5 / O-6	USA, USN, USMC, USAF	3 (9)
CJCS Legal	O-5 / O-6 / Civ	OCJCS/LC	On Call

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CJCS Public Affairs	O-5 / O-6 / Civ	OCJCS/PA	On Call
SCIG	O-4 / O-5	Strategic Communications Directorate	On Call
Admin NCO	E-6 / E-7 / E-8	J-34 ADDAT/HD (1) J-39 DDGO (1) J-33 DDRO (1)	1 (3)
Total per shift			26-31

2. Support to Crisis Action Cells. Upon activation of the JCAT, the following organizations provide direct support:

a. Information Systems Office. Upon JCAT activation, the Chief, Systems Operations Branch, Command Systems Operations Division (CSOD), Deputy Director for Global Operations (DDGO), activates an Information Systems Office (ISO). The ISO is the single point of contact to coordinate automated information systems, communications support, and information requirements, and operates in both the NMCC and NMCC Site-R (Joint Staff Relocation Site). The Chief, ISO, reports to the Team Chief and the ISO operates on a 24-hour basis. The Communications Watch Office (CWO) can provide assistance to the ISO, provided that assistance does not interfere with the CWO's primary mission of providing direct support to the DDO.

b. Briefing Support. Operations Briefing Branch (OBB), a component of DDRO, supports JCAT graphics and briefing presentation requirements. The OBB Branch Chief will coordinate with the JCAT Chief and Briefer to discuss timelines for electronic presentations and requirements for printed copies. Close coordination between the CAT Chief and OBB is essential to ensure that products are ready in a timely fashion.

c. Geospatial Intelligence. The National Geospatial-Intelligence Agency (NGA) Support Team in the Pentagon provides geospatial intelligence support in the form of imagery, imagery intelligence, and geospatial data and information (maps) to JCATs in both the NMCC and NMCC Site-R.

d. Facilities

(1) NMCC. Strategic Operations Division-NMCC Systems Operations Branch, J-39 DDGO maintains the crisis facilities within the NMCC (CMR and Crisis Situation Room) and ensures that these spaces are ready within 4 hours of notification of JCAT activation.

(2) NMCC Site-R. J-39 DDGO's NMCS Division maintains the crisis facilities within NMCC Site-R (e.g., CMR) and ensures that these spaces are ready within 6 hours of notification of JCAT activation.

(3) Other JCAT operating locations. The JCAT could be deployed to any forward area to better support a crisis worldwide. Once the decision to deploy

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the JCAT is made, J-33 DDRO/ROSD/OTS will identify appropriate deployment facilities and the facility manager. The facility manager at each location is responsible for providing the infrastructure and information systems support at those locations. J-39 DDGO/STOD/CCB will provide liaison between the facility staff and the JCAT at those locations.

### 3. CAT Recall and Stand-down Procedures

a. When directed by the Chairman, Vice Chairman, or DJS, DDRO, or DDO, the Joint Staff activates a JCAT. Verbal authority is sufficient to begin JCAT recall.

(1) J-33 ROSD/OT&E (duty hours) or the on-duty OT (non-duty hours) will notify the Team Chiefs, Executive Assistants for the Joint Staff Directorates, and J-3 Deputy Directorates, SWCs, Coast Guard Operations Center, OSD Cables, and applicable interagency operations centers by the most expedient means available. These means include email, telephone, and the Computer Emergency Notification System (CENS) (following coordination with the Pentagon Force Protection Agency). Notification will include:

(a) Notice of JCAT recall, to include appropriate CMEs.

(b) Initial report time for JCAT (and CMEs as appropriate).

(c) Selective or full recall. If selective, positions being recalled.

(d) Brief synopsis of the situation (e.g., tsunami in the Indian Ocean, crisis event in the Middle East, major earthquake in Africa, major volcanic eruption in Hawaii). The level of detail in the notification will be tailored to the classification level.

(e) If deployment is planned.

(2) Agencies notified of recall will notify individuals on the JCAT roster.

(3) During duty hours, upon notification JCAT members will report at designated time or as soon as possible to the NMCC Crisis Management Room (BD945A). For planning purposes, during off-duty periods, weekends, and holidays, on-call JCAT members will report no later than 8 hours after notification. Exceptions to response requirements will be coordinated through the DDO. Any team member unable to meet these requirements will arrange an alternate JCAT member to cover their position and notify the DDO, Team Chief, and appropriate J-Dir. The DDO may decrease the off-duty response time to 4 hours when conditions warrant. In this case, the OT will conduct a JCAT notification call out. When instructed, JCAT members will report with necessary deployment gear.

(4) Changes to the personnel roster must be coordinated with J-33 DDRO OT&E and approved by the JCAT Team Chief. JCAT roster personnel who are not recalled remain subject to recall.

b. J-33 ROSD/OT&E develops a JS Form 136 for DJS approval to confirm activation. For no-notice JCAT activations, this JS Form 136 will be processed after the JCAT have started operations and is not a prerequisite for reporting to the JCAT.

c. The J-33 ROSD/OT&E will coordinate with donor agencies for JCAT additions not otherwise included in the JCAT or CMEs if required.

d. Once recall procedures are in progress, J-33 DDRO/ROSD/OT&E develops a DMS activation message with the DDO or J-33 DDRO as the releasing authority. The message is sent to all combatant commanders, the Services, and interested agencies to announce activation. The message lists the JCAT operating location, names of essential personnel, secure and non-secure telephone numbers, unclassified and classified e-mail addresses, and reporting instructions. Additional information, such as number of shifts to be staffed and battle rhythm, if known, will also be included. This message is sent to signify to the combatant commands that all crisis action business should shift from the OT to the JCAT.

e. The JCAT will operate continuously, until the DJS determines that the situation is such that JCAT members may return to normal duties and the JCAT can stand-down.

f. JCAT Chief will prepare a message for all concerned commands and agencies regarding JCAT stand-down. The message will include points of contact for enduring issues. At JCAT stand down, crisis action business will revert to designated points of contact or to the on-duty NMCC OT. Supervising DD, DDO, DDRO, or DJ-3 is the releasing authority.

#### 4. Roles and Responsibilities

a. Director, Joint Staff. The Director is the activation and a deactivation authority for Joint Crisis Action Teams.

b. Military Services, Defense Agencies, and OSD

(1) Service, Defense agency, and OSD liaisons to the JCAT remain under the operational control of their parent organizations and act as the primary interface between the JCAT and their organizations.

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(2) If the JCAT is operational within the NMCC, Service and OSD LNOs may operate from the SWCs or the OSD GSAF. JCAT members operating from other facilities within the NMCC will coordinate their activities with the JCAT Chief for short-suspense requests for information and support.

(3) If the JCAT is recalled for purposes of deployment, the Services and OSD will deploy their LNOs, either per Table B-3 above or reference b.

(4) Ensure that individuals identified to perform liaison duties with JCAT attend crisis action training. This training ensures that all potential JCAT members are able to respond and operate on the team and employ appropriate command, control, and automated information systems specific to the NMCC.

c. Joint Staff Directorates

(1) Identify primary assigned JCAT personnel and at least one alternate member for each position on each standing CAT Team, IAW this instruction. Once individuals are identified and trained they will remain on call for this duty for a four-month period. On call means the individual can be reached at all times and report to duty within 4 hours if a JCAT is activated. Directorates may substitute trained personnel to satisfy this requirement as needed to allow for leaves and TDY/TADs. Directorates with regional concerns can identify additional personnel to allow tailoring.

(2) Ensure that the standing JCAT personnel roster remains current throughout the year. Updates to the personnel roster can be made at [http://dseroom.dse.jst.js.smil.mil/eRoom/Institutional/J3/0\\_e6ed](http://dseroom.dse.jst.js.smil.mil/eRoom/Institutional/J3/0_e6ed).

(3) Ensure individuals identified as primary or alternate CAT members complete JCAT training. This training ensures JCAT members are familiar with the crisis action program, the operation of CATs, and the command, control, and automated information systems available for use by the NMCC. J-3/DDRO/ROSD will provide or arrange training on a semi-annual basis.

(4) Ensure JS Form 5s, valid for 120 days, are completed and current for individuals identified as primary or alternate CAT members. See reference f for additional information.

(5) Maintain personnel on the roster for a minimum of 4 months. One year is desired for training demand and continuity. When reassigning JCAT personnel, stagger changes between JCAT rotations to retain continuity in the position.

d. Director for Operations, J-3

- (1) Maintain oversight of the crisis action program.
- (2) Establish and publish detailed standing operating procedures for the JCAT outlined in this manual.
- (3) Develop and maintain a standing JCAT roster of personnel.
- (4) Conduct a training program to ensure that CAT members, including military Service and Defense agency personnel, are trained in the crisis action program, the operation of JCAT and the command, control, and automated information systems specific to the NMCC.
- (5) Maintain capability within the NMCC to provide command systems support to JCATs.

e. Crisis Action Teams

- (1) Operate directly under the direction of the JCAT Chief.
- (2) Serve as the Chairman's centralized coordination element for the crisis.
- (3) Supervise activated Joint Staff CMEs, as required.
- (4) Gather information to maintain situational awareness.
- (5) Develop recommendations for senior defense officials.
- (6) Develop estimates and assessments on national military priorities, force options, capabilities, and other joint issues.
- (7) Provide support to U.S. forces.
- (8) Function as the Chairman's operating staff and implement CJCS decisions.
- (9) Closely coordinate and exchange appropriate operational information with higher and subordinate organizations, operations centers, and crisis action cells.
- (10) Task appropriate commands to answer queries from the Secretary of Defense.
- (11) Prepare and conduct briefings pertinent to the crisis.

(12) Maintain situation maps, status reports, and appropriate crisis situation information.

(13) Prepare required orders and directives for approval by the Secretary of Defense.

(14) Archive records needed to assemble a complete record of the JCAT.

(15) Use established IRM Portal or other established IT solution to aid the flow of information. URL for IRM Portal is:  
<http://www.nmcsirmportal.disa.smil.mil/portal>

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ENCLOSURE C

JOINT STAFF CRISIS MANAGEMENT ELEMENTS

1. Background. CMEs are cells activated by the Joint Staff to deal with very specific aspects of a crisis. CMEs are task organized, have very specific functions and may be in direct support of the DDO or augment a CAT.
2. Crisis Management Elements. CMEs include:
  - a. NMCC Alert Center
  - b. JLOC.
  - c. GOG-N.
  - d. CRC.
  - e. JNAIRT.
  - f. Focal Point Cell.

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## APPENDIX A TO ENCLOSURE C

### NMCC INTELLIGENCE WATCH CENTER

The Directorate for Intelligence, J-2, is the office of primary responsibility (OPR) for all crisis intelligence operations. The DJ-2 is responsible to the Director, DIA, for overall intelligence coordination, direction and execution of DIA Crisis Management, and Continuity of Operations crisis support. The DJ-2 exercises operational control over all DOD/DIA resources assigned to the NMCC Intel Watch Center, Intelligence Task Forces, and Working Groups.

a. Intelligence Working Group (IWG). An IWG will be established in the NMCC Alert Center to provide focused coverage of the crisis and to respond to requirements related to contingency support. Daily procedures, established organizations, and responsibilities remain in effect where practicable. Ordinarily, an IWG is manned around the clock. DIA personnel augmentation will be requested to staff the IWG as necessary. NSA and CIA personnel may also be requested. An IWG will normally consist of a total of approximately 5 to 20 personnel, although specific requirements will be situation dependent. The DJ-2 will periodically revalidate the requirement for an IWG and continually assess its assigned missions, functions, and tasks.

b. Intelligence Task Force (ITF). If intelligence requirements for crisis support or support to military operations exceed the capabilities of the IWG, DIA, NSA, CIA, OSD, and Service personnel, both active and Reserve, may be requested to create an ITF. In some cases, a Military Intelligence Board (MIB) is convened, at which the Service Intelligence Chiefs may discuss their support to the ITF. Normally functioning on a 24-hour-a-day basis, the ITF will serve as the focal point for all aspects of the national-level military intelligence involvement in the crisis. The DJ-2, in concert with the ITF Commander and other DIA principals, will determine the ITF composition and supporting elements in terms of numbers, grades, specialties, and responsibilities. An ITF can consist of as few as 20 and as many as 150 personnel, depending upon situation requirements. The DJ-2 will periodically revalidate the requirement for an ITF and continually assess its assigned missions, functions and tasks.

c. Expanded ITF (EITF): If the commitment/deployment of U.S. military forces to a crisis area is imminent, and/or upon the DJ-2's determination that a crisis has expanded beyond the ITF's production and reporting capabilities, the ITF will be augmented with additional personnel and equipment from DIA, NSA, CIA, NGA, OSD, and the Services to form an EITF. This augmentation will be accomplished upon CJCS request/direction or with the recommendation of the Director, DIA and concurrence by the MIB. A typical EITF for a Major Theater War (MTW) will consist of approximately 300-450

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personnel, depending upon situation requirements. Personnel requirements for a lesser regional contingency or a small-scale contingency will be substantially lower. Annex P to the DIA Master Contingency Plan describes the concept of operations for an EITF to support crises and wartime operations. Enclosure 1 to Annex P provides general manning requirements for a typical EITF to support an MTW. Specific analytical personnel requirements are scenario dependent. If NMCC Intel Watch Center operations must be expanded to support 2 concurrent MTWs, facilities outside of J-2 will be required to accommodate the second task force. The EITF's missions, functions, and tasks will be revalidated by the MIB as theater/JTF and Service component intelligence organizations mature and assume greater analytical and processing capabilities. In accordance with Title 10 USC. 193, the Chairman will have the opportunity to evaluate how effectively the EITF is providing timely, accurate all-source intelligence to a variety of consumers.

APPENDIX B TO ENCLOSURE C

JOINT LOGISTICS OPERATIONS CENTER

1. Organization. The JLOC is a branch of the Readiness division within the Directorate for Logistics, J-4, and functions 24 hours a day, 7 days a week. The JLOC is designed to manage logistics and mobilization actions during periods of national emergency, heightened international tensions, or when unique situations require intensive logistics management. The Director, J-4 or designated representative will serve as Director, JLOC. Team size and composition will vary contingent upon the nature and scope of each operation. Table C-A-1 illustrates a typical JLOC. The JLOC, through its J-4 AO, will respond to requirements and taskers generated by a CAT.

<b>Joint Logistics Operations Center (JLOC)</b>		
<b>Position</b>	<b>Grade</b>	<b>Per shift</b>
Director, JLOC	O-8/O-7	1
Deputy Director/Team Chief	O-6	1
Battle Captain	O-5	1
Slide Support	O-5/O-4	1
Tracker Desk Officer	O-5/O-4	1
Sustainment/Mortuary Affairs Desk Officer	O-5/O-4	1
Mobilization Desk Officer	O-5/O-4	1
Medical Desk Officer	O-5/O-4	1
International Logistics/ Humanitarian Assistance Desk Officer	O-5/O-4	1
Admin NCO	NCO	1
DLA Liaison	Officer/Civilian	1
Total per shift		11

**Table C-B-1. Joint Logistics Operations Center (JLOC)**

2. JLOC Functions

- a. Provide the DJ-4 or designated representative with a core staff and the facilities necessary to meet the requirements of the Chairman during a crisis.
- b. Serve as the J-4 crisis management organization with appropriate incremental augmentation for expansion from a small response cell to a full crisis center depending on the nature of the situation.
- c. Serve as the Joint Staff point of contact for all logistics matters pertaining to a specific operation or crisis.

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d. Maintain appropriate liaison with USTRANSCOM and with logistics operations centers of the Services, DLA, supported or supporting combatant commanders, and other agencies.

e. Serve as the focal point on the Joint Staff for monitoring and assessing mobilization planning and execution.

f. Maintain historical files, reports, and records concerning a specific operation or crisis.

g. Serve as the focal point on the Joint Staff for assessing medical support to U.S. forces, coalition members, and/or interagency partners, including adequacy of medical assets, medical mobilization, and the Armed Services Blood Program.

h. Convene the Joint Materiel Priorities and Allocation Board and Joint Transportation Board, as required, to review allocation priority issues which cannot be resolved by DOD components, and to adjudicate or recommend to the approving authority the priorities for allocation of material assets.

APPENDIX C TO ENCLOSURE C

GLOBAL OPERATIONS GROUP – NUCLEAR

1. Organization

a. The GOG-N supports the DJ-3 as the Joint Staff element responsible for all global strike, strategic response (nuclear and non-nuclear), nuclear operations, and non-domestic combating weapons of mass destruction (CWMD) matters during crises. The GOG-N is a flexible organization whose composition and size are shaped by the nature and scope of the crisis.

b. The GOG-N is activated by the DJ-3 and supervised by the GOG-N Team Chief. Table C-C-1 illustrates the typical core staff positions of a GOG-N. The Strategic Operations Division (STOD) forms the nucleus of the GOG-N and is augmented by Joint Staff, DOD organizations, and other appropriate USG agencies. These pre-designated augmentees provide a wide range of specific technical expertise that is not resident in STOD.

c. The GOG-N, when augmenting the JCAT, will coordinate actions through the JCAT Chief. When operating independently, the GOG-N reports directly to the DDO, the appointed DD in charge of the CAT, DDGO, DJ-3, or the Chairman.

d. Upon activation, STOD will recommend the GOG-N structure and personnel. During activation, the GOG-N Team Chief will recommend appropriate changes in GOG-N composition to meet changing requirements.

<b>Table C-B-1 Global Operation Group (GOG) – CWMD / Global Strike Operations</b>			
<b>Position</b>	<b>Grade</b>	<b>Agency</b>	<b>Per Shift (Total)</b>
Team Chief	O-7 / O-6	DDGO STOD	1 (2)
Deputy Team Chief	O-5 / GS	DDGO STOD	1 (2)
Intelligence Officer	Officer / Civilian	J-2E	1 (2)
Plans / Policy AO	O-5 / O-4	DDGO STOD	1 (2)
Special Operations AO	O-5 / O-4	DDSO	1 (2)
Weapons Effects / Consequences of Execution Officer	O-5 / O-4	DTRA	1 (2)
Admin NCO	E-6 / E-7 / E-8	DDGO STOD	1 (2)
Information Operations Officer	O-5 / O-4	DDGO	1 (2)
AFRRI Health Physicist	O-5 / O-4	AFRRI	1 (2)
Total per shift			12 (24)

**Table C-C-1 Global Operation Group (GOG) – CWMD / Global Strike Operations**

## 2. GOG Functions

- a. Serve as the Joint Staff element for matters pertaining to global strike, strategic response (nuclear and non-nuclear), nuclear operations, and non-domestic CWMD through all crisis phases.
- b. Assess, monitor, and support proposed and selected courses of action.
- c. Develop and present operational briefings, including: results of operations, results of strikes, targets destroyed, uncovered targets, and force status.
- d. Provide independent analysis of courses of action recommended by the combatant commands.
- e. Provide consequences of execution analysis for nuclear strikes to the Chairman and Secretary of Defense.
- f. If appropriate, inform the Chairman and OSD on status of post-attack remediation operations.
- g. Facilitate national-level communications with the combatant commanders.
- h. Facilitate communications and coordination with the GOG and other Defense agencies.
- i. Maintain liaison with other intelligence agencies.
- j. Assist on identification and deployment of specialized CWMD resources as appropriate.
- k. Assess, monitor, and support proposed courses of action related to WMD offensive operations, WMD elimination, and WMD interdiction.
- l. Advise and coordinate information operations in support of actions.
- m. Coordinate public affairs releases for the Joint Staff related to global strike, strategic response (nuclear and non-nuclear), nuclear operations, and CWMD.
- n. Coordinate legal advice for the Joint Staff related to global strike, strategic response (nuclear and non-nuclear), nuclear operations, and CWMD.

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o. Evaluate and provide information to the Chairman concerning matters of strategic response (nuclear and non-nuclear), force generation, implementation of airborne alert, or positive control launch of the bomber force.

p. Provide accurate and timely information to assist the Chairman and Secretary of Defense as necessary, as they provide advise to the President in decisions involving strategic response (nuclear and non-nuclear), execution, and termination.

q. Accomplish all actions necessary to ensure the successful operation of U.S. and NATO nuclear forces.

r. Develop, for the Chairman's approval, guidance on nuclear adaptive plan development or modification and relay Presidential, SecDef, or CJCS guidance to combatant commands.

s. Provide nuclear weapons surety guidance and status of nuclear weapons and systems to the Chairman and combatant commanders.

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## APPENDIX D TO ENCLOSURE C

### CONTINUITY OF OPERATIONS RESPONSE CELL

1. Purpose. The CRC is the principal organization in facilitating the execution of the COOP Operations Order contained in reference b of this document.

2. Mission. The CRC plans and prepares the response to crisis-related events and provides the Chairman with information and recommendations to ensure effective continuity of operations. During COOP contingencies, the CRC is the link between the CRC-like elements of USNORTHCOM, the Services, and Defense and federal agencies and the Joint Staff. The CRC operates during four phases:

- a. Planning Joint Staff relocation or reconstitution for a COOP contingency.
- b. Relocating (or reconstituting) the Joint Staff.
- c. Facilitating initial operations at the relocation site(s).
- d. Returning the Joint Staff to the Pentagon or other permanent location.

### 3. Concept of Operations

a. The CRC is activated when a COOP contingency occurs or when information indicates one may occur. The CRC consists of CRC-A, which activates in the NMCC and later deploys to NMCC Site-R and CRC-B, which activates at NMCC Site-R. Both cells activate simultaneously. Once relocation is directed, CRC-A directs the notification of the Joint Staff Emergency Relocation Staff (ERS) and those personnel chosen to relocate during a COOP contingency per reference b, to begin relocation. CRC-B receives relocating ERS personnel at NMCC Site-R, facilitates initial operations, and prepares NMCC Site-R to accept C2.

b. The OT is the crucial element in monitoring world events that can affect continuous operations of the NMCS and provides notification to the COOP/Continuity Branch (CCB), NMCS Division, DDGO, of such trends. Upon CRC activation, the OT performs functions critical to COOP execution in conjunction with the CRC, such as alert and notification of OTs, Emergency Planning Coordinators (EPCs) and ERS elements, execution of the Joint Emergency Evacuation Plan (JEEP) (reference c), and situation monitoring. When activated, the CRC is subordinate to the OTs and supervised by the DDO.

#### 4. CRC Activation Procedures

a. CRC Activation. The DDO, DDGO, DDRO, or higher authority activates the CRC. Because of time constraints, CRC activation is usually made via verbal order to the CRC Team Chief through the Joint Staff COOP office.

##### b. Procedures

(1) When warning of a COOP contingency is received, the OT notifies the NMCS Branch, STOD, DDGO, the Service and Defense agency command centers, and USNORTHCOM, Joint Force Headquarters-NCR. Upon activation, CRC-A notifies USNORTHCOM, Joint Force Headquarters-NCR, and Service and Defense agency operations centers to activate their respective CRC or equivalent.

(2) CRC-A will activate in the CRC Office in the NMCC. In the event that the NMCC is no longer operational, the CRC Office will be directed to deploy to NMCC Site-R for activation. The CRC-B activates simultaneously at NMCC Site-R and, within 2 hours of notification, will commence the NMCC Site-R activation checklist.

(3) If the threat is deemed imminent, the CRC-A may be directed to report to NMCC Site-R. CRC-B is simultaneously alerted and acts as directed. If the NMCC is disabled before notifying CRC-A members, CRC-B will direct any surviving members of CRC-A and thereafter the remainder of ERS, to relocate to NMCC Site-R.

5. Organization. Table C-D-1 illustrates CRC-A, table C-D-2 illustrates CRC-B. The CRC team chief, in coordination with the responsible agency, will determine the exact requirements. Only one CRC shift is anticipated.

<b>Table C-D-1 COOP Response Cell-A (CRC-A)</b>			
<b>Position</b>	<b>Grade</b>	<b>Agency</b>	<b>Per Shift (Total)</b>
Team Chief CRC-A	O-5	J-3 DDGO CC&C	1
Executive Officer CRC-A	O-4 / O-5	J-3 DDRO OT&E	1
JEEP Coordinator	E-6 / E-7 / E-8	J-3 DDRO OT&E	1
Transportation Coordinator (non-JEEP)	E-6 / E-7 / E-8	DOM JSSSO	1
Joint Staff EPCs / <u>1</u>	O-4 / O-5	J-Dir (1 each)	8
Personnel Management Coord (DOM EPC)	O-4 / O-5	DOM MILSEC	1
DOM OCIO EPC (JSIN)	O-4 / O-5	DOM OCIO	1
COOP Planning Specialist	Civilian	J-3 DDGO CC&C	2
Personnel Management Coordinator / <u>2</u>	O-4 / O-5	J-1 PSD	(1)
Personnel Management Coordinator / <u>2</u>	NCO	J-1 PSD	(1)
Facilities Management Coordinator / <u>2</u>	NCO	DOM JSSSO	(1)
Logistics Management Coordinator / <u>2</u>	NCO	DOM JSSSO	(1)
Security Liaison / <u>2</u>	NCO	DOM JSSO	(1)
Total			16 (21)

1 Joint Staff Directorates provide one EPC each. EPCs will work from assigned offices unless contact with the CRC is lost.

2 These personnel will not assemble as part of the CRC-A in the Pentagon. Team chief CRC-B will request deployment of these skills on a case-by-case basis.

**Table C-D-1 COOP Response Cell-A (CRC-A)**

<b>COOP Response Cell-B (CRC-B)</b>			
<b>Position</b>	<b>Grade</b>	<b>Agency</b>	<b>Per Shift (Total)</b>
Team Chief CRC-B	O-5 / O-6	Chief, NMCC Site-R	1 (2)
Operations NCO	NCO	NMCC Site-R	1 (2)
Emergency Actions NCO	NCO	NMCC Site-R	1 (2)
Administration / Security Manager	Civilian	NMCC Site-R	1 (2)
Supply NCO	NCO	NMCC Site-R	1 (2)
Computer Support NCO	NCO	NMCC Site-R	1 (2)
Emergency Action Specialist	Civilian	114th Signal Bn	1 (2)
Emergency Action Specialist	Civilian	114th Signal Bn	1 (2)
Emergency Action Specialist	Civilian	114th Signal Bn	1 (2)
Total per Shift			9 (18)

**Table C-D-2. COOP Response Cell B (CRC-B)**

a. CRC-A

(1) CRC-A personnel work in conjunction with the OTs. CRC-A provides COOP expertise but depends on inherent skills, procedures and capabilities found in the OTs to assist during COOP contingencies. This integration allows COOP functional experts immediate access to other Joint Staff functional

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experts when developing threat assessments, response options, and background or supporting information.

(2) When activated, the CRC-A team chief advises the DDO on COOP activities and recommends actions. The CRC-A team chief is the functional expert on COOP and supervises CRC members.

(3) Functions. CRC-A is responsible for assessing COOP contingencies, recommending courses of action to Joint Staff and OSD, alerting and notifying the ERS of COOP decisions, and performing functions listed in Table C-D-3.

<b>CRC-A Functions</b>
Collect and assess information
Advise Joint Staff EPCs of situation
Consider response options and recommend to Joint Staff senior leadership
Perform readiness tasks
Direct execution of approved response options
Activate other Joint Staff CMEs
Activate relocation sites
Prepare/transmit ERS rosters
Relay Chairman's COOP decisions to OSD, Services, combatant commanders
Relocate to NMCC Site-R and augment CRC-B, when directed

**Table C-D-3. CRC A Functions**

b. CRC-B

(1) CRC-B activates at NMCC Site-R when CRC-A activates at the Pentagon and prepares NMCC Site-R for activation. CRC-A, once relocated to NMCC Site-R, augments CRC-B.

(2) Functions. CRC-B functions as a reception and sustainment organization and as a backup to CRC-A; see table C-D-4. CRC-B activates the relocation site and facilitates ERS in-processing and operations. During this period, CRC-B focuses on facility management and ensures supplies are available, facility work orders are managed, and personnel issues are resolved in coordination with the AJCC Site-R and the 114th Signal Battalion. Once the ERS is in place, CRC-B focus becomes sustaining, supplying, and providing administrative support to the ERS.

<b>CRC-B Functions</b>
Activate NMCC Site-R and the JSRF
Collect and assess information
Prepare to conduct CRC-A functions
Advise Emergency Planning Coordinators of situation
Consider response options and recommend to Joint Staff and DoD senior leadership
Perform readiness tasks
Directs execution of approved response options
Activate other Joint Staff CMEs
Activate relocation sites
Prepare/transmit ERS rosters
Relay CJCS COOP decisions to OSD, Services and combatant commanders
Conduct: <ul style="list-style-type: none"><li>- Sustainment operations support</li><li>- Help Desk / Top five support</li><li>- Facility management</li><li>- Supply and contract support</li><li>- Assist in planning for ERS recovery</li></ul>

**Table C-D-4. CRC-B Functions**

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APPENDIX E TO ENCLOSURE C

JOINT NUCLEAR ACCIDENT AND INCIDENT RESPONSE TEAM

1. Purpose. A JNAIRT is a crisis management element activated in response to U.S. nuclear weapon accident or incident (OPREP-3 PINNACLE BROKEN ARROW or OPREP-3 PINNACLE EMPTY QUIVER) or as required. The JNAIRT has special technical skills and expertise to provide the Chairman with a 24-hours-a-day, 7-days-a-week capability to meet time-sensitive management requirements should an accident or incident involving U.S. nuclear weapons in DOD or Department of Energy (DOE) custody occur anywhere in the world.

2. Activation

a. DJ-3 or DDO activates a JNAIRT. Unless otherwise directed by the DJS or DJ-3, the JNAIRT reports directly to the DDO.

b. DJ-3 should consider requesting JCAT activation if an incident/accident will require dedicated Joint Staff effort.

3. Organization. The JNAIRT is composed of representatives from the Joint Staff and is augmented by personnel from the Services and Defense agencies as needed. The magnitude and nature of the accident determines the size of the team. Table C-E-1 illustrates a typical JNAIRT. Reference d contains additional information.

<b>Joint Nuclear Accident Incident Response Team (JNAIRT)</b>			
<b>Position</b>	<b>Grade</b>	<b>Agency</b>	<b>Per Shift (Total)</b>
Team Chief	O-5 / O-6	J-3 DDGO	1 (2)
Deputy Team Chief	O-4 / CIV	J-3 DDGO STOD	1 (2)
Executive Assistant	O-4 / O-5	J-3 DDGO	1 (2)
J-3, LNO to OSD	O-4 / O-5	J-3 DDGO	1 (2)
J-5, Nuclear Division	O-4 / O-5	J-5	1 (2)
OCJCS/LC AO	O-4 / O-5	OCJCS/LC	On Call
OCJCS/PA AO	O-4 / O-5	OCJCS/PA	On Call
Admin NCO	NCO	J-3 DDGO	1 (2)
Team Briefer	O-4 / O-5	J-3 DDGO STOD	1 (2)
DTRA LNO	O-4 / O-5	DTRA	1 (2)
AFRRI Health Physicist	O-4 / O-5	AFRRI	1 (2)
Service Watch Cell LNOs	O-4/O-5	USA, USN, USAF, USMC	On Call
Total per shift			9 (18)

**Table C-E-1. Joint Nuclear Accident Incident Response Team (JNAIRT)**

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b. The AFRRRI billet is shared between the JNAIRT and the OSD Response Cell.

c. The JNAIRT normally operates in the CMR of the NMCC, but may be formed in other Joint Staff areas or NMCC Site-R at the discretion of the DJ-3.

4. Functions. The JNAIRT coordinates and manages the military responsibilities in response to a U.S. nuclear weapon accident until transferred to the responsible combatant commander. Key functions are:

a. Assisting the DDO to make an initial assessment of the situation.

b. Assisting in identification and deployment of the Initial Response Force through the appropriate Service Operations Center.

c. Assisting in identification and deployment of the Response Task Force through the appropriate Service Operations Center.

d. Directing the deployment of specialized DOD teams to the accident scene as appropriate through the Service/Agency Operations Centers.

e. Providing support to the responsible combatant commander.

f. Coordinating public affairs releases.

g. Keeping the Chairman and OSD informed on status of accident remediation operations.

h. Ensuring that the Chairman is fulfilling any unique Nuclear Accident/ Incident response requirements that may exist under OSD policy or statute.

## ENCLOSURE D

### OPERATIONS AND SECURITY

#### 1. Operations

a. Daily Situation Briefs. JCATs typically present daily situation briefings for Joint Staff principals and other senior officials throughout a crisis. The briefings provide the latest relevant information regarding the crisis and the status of involved U.S. forces.

(1) The daily situation briefs are scheduled as part of the daily battle rhythm; time and location of the briefs are dependent on a number of factors, to include the AOR in which the incident occurred and the scope of the incident.

(2) Reference a establishes procedures to develop briefs.

b. Action Processing. JCATs use the Joint Staff Action Processing (JSAP) system to manage actions. During a crisis, the need for rapid decisions may require JSAP actions to be completed faster than usual, but the JSAP process remains the same.

(1) Upon activation of a JCAT, the JCAT will receive a block of JSAP numbers from the Joint Staff JSAP Help Desk. This block of numbers allows the JCAT to start JSAP packages 24 hours a day, 7 days a week.

(2) As the JCAT receives requirements or requests, the JCAT chief assigns an AO and coordinating agencies to work the action and identifies a suspense date.

(3) After the AO completes the action and has coordinated with required directorates and agencies, it is forwarded for approval to the Team Chief. Upon approval of the Team Chief, the JSAP package is forwarded to the approving authority.

(4) The JCAT is responsible for tracking all JSAP packages and will report package status during the daily situation briefs, until packages are completed.

(5) Reference a establishes exact procedures to track actions.

## 2. Security

a. Security Clearance Requirements. To serve on a JCAT, personnel must have a TOP SECRET clearance, indoctrination into Sensitive Compartmented Information (SCI), be read into COMINT (SI), Talent Keyhole (TK), Gamma (G) and HCS, and possess access to NATO COSMIC-TOP SECRET ATOMAL. Additional security clearance “read-ons” and access to Special Access Programs may be required.

b. NMCC Access. Personnel assigned to a CAT who do not have NMCC access must submit a completed Joint Staff Form 5 to gain temporary NMCC access (for up to 120 days).

(1) Joint Staff Personnel without NMCC Access. Joint Staff personnel must complete lines 1 to 5 and all personal information on a Joint Staff Form 5, obtain signatures from DIA SSO (BE888) and Joint Staff Security. The completed form is turned into the Regional Operations Support Division (ROSD) Operations Training & Evaluation Branch (OT&E), which will process the form through Systems Operations Branch, NMCS Division, DDGO, and Joint Staff Security.

### (2) Non-Joint Staff Personnel without NMCC Access

(a) Non-Joint Staff personnel have their organization’s SSO send the DIA SSO a message validating that their personnel meet the clearance requirements above.

(b) Complete lines 1 through 5 and all personal information on a JS Form 5.

(c) Process the JS Form 5 through the DIA SSO.

(d) Turn-in or fax the JS Form 5, with DIA SSO signature, to OT&E. OT&E will process the form with NMCC Systems Operations Branch.

(e) Military services, OSD, and Defense agencies are encouraged to use a Joint Staff Form 5 to maintain a roster of personnel who may serve as CAT LNOs. Additionally, these organizations should keep the DIA SSO informed, via appropriate message traffic, of the security clearances of these personnel. These actions will greatly speed access to the NMCC during a crisis.

c. Electronic Equipment in the NMCC. Only laptops issued by the government to personnel with permanent NMCC badges, authorized and accredited by OCIO, and approved by the NMCC Security Manager may be brought into the NMCC. No other electronic devices of any type, to include cell

phones, blackberries, laptop computers, and “thumb drives” of any type are allowed inside the NMCC.

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ENCLOSURE E

REFERENCES

- a. J3I 3430.01, 3 January 2003, "Crisis Action Cell Standard Operating Procedures"
- b. CJCS OPORD 3-05, 11 November 2005, "Continuity of Operations (COOP) for the Chairman of the Joint Chiefs of Staff"
- c. CJCS OPORD 1-07, 12 October 2007, "Department of Defense Joint Emergency Evacuation Plan (JEEP)"
- d. CJCSI 3431.01 Series, "Joint Nuclear Accident and Incident Response Team"
- e. CJCSI 3281.01 Series, "Operations in the National Military Command Center (NMCC) Under the Unified Command Center (UCC) Concept"
- f. JSM 5240.01 Series, "Joint Staff Personnel Security Procedures Manual"
- g. <http://www.dia.smil.mil/intel/j2/j2m/j2m3home/desks.htm>

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## GLOSSARY

ADDI	Assistant Deputy Director for Intelligence
ADDO	Assistant Deputy Director for Operations
AFRRI	Armed Forces Radiological-Biological Research Institute
AIS	Automated Information System
AJCC	Alternate Joint Communications Center
AO	Action Officer
CAT	Crisis Action Team
CAT-AO	Crisis Action Team-Action Officers
CAT-LNO	Crisis Action Team-Liaison Officers
CWMD	Combatting Weapons of Mass Destruction
CCB	COOP/Continuity Branch, DDGO, J-3
CIA	Central Intelligence Agency
CME	Crisis Management Element
CMR	Crisis Management Room
CGOG	Chief, Global Operations Group
COOP	Continuity of Operations
CRC	COOP Response Cell
CRC-A	COOP Response Cell-A
CRC-B	COOP Response Cell-B
CSOD	Command Systems Operations Division
CSR	Crisis Situation Room
CWO	Communications Watch Office
DDAT/HD	Deputy Director for Antiterrorism & Homeland Defense, J-3
DDGO	Deputy Director for Global Operations, J-3
DDI	Deputy Director for Intelligence
DDO	Deputy Director for Operations
DDRO	Deputy Director for Regional Operations, J-3
DDSO	Deputy Director for Special Operations, J-3
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DJS	Director, Joint Staff
D-J3	Director for Operations, J-3
D-J4	Director for Logistics, J-4
D-J7	Director for Operational Plans & Joint Force Development, J-7
DLA	Defense Logistics Agency
DOE	Department of Energy
DOM	Director of Management, OCJCS
DSE	Defense Intelligence Agency Support Element
DTRA	Defense Threat Reduction Agency

EA	Executive Assistant
EA	Emergency Actions
ECR	Emergency Conference Room
EITF	Expanded Intelligence Task Force
EOP	Emergency Operating Procedures
EPC	Emergency Planning Coordinator
ERS	Emergency Relocation Staff
FPC	Focal Point Cell
GOG-N	Global Operations Group – Nuclear
HCS	Humint Control System
IMO	Information Management Office
ITF	Intelligence Task Force
IWG	Intelligence Working Group
JCAT	Joint Crisis Action Team
JCAT-AO	Joint Crisis Action Team-Action Officers
JCAT-LNO	Joint Crisis Action Team-Liaison Officers
JCS	Joint Chiefs of Staff
J-Dir	Joint Staff Directorate
JEEP	Joint Emergency Evacuation Plan
JLOC	Joint Logistics Operations Center
JMPAB	Joint Material Priorities and Allocation Board
JNAIRT	Joint Nuclear Accident and Incident Response Team
JOD	Joint Operations Division, DDRO, J-3
JSAP	Joint Staff Action Processing
JSRF	Joint Staff Relocation Facility
JSRIC	Joint Staff Reserve Intelligence Cell
JSSC	Joint Service Support Center, DISA
JSSO	Joint Staff Security Officer, DOM, OCJCS
JSSSO	Joint Staff Support Services Office, DOM, OCJCS
JTB	Joint Transportation Board
LNO	Liaison Officer
MILSEC	Military Secretary
MTW	Major Theater War
NEREP	Nuclear Reporting and Execution Messages
NGA	National Geospatial-Intelligence Agency
NMCC	National Military Command Center
NMCS	National Military Command System
NOB	Nuclear Operations Branch
NPES	Nuclear Planning and Execution System

NSA	National Security Agency
NST	National Geospatial Intelligence Agency Support Team
OBB	Operations Briefing Branch
OCIO	Office of the Chief Information Officer
OCJCS	Office of the Chairman of the Joint Chiefs of Staff
OCJCS/LC	Office of the Chairman of the Joint Chiefs of Staff, Legal Counsel
OCJCS/PA	Office of the Chairman of the Joint Chiefs of Staff, Public Affairs
OPLAN	Operations Plan
OPR	Office of Primary Responsibility
OSD	Office of the Secretary of Defense
OT	Operations Team
OT&E	Operations, Training and Evaluations Branch, ROSD, DDRO, J-3
PDA	Personal Data Assistant
PSD	Personnel Services Division, J-1
RECAT	Residual Capability Assessment Team
ROSD	Regional Operations Support Division, DDRO, J-3
SCI	Sensitive Compartmented Information
SCIG	Strategic Communications Integration Group, OCJCS
SI	Special Intelligence
SSO	Special Security Office
STOD	Strategic Operations Division, DDGO, J-3
TK	Talent Keyhole

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