UNITED STATES MARINE CORPS
MARINE CORPS AIR BASES WESTERN AREA MCAS MIRAMAR
P O BOX 452001 SAN DIEGO CA 92145-2001

ABO P3440.1
G-3
20 MAY 2002

AIR BASE ORDER P3440.1

From: Commander
To: Distribution List

Subj: MARINE CORPS AIR BASES WESTERN AREA, COMMAND OPERATIONS CENTER STANDING OPERATING PROCEDURES (SHORT TITLE: MCABWA COC SOP)

Ref: (a) DoD Instruction 5100.52
(b) SECNAVINST 5820.7A
(c) Continuity of Operations Plan (COOPLAN) for the USMC
(d) MCO 3440.7A
(e) MCWP 5-1
(f) OPNAVINST 3440.16B
(g) SECNAVINST 5510.36
(h) ABO P3060.1
(i) StaO 1601.2
(j) StaO P3302.1
(k) StaO 5530.2

Encl: (1) LOCATOR SHEET

1. Purpose. To promulgate standard operating procedures for the operation and staffing of the Marine Corps Air Bases Western Area, Command Operations Center (MCABWA COC).

2. Information

a. The references provide guidance for establishing, manning, and the functioning of a Command Operations Center (COC). The MCABWA COC may be activated during periods of mobilization, crisis, or at any time deemed necessary by the MCABWA Commander, to provide command and control of MCABWA personnel and equipment.

b. Recipients of this Manual will thoroughly familiarize themselves with the provisions contained herein and will comply with its procedures. This Manual may be utilized for actual operations and exercises.

3. Action. The provisions of this Manual shall guide commanders and staff officers in the performance of their duties.

4. Applicability. This Manual is applicable to all commands, organizations, units, and activities of MCABWA.

5. Concurrence. The Commanding General, 3d Marine Aircraft Wing, and the Commanding Officer, Marine Aircraft Group 46 concur with the provisions of this Order.

6. Recommendations. Recommendations concerning the contents of this Order will be forwarded to the Assistant Chief of Staff (AC/S), G-3, via the format contained in Appendix C.

7. Certification. Reviewed and approved this date.

G. L. GOODMAN
Chief of Staff

DISTRIBUTION: A

UNITED STATES MARINE CORPS
MARINE CORPS AIR BASES WESTERN AREA MCAS MIRAMAR
P O BOX 452001 SAN DIEGO CA 92145-2001

ABO P3440.1 Ch 1
G-3
13 JUN 2003

AIR BASE ORDER P3440.1 Ch 1

From: Commander
To: Distribution List

Subj: MARINE CORPS AIR BASES WESTERN AREA, COMMAND OPERATIONS CENTER STANDING OPERATING PROCEDURES (SHORT TITLE: MCABWA COC SOP)

Encl: (1) New Page Inserts to ABO P3440.1

1. Purpose. To direct pen changes and new page inserts to the basic Order.

2. Action

a. On page 1-4, paragraph 1002, add a new sentence to the end of the paragraph. "The Commanding General's Conference Room, building number 8630, is the alternate COC location if the primary COC is not available."

b. On page B-2, delete "PLANS OFF CELL (619) 850-1173."

c. Remove pages F-1 through F-4 and replace with corresponding page inserts contained in the enclosure.

3. Filing Instructions. File this Change Transmittal directly behind the signature page of the basic Order.

G. L. GOODMAN
Chief of Staff

DISTRIBUTION: A

LOCATOR SHEET

Subj: MARINE CORPS AIR BASES WESTERN AREA, COMMAND OPERATIONS CENTER, STANDING OPERATING PROCEDURES (SHORT TITLE: MCABWA COC SOP)

Location: _____

(Indicate location(s) of copy(ies) of this Manual.)

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Received	Date Entered	Signature of Person Entering Change

CONTENTS

CHAPTER

1	COMMAND OPERATIONS CENTER
2	ORGANIZATION
3	STAFF RESPONSIBILITIES
4	INFORMATION FLOW/BATTLE RYTHYM
5	INTERNAL PROCEDURES
6	CRISIS ACTION PLANNING
7	MCAS MIRAMAR EMERGENCY OPERATIONS

APPENDIX

A	COC ACTIVATION CHECKLIST
B	COC ACTIVATION/DEACTIVATION MESSAGE
C	COC DEACTIVATION CHECKLIST
D	ACCESS ROSTER
E	COC PERTINENT PUBLICATIONS
F	COC TELEPHONE LISTING/POINTS OF CONTACT
G	COC CHECKLIST/STANDARD FORMS
H	SLIDE FORMAT
I	USER SUGGESTION FORM

CHAPTER 1

COMMAND OPERATIONS CENTER

	PARAGRAPH	PAGE
GENERAL	1000	1-3
FUNCTIONS	1001	1-3
LOCATION.....	1002	1-4
ACCESS	1003	1-4
WORK AREAS	1004	1-4
INITIAL NOTIFICATION	1005	1-5
ACTIVATION	1006	1-5

FIGURE

1-1	COC LAYOUT	1-7
1-2	WEEKEND/HOLIDAY/AFTER HOURS RECALL PROCEDURES	1-8

CHAPTER 1

COMMAND OPERATIONS CENTER

1000. GENERAL

1. The MCABWA COC is the primary control node during a crisis or mobilization. It is organized and equipped to function during multi-scenario crises that may affect the Southern California area and the Marine Corps regionally.

2. The COC is the Commander's focal point for exercising command and control over MCABWA units. The COC maintains and updates the Commander's Critical Information Requirements (CCIRs).

3. The COC monitors the current situation, coordinates execution of the current Operation Order/Frag Order, and recommends adherence or changes to the current order, priority of effort, and desired end state.

4. The Emergency Operations Center (EOC) is used during smaller scale events that affect Marine Corps Air Station (MCAS), Miramar locally. The EOC's purpose is to provide logistical assistance to the On-scene Incident Commander as well as provide the command with timely, relevant information. For the purpose of this Order, the term EOC is interchangeable with COC.

1001. FUNCTIONS

1. Provide the Commander, MCABWA with timely, accurate information on the current operational situation, all units under MCABWA control, as well as those attached to higher, subordinate, and other tenant organizations.

2. Scheduled briefings will be the primary method for maintaining the Commander's situational awareness. However, the COC will be prepared to brief the Commander at any time, maintaining current information on graphic displays and PowerPoint presentations.

3. Advise the MCABWA Staff of events or information of immediate concern.

4. Provide the Commander, MCABWA with feasible courses of action based on logical decisions relevant to the current situation.

5. Receive and record operational reports from higher, adjacent, supporting, and subordinate commands.

6. Prepare and disseminate operational reports to higher, adjacent, supporting, and subordinate commands.

7. Translate the MCABWA Commander's decisions regarding the current situation into Frag Orders.

8. Transmit/issue the orders, plans, and decisions to subordinate, supporting, adjacent and higher commands.

9. Monitor the execution of plans and orders.

10. Coordinate

a. The collection of information to provide situational awareness and support decision-making by the MCABWA Commander.

b. The dissemination of pertinent information (billeting, airfield status, etc.) to other staff sections as required.

c. Follow-up actions as required bringing the current situation to resolution.

11. Serve as the principal point of contact for liaison personnel from higher, subordinate, supporting and adjacent commands.

1002. LOCATION. The MCABWA COC is located in the Airfield Operations Building number 9211, Room numbers 210 and 214.

1003. ACCESS. Access to the MCABWA COC is limited to individuals identified as Crisis Management Team (CMT) members, communication support team, and MCABWA staff. Commanders, Officers-in-Charge (OICs), and CMT members are reminded to keep personnel numbers to a minimum. A copy of the access roster will be posted on the COC exterior hatch. Requests for access may be submitted to the AC/S, G-3 using the form shown in Appendix D.

1004. WORK AREAS. Each staff section is provided a working area within the COC (Figure 1-1). Access to classified/unclassified telephones, fax machines, and computers is provided to CMT members.

1005. INITIAL NOTIFICATION. Upon notification of an incident or event that may require the activation of the MCABWA COC, the MCABWA Chief of Staff, AC/S G-3, AC/S G-4, Staff Judge Advocate (SJA), and the Provost Marshal Officer (PMO) will meet to determine an initial response and whether to activate the COC, and at what level.

1006. ACTIVATION

1. The MCABWA COC will be activated on order of the AC/S G-3, after consultation with the Commander, MCABWA or the Chief of Staff. During non-working hours, the Command Duty Officer (CDO) will contact the AC/S G-3 who will in turn commence recall procedures (See Figure 1-2).

2. The following conditions may necessitate activation of the MCABWA COC:

a. Intelligence assessments warning of imminent terrorist activity that warrants a change to Force Protection Condition (FPCON) Charlie or Delta per reference (j).

b. Deployment orders for elements of the 3d Marine Aircraft Wing.

c. Presidential Selected Reserve Call-up (PSRC) or Reserve Force Mobilization by the President or Congress per reference (j).

d. Declaration of National Emergency, e.g., Fires, Floods, Earthquakes, or Acts of God.

e. When tasked to provide military assistance to civil authorities, or military assistance to civil defense to maintain law and order per reference (b) and the Posse Comitatus Act (18 USC 1385). This tasking may occur because of the following events:

(1) Extreme emergency during which state and local governments are unable or unwilling to provide equipment or personnel to respond to the crisis.

(2) The protection of Federal property or facilities.

(3) Presidential proclamation, as implemented by DOD, which necessitates the utilization of Federal forces to quell civil disturbance, uphold Federal law, or assist in a civil emergency/disaster.

f. Activation of the COOPLAN in the event of nuclear attack on the continental United States. Reference (c) provides further amplification.

g. Weapons of Mass Destruction Incident as defined by reference (a) that requires MCABWA assistance.

h. Any type of conventional weapons incident such as a transportation accident, or terrorist attack that requires MCABWA assistance.

i. An emergency situation at the San Onofre Nuclear Generating Station requiring MCABWA assistance.

j. Exercise participation.

3. Figure 1-2 outlines the diagram for after-hours recall procedures used during COC activation.

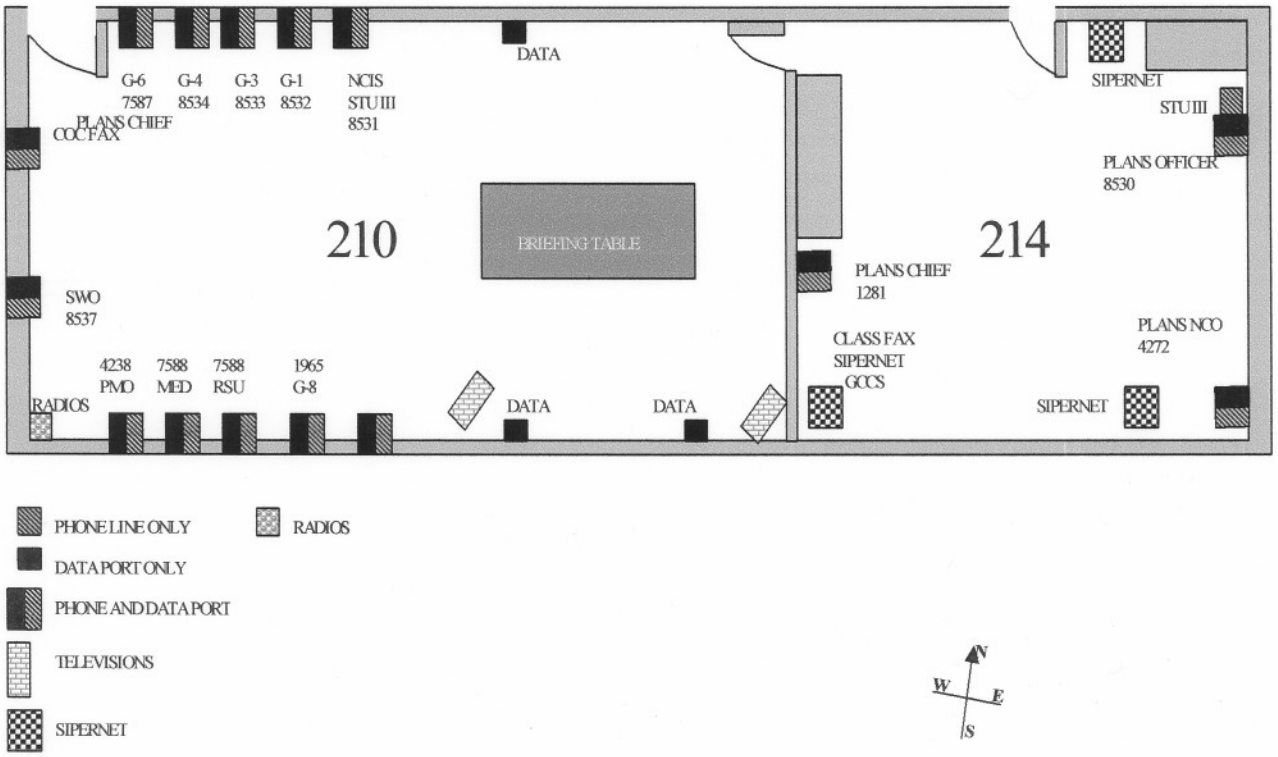
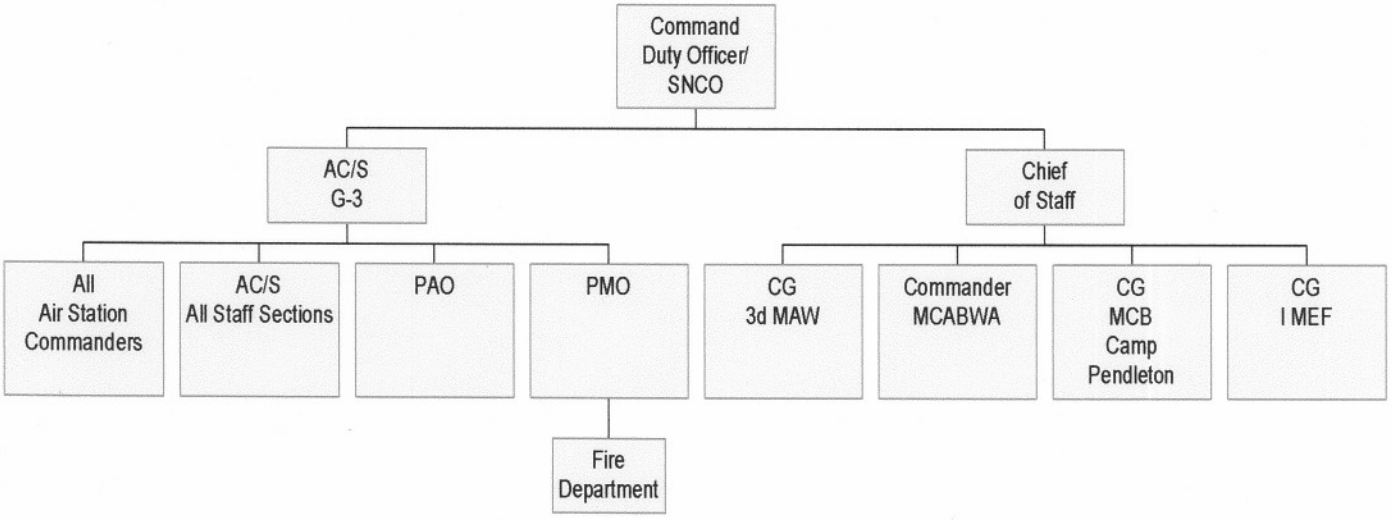


FIGURE 1-1 COC LAYOUT



The MCABWA Command Operations Center (COC) is not manned during non-working hours and COC phones are forwarded to the Miramar CDO. Initiate recall procedures if any of the following types of activity occur during the tour of duty:

-Terrorist incident occurs within CONUS.
-NCIS, HQMC, or Marine Forces Pacific (MARFORPAC) warnings/ indications of terrorist activity in SOCAL/Yuma, AZ areas.
-Blue Dart Message (Message traffic warning of imminent terrorist activity against a specific time and place).
-Requests for MCABWA assistance after a natural disaster within the SOCAL region.
-Deployment orders for 3d MAW.
-Mobilization orders.

NOTE: Start by calling personnel within the AC/S, G-3 before calling the Chief of Staff. The MCABWA COC will be activated at the discretion of the AC/S, G-3 after consulting the Chief of Staff.

FIGURE 1-2 WEEKEND/HOLIDAY/AFTER HOURS RECALL PROCEDURES

CHAPTER 2

ORGANIZATION

	PARAGRAPH	PAGE
CRISIS MANAGEMENT TEAM	2000	2-3
FUNCTIONS	2001	2-3
TASK ORGANIZATION	2002	2-4
REPRESENTATION	2003	2-6
G-3 PLANS OFFICER	2004	2-6
AUTOMATIC RESPONSE FORCE	2005	2-7

CHAPTER 2

ORGANIZATION

2000. CRISIS MANAGEMENT TEAM (CMT)

1. The CMT is established to provide the Commander, MCABWA with a dedicated staff to advise on matters fundamental to resolving a crisis situation. It is composed of senior staff advisors and subordinate commanders directly concerned with plans, procedures, allocation of resources, as well as policies for dealing with major crises and/or catastrophes.

2. The CMT normally will be organized into two watches. Three watches will be formed during extended 24-hour operations in excess of 96 hours. Each watch will consist of representatives from each section, as required by the situation.

3. The Senior Watch Officer (SWO) will coordinate the CMT's actions and has discretion to release non-essential personnel from the watch.

2001. FUNCTIONS

1. The primary functions of the CMT are to:

a. Identify and prioritize crisis events by severity and impact on Marine Corps operational readiness and the region of southern California/Arizona.

b. Monitor the situation and implement decisions of the Commander or Chief of Staff. Keep the Commander updated and informed.

c. Operate under the direction of the AC/S G-3.

d. Function as the headquarters operations staff. Be prepared to operate on a 24-hour a day basis.

e. Task MCABWA staff and designated tenant commands to provide information and resources in response to command directives and inquiries.

f. Operate in close coordination and exchange appropriate operational and intelligence information with higher, adjacent, and subordinate operations centers concerning the situation.

g. Be prepared to act jointly with external commands or Agencies in response to a crisis or catastrophe. Interface with Local, State, and Federal sectors appropriately.

h. Prepare and conduct operations and situation briefings.

i. Maintain operations and intelligence maps, the status of capabilities, and resources by functional area.

j. Prepare operations orders and directives.

k. Establish such records, as necessary, to compile a complete account of the situation.

l. Deal with public reaction and media requirements. Manage and influence the information flow from the military to the media via the PAO.

m. Participate in exercises to test and evaluate established plans. These include exercises directed by the Joint Chiefs of Staff (JCS), COMMARFORPAC, and regional exercises in conjunction with civil authorities.

2002. TASK ORGANIZATION

1. The CMT is task organized and mission specific. The AC/S G-3, with the Commander or Chief of Staff's approval, will determine personnel requirements. However, the CMT nucleus will likely be composed of the following personnel or their duly appointed representatives:

	TITLE	BILLET
a.	Senior Watch Officer (SWO)	AC/S G-3
b.	Watch Officer (WO)	Deputy AC/S G-3
c.	Plans Officer	Plans Officer, G-3
d.	Plans Chief	Plans Chief, G-3

e.	Watch Clerk (WC)	Duty Watch Clerk
f.	Intelligence	Special Agent in Charge, Naval Criminal Investigative Service
g.	PMO	Provost Marshal Officer
h.	Public Affairs/Media	Director, PAO
i.	Staff Judge Advocate/ Counsel	SJA/Counsel
j.	Personnel/Manpower	AC/S, G-1
k.	Logistics	AC/S, G-4
l.	Community Plans & Liaison	AC/S, G-5
m.	Communications	AC/S, G-6
n.	Environmental	AC/S, G-7
o.	Comptroller	AC/S, G-8
p.	Station Safety	Director of Safety & Standardization
q.	3d MAW Reps	AC/S G-3 or AC/S G-2
r.	Airfield Operations	MCAS Miramar Airfield Operations Officer
s.	Reserves (USMCR)	CO, Reserve Support Unit
t.	MAG-46	CO, MAG-46
u.	HQHQRON	CO, HQHQRON MCAS Miramar
v.	MCCS	AC/S, MCCS
w.	Commissary	Director, Commissary

x. Medical	OIC, Branch Naval Medical Clinic, MCAS Miramar,
y. Chaplain	Station Chaplain

2. All of the billets listed above may not be required in the COC should it be activated. The AC/S G-3 will make the final determination as to which staff members and/or functional areas should be present or represented in the COC, and will determine their degree of involvement with the CMT.

3. Provisions should be made for relieving personnel should the situation require 24/7 operations. Each section should designate two officers to act as representatives during extended hours.

4. All represented CMT staff sections will maintain a log of actions taken and events that occur within respective span of control.

2003. REPRESENTATION. Units, commands, and staff sections required to provide representatives to the MCABWA COC will provide name, grade, office telephone number, home address and home telephone number of both primary and alternate representatives to the G-3 Plans Officer. The G-3 Plans Officer will update this information quarterly and provide a copy to the Station Adjutant and CDO.

2004. G-3 PLANS OFFICER

1. The G-3 Plans Officer is the staff coordinator and principle point of contact for the CMT. Additionally, the Plans Officer's duties include advising the AC/S G-3 on all matters pertaining to the COC and its operation.

2. The Plans Officer will:

a. Ensure COC computer systems; telephones, fax machines, and the mass notification system controller are functional.

b. Ensure adequate supplies are available for immediate use by the CMT. Sustained COC operation will necessitate individual staff sections bringing their own supplies.

c. Collect and maintain an appropriate reference library.

d. Provide storage for classified materials and restrict access to them when the COC is operational.

e. Coordinate with the Station Classified Material Control Center (CMCC) to ensure:

(1) The COC staff is on the Command Security Access List.

(2) Couriers, if needed, are included on the Command Security Access Roster.

(3) The Security Container Check Sheet is implemented, per reference (g).

f. Coordinate with the AC/S G-6 to ensure access to classified material via the SIPRNET, MDS/DMS, or STU-III phones is uninterrupted.

2005. AUTOMATIC RESPONSE FORCES. The MCABWA COC has at its disposal, mission-specific forces, e.g. Special Reaction Team (SRT) and Security Augmentation Force (SAF). Upon activation of the COC, these forces may be deployed to provide support and bring resolution to a specific crisis. Reference (k) describes the composition, duties, and responsibilities of the response force.

CHAPTER 3

STAFF RESPONSIBILITIES

	PARAGRAPH	PAGE
GENERAL	3000	3-3
RESPONSIBILITIES	3001	3-3
WATCHSTANDERS POST/RELIEF PROCEDURES	3002	3-9

CHAPTER 3

STAFF RESPONSIBILITIES

3000. GENERAL. All members of the CMT, staff sections, and their representatives will maintain a log entry/ies of actions taken within their respective area of concern. The AC/S G-3 is the senior member of the CMT and is responsible for the training, operation, activation, and deactivation of the COC. The CMT is task organized and mission specific. Therefore, commanders, departments and special staff heads/division heads may appoint action officers and representatives to the CMT depending, on their role within the current crisis. Specific responsibilities of CMT members and staff sections are provided in the following paragraphs.

3001. RESPONSIBILITIES

1. AC/S G-3

a. Act as SWO and CMT Commander.

b. Monitor special threat situations and implement decisions of the Commander, MCABWA.

c. Notify all elements of MCAS Miramar and appropriate headquarters units that the COC has been activated and for what reason (i.e., an increased Force Protection Condition has been set, a special crisis exists, or a troop mobilization has been implemented). Receive acknowledgments from units that they are aware of and prepared to deal with the situation at hand.

2. Deputy AC/S G-3

a. Act as the CMT Watch Officer. Designate alternates for extended 24-hour operations.

b. Establish and ensure compliance with operational and administrative procedures within the COC.

c. Release a message to CMC upon COC activation. See Appendix B for format.

d. Inform the Adjutant that the COC is operational. The Adjutant will ensure pertinent message traffic is sent to the COC.

e. Establish briefing procedures and a briefing schedule for updating the Commander, Chief of Staff, and CMT staff members.

f. Coordinate with Airfield Operations to recall the Explosives Ordinance Disposal (EOD) Team as needed.

3. PMO

a. Task organizes and commands the Crisis Management Force (CMF) to contain, control, and resolve the specific threat situation.

b. Provide a guard to control access into COC if secret material is being used by the CMT. The guard will verify the identification badge issued by the CMCC Officer, AC/S G-1, ensuring it matches the Marine to whom it was issued.

c. Be prepared to respond to off-base contingencies arranged under existing mutual aid agreements.

d. Coordinate Fire Department Support as needed.

e. Coordinate with the AC/S G-3 to employ Explosive Ordnance Disposal (EOD) team as required.

f. Keep the Federal Bureau of Investigation (FBI)/Navy Criminal Investigative Service (NCIS) informed of all developments. Coordinate and provide support for the FBI in the event that agency assumes jurisdiction over a terrorist incident.

4. Special Agent-in-Charge, NCIS

a. Provide periodic threat assessments and report all breaches in security.

b. Provide negotiators and investigative support to PMO, and assist in interrogating suspects when required.

c. Assume investigative jurisdiction upon resolution of the special threat incident, unless the FBI has assumed jurisdiction in the case of terrorist incidents.

5. SJA/Counsel

a. Ensure CMT decisions comply with laws and regulations.

b. Provide legal advice and services as required.

6. Director, PAO

a. Serve as the sole point of contact for releasing information to the news media.

b. Establish a primary and alternate press center for the release of all authorized information.

c. Coordinate with PMO to control access and movement of all media representatives aboard the air station. Determine access lists and provide escorts to deliver them to press center areas.

d. Coordinate all information releases through the SWO to prevent damaging and counter-productive media broadcasts regarding CMF plans or any information that threatens the security of operations.

e. Provide public information services as needed. Coordinate with G-3 Training to provide necessary audio-visual assistance in documenting MCABWA assistance during disaster relief operations.

7. AC/S G-1

a. Provide the following administrative support to COC operations.

(1) Verify security clearance eligibility of the CMT members and couriers, if needed.

(2) Ensure that CMT members and couriers are on the Command Security Access List when all eligibility requirements have been met.

b. Verify individual security clearances of COC personnel. Issue badges identifying COC personnel and establish procedures for issuing temporary visitors badges.

c. Prepare and provide personnel strengths to the CMT for planning and coordination purposes. Provide personnel strengths and shortages, as necessary, to external agencies.

d. Coordinate with Human Resources Office regarding the work status of Federal employees.

8. AC/S G-4

a. Update the status of billeting as required.

b. Be prepared to provide personnel and equipment, including transportation, to support the situation as required.

c. Respond to all logistical support requests (LSRs) with the appropriate support according to Commander MCABWA logistics priorities.

d. Provide assessments of structural damage to base facilities as required.

e. Provide the CMT and CMF with blueprints of facilities as required. Coordinate control of utilities as required.

f. Provide special engineering support and maintenance equipment support as required.

g. Ensure expeditious handling of material requirements for the CMT and CMF.

h. Be prepared to place mobile lighting units and back-up generators around key facilities and designate generator refueling personnel, in the event of a power outage.

i. Coordinate the use of tactical heavy equipment, generators, and lighting with 3d MAW as required.

j. Coordinate with the PMO watch stander to approve access requests from verified contractors supporting facilities or logistics operations.

9. AC/S G-5

a. Act as liaison between MCABWA and all Federal, State, and local governmental agencies inquiring about military assistance during an emergency and explain what support MCABWA can provide.

b. Identify areas of concern in the local community where MCABWA assistance may be appropriate.

c. Represent the Commander, MCABWA at local area meetings that may discuss "Military Assistance to Civil Authorities."

10. AC/S G-6

a. Provide communications support and fully activate the COC phone capabilities, as described in paragraph 5006.

b. Furnish and maintain all COC communications hardware support including telephones, STU-IIIs, computers, secure/non-secure fax machines, NIPRNET/SIPRNET access, and secure/non-secure DMS and AUTODIN messaging.

c. Provide expeditious (secure) telephone installation to support the Crisis Management Force (CMF) negotiation teams during hostage situations if required.

d. Provide additional portable radios and public address equipment as required.

e. Coordinate with the PMO watch stander to approve access requests from commercial vendors supporting 3d MAW and station activities.

11. AC/S G-7

a. Advise on environmental issues.

b. Provide assistance in ascertaining possible environmental damage or hazardous waste damage.

12. AC/S G-8

a. Advise on the financial implications of all MCABWA activities involving emergency support to military and civil agencies.

b. Coordinate fund appropriation for MCABWA missions involving civil and federal emergencies and contingency support operations.

13. OIC, Branch Medical Clinic

a. Advise and consult on all medical related matters on/off station.

b. Report the status of medical support capabilities to include, ambulances and Emergency Medical Technician availability.

c. Coordinate with local county and state medical systems to track the spread of contagious illnesses/diseases.

14. Commanding Officers, MCAS' Camp Pendleton and Yuma. Provide support as required.

15. CG, 3d MAW

a. Report status of personnel, aircraft, and resources. Be prepared to provide support as required.

b. Coordinate with the PMO watch stander to approve access requests from commercial vendors or contractors supporting 3d MAW operations.

16. CO, Reserve Support Unit. Be prepared to provide support as required.

17. CO, Marine Aircraft Group 46

a. Report status of personnel, aircraft, and resources. Be prepared to provide support as required.

b. Coordinate with the PMO watch stander to approve access requests from commercial vendors or contractors supporting MAG-46 operations.

18. CO, HQHQRON MCAS Miramar

a. Be prepared to provide support as required.

b. Transfer operational control of the Security Augmentation Force (SAF) to the Provost Marshal for use in anti-terrorism and crisis operations in accordance with reference (j).

19. AC/S, MCCS

a. Report status of MCCS activities and be prepared to provide assessments regarding the impact of temporary closures.

b. Coordinate with the PMO watch stander to approve access requests from commercial vendors supporting MCCS activities.

c. Be prepared to respond to requests for MCCS support.

d. Be prepared to activate the Crisis Intervention Team when requested by the AC/S, G-3.

20. Director, Commissary

a. Report status of the commissary and provide assessments regarding the impact of temporary closures.

b. Coordinate with the PMO watch stander to approve access requests from commercial vendors or contractors supporting Commissary operations.

21. Director, Safety and Standardization. Advise the CMT on safety related issues.

3002. WATCHSTANDERS POST/RELIEF PROCEDURES

1. General. The COC uses a two-watch (0745-1945, 1945-0745) system to ensure 24-hour continuous operation. During a Watchstander's "off" cycle, it is their responsibility to rest/sleep as much as possible in preparation for resuming their duties.

2. Watch categories. Based on the situation, the COC Watch is manned at one of the following three levels: full, modified, or minimal watch.

a. Full Watch. During a crisis/mobilization, the COC is manned as a full watch. All positions identified in this SOP are manned at 100 percent.

b. Modified Watch. The AC/S G-3 may set a modified watch if the current situation does not warrant 100 percent manning. Modified watch consists of a Senior Watch Officer (SWO), Watch Officer (WO), Watch Clerk (WC), G-4 Representative, PMO Representative, and billets, as required.

c. Minimal Watch. The AC/S G-3 may set a minimal watch when a requirement exists for rapid decision making regarding terrorist intentions or potential 3d MAW deployments. Minimal Watch consists of a SWO, WO, and WC. When a minimal watch is set, sufficient COC personnel must be assigned to the watch bill or placed in a "standby" status to man the COC with either a full or modified watch in the event that the COC must become completely functional.

3. COC Watch Bill. Upon determining the watch category, the G-3 Plans Officer coordinates with the Adjutant and other staff

sections to obtain the names of the officers/clerks required to man the COC. Once posted, modifications are made only upon approval of the Senior Watch Officer, or the Deputy AC/S G-3.

4. Relief/Assumption Procedures

a. Watchstanders being relieved will:

(1) Ensure that maps/overlays/display boards are current.

(2) Brief relief on all matters that occurred during the watch. Ensure that oncoming Watchstander reads and understands the journal and all display boards.

(3) Attend the Shift Change Brief. Following the brief, conduct a face-to-face turnover to ensure all ongoing matters and planned events are understood.

b. Watchstander assuming duty will:

(1) Arrive 20 minutes prior to Shift Change Brief.

(2) Read the journal and all display boards.

(3) Attend the Shift Change Brief, then receive a detailed job-specific brief from the Watchstander being relieved.

(4) Ensure complete situational awareness and a thorough understanding of ongoing matters and planned events before assuming the duty.

(5) Maintain an informal journal of events occurring during the watch. Potential entries include:

(a) Visits/guidance from the Commander MCABWA, C/S and AC/S G-3.

(b) Variations in tempo/activity.

(c) Assessments of intangible factors (attitudes, indicators of stress, etc.) perceived in dealing with other command and control agencies.

(d) Notes on any actions/projects/activities currently in progress.

c. Special instructions for the SWO, WO, and WC are described in reference (e).

CHAPTER 4

INFORMATION FLOW/BATTLE RYTHYM

	PARAGRAPH	PAGE
INFORMATION FLOW	4000	4-3
BRIEFINGS	4001	4-7
BATTLE RHYTHM	4002	4-9

CHAPTER 4

INFORMATION FLOW/BATTLE RYTHYM

4000. INFORMATION FLOW

1. General. The WO is responsible for information control within the COC. All Watchstanders assist the WO in the discharge of this responsibility by maintaining a high degree of "situational awareness." Note that the SWO is the sole releasing authority for messages out of the COC. Watchstanders must not only understand how information is used, but must also be aggressive and innovative in obtaining information. Watchstanders cannot simply wait for information to reach them; they must seek it out by any and all means possible. Updates can come from many sources--aircrews, 3d MAW counterparts, official visitors, liaison officers, etc. All Watchstanders should constantly cultivate sources of information and proactively seek updates. Decisions cannot be made in a vacuum, and when an update is needed in the COC it's already too late to try to figure out where the information may be obtained. All COC personnel should constantly ask themselves "What do I know, who needs to know and have I told them?" All information is passed first to the WO who screens it and makes the following decisions:

a. Is the information needed? (Store or eliminate).

b. Who needs the information? (Display and/or disseminate).

c. What must be done with the information? (Process, response required, or decision required).

2. Concept

a. Step 1: Pass information to the WO

(1) Information comes to the COC from a wide variety of sources and by diverse means. Watchstanders must be alert to, and aware of, the sources and means of obtaining information and make every effort to put recently obtained information into a form that facilitates its rapid and accurate dissemination. Note that vital information may trickle in from any staff section or any higher, adjacent, supporting, or subordinate command.

(2) Sources of information include:

(a) Telephone conversations.

(b) Radio transmissions.

(c) Briefs/orientations by liaison officers and couriers.

(d) SIPRNET/NIPRNET.

(e) Guidance/questions from the Commander MCABWA, and other senior leaders.

(f) DMS message traffic.

(g) Staff visits.

(h) Command and Control Systems.

(3) Preferred means of recording and passing information to the WO:

(a) Telephone conversations. Watchstanders making or receiving telephone calls should use a Telephone Report Form to record narrative/summary of telephone conversations and pass it to WO. See Appendix G for format.

(b) Briefs by Liaison Officers/Couriers. The WO will attempt to note and control visitors to the COC via PMO/host. However, should the WO be occupied with other duties, any Watchstander who receives a visitor should ensure that the visitor has checked in with the WO. Liaison Officers/Couriers who have information to pass should first provide the WO with an overview/synopsis of the information. The WO then decides who should hear the information. When the required personnel are present, the Liaison Officer presents his/her brief. The WC will record it by taking notes. Watchstanders receiving the brief should take notes as necessary for action or to pass on to their relief. The WO provides the WC a copy of his/her notes for the journal. The notes are maintained in the event that other command and control personnel who were not present at the time of the brief need that information.

(c) LAN Transmissions. Personnel receiving LAN transmissions should readdress the message to the AC/S G-3, SWO, and print a hard copy and pass it to the WO. The WO will decide on the routing, at a minimum passing it to the WC for inclusion on the Message Board.

(d) Guidance/questions from the Commander MCABWA, and other senior leaders. Watchstanders should take notes as necessary to record and pass the information to their relief. After the Commander, MCABWA departs, the WO provides the WC with a copy of his/her notes that are entered in the journal. Any guidance that alters the published Commander's Intent or provides added focus to the current situation or future outlook will be encapsulated and posted prominently on the COC display boards.

(e) DMS message traffic. Provide a copy of all relevant DMS message traffic to the WO.

b. Step 2: Store or Eliminate

(1) Store. If the information is needed or must be acted upon, the WO briefs the SWO and asks for guidance. The WO then hands the information to the WC for entry in the COC Journal.

(2) Eliminate. Eliminate the indiscriminate use of Address Indicator Groups (AIGs); MCABWA often receives large volumes of information that is redundant or simply not needed. Storing and routing this information within the COC would quickly render it ineffective. One of the WO's principal tasks is to eliminate information which is not needed.

c. Step 3: Disseminate. Depending upon the importance, type, and urgency of the information, the SWO or WO decide who must receive the information and by what means. Regardless of the means of dissemination, the WO is careful to indicate in his own handwriting on the journal copy those to whom he has passed this information. Each Watchstander and liaison officer within the COC is responsible for ensuring that the information is passed to his/her appropriate counterpart.

(1) Urgent Information

(a) If the SWO or WO decide that the information might have an immediate effect on current operations, the WO orders "Attention in the COC," provides a brief synopsis of the information, and directs concurrent routing to the WC who makes necessary copies and ensures rapid distribution.

(b) If the information pertains to only one functional area in the COC, the WO provides a copy directly to the appropriate Watchstander with necessary instructions.

(2) Routine Information. If the information does not require concurrent routing, the WC makes one copy for sequential routing and has the original entered in the COC Journal.

d. Step 4: Display. If appropriate, the information is posted to one of the information displays.

e. Step 5: Process. Upon receipt of information, Watchstanders process the information. Processing is the last step for information that does not require action/response.

f. Step 6: Response Required. If the WO determines that the information requires a response, he directs the WC to make three copies of the information; one copy for the Watchstander who will be tasked with preparing the response and one for the SWO who will monitor, review, and release the response. The WO maintains a copy in a file of pending actions/responses that is briefed to his/her relief. As necessary, the WO notes progress, guidance, and issues on his/her copy. The Watchstander tasked with preparing the response also maintains a copy in a file of pending actions/ responses, briefs his/her relief on their status, and makes notes on the progress, guidance received, and issues/problems relative to the information.

g. Step 7: Decision Required. If the WO determines that the information requires a decision, he/she directs the WC to make at least three copies:

Copy 1: AC/S G-3
Copy 2: SWO
Copy 3: Appropriate Section Head

The SWO, AC/S G-3, and the Section Head then implement the rapid decision-making process.

3. Concept for outgoing information

a. Step 1: Draft Information for Release

(1) Various watchstanders will create or compile information that needs to be disseminated. This information is disseminated either formally or informally.

(a) Formal dissemination includes:
-DMS message traffic/ Fax
-Couriers

(b) Informal dissemination includes:
-Phone conversation.
-E-mail

(2) The SWO will review the content and format of information being formally disseminated and approve its release.

b. Step 2: Send Information. Information will be sent using at least two methods, at least one of which provides a confirmation of receipt.

c. Step 3: Confirm Receipt of Information. Release of information is not complete until the sender can confirm receipt.

4001. BRIEFINGS

1. General. Briefings are an essential element of information exchange, and in many circumstances will be the primary vehicle through which the Commander MCABWA, staff, and tenant units maintain situational awareness. The primary goal of COC briefings is to present the most current information available in a logical manner so that a complete picture of the situation is created. Additionally, only those areas that have changed since the last update need be addressed. COC briefs will be verbal and may be accompanied by Power Point slide presentations at the discretion of the SWO. Slide format is described in Appendix H.

2. Concept. There are two types of briefs that take place in the COC, the Shift Change Brief and the Commander's Brief. The Shift Change brief is scheduled twice daily. The Commander's Brief may be given concurrently with the Shift Change Brief, however it needs to be ready for presentation on demand.

a. Shift Change Brief. The Shift Change Brief is used during 24/7 operations. The purpose of the brief is for the outgoing COC watch to share all pertinent information concerning the current situation, activities of the last 12 hours with the oncoming COC watch, and projected events during the next 12 hours. The normal times for the shift change briefs will be at 0800 and 1930 daily. The briefing will be given by the outgoing Watch Section and chaired by the WO. The goal for the brief is complete situational awareness for all members of the oncoming watch.

Shift Change Brief Format

Representative	Briefing Topic
SWO/CMT Commander	Opening Remarks
Watch Officer	D-Day, C-Day as applicable Frag Order in effect SitRep# FPCON/DEFCON/INFOCON status
NCIS	Intelligence Assessments
PMO	Physical security measures in effect
AC/S G-1	Personnel strength/shortfalls Casualties (if applicable) Higher HQ Personnel Requests
AC/S G-4	Embark issues Billeting status/Messhall capacity Transportation/ Engineering support Damage (if any) to structures Fuel availability (shortfalls)
AC/S, G-6	Communications status
Director, PAO	Media issues
AC/S, G-5	Community reaction
SJA/Counsel	Legal concerns
Airfield Operations Miramar, Yuma, CampPen	Airfield hours Aerial Port of Embark (APOE) issues
3d MAW Rep	Status of unit deployments Aircraft availability
MAG-46	Status of unit deployments Aircraft availability
RSU (USMCR)	Status of Reserve Call-up Projected inbounds
MCCS	Status of MCCS activities
Commissary	Status of Commissary
AC/S, G-7	Operational impact on environment
OIC, Branch Medical	Status of medical services
AC/S, G-8	Fiscal issues
Safety	Safety issues
Chaplain	Moral issues
SWO/CMT Commander	Closing Remarks

b. Commander's Brief. The Commander's Brief is the Commander MCABWA briefing, normally presented, as the name implies, off the maps/displays and status boards/displays in the COC. The data provided to the Commander should provide a quick update of the situation and highlight only those issues that would require a Commander's decision/guidance. In addition, only these areas that have not changed since the last update need to be addressed. The morning Commander's Brief typically coincides with the morning Shift Change Brief. The evening Commanders Brief is typically scheduled at 1600. However, the CMT must be ready at all times to update the MCABWA Commander.

4002. BATTLE RHYTHM

1. Purpose. A battle rhythm provides a generic schedule of daily events for use by the CMT.

2. Daily schedule

Time	Event	Location	Participants
0630	Morning Update slides due to Plans Officer (if required)	COC	Watchstanders
0730	Morning Update slides complete	COC	Plans Officer
0745	COC Shift Change	COC	CMT
0800	COC Shift Change Brief Commander MCABWA, Morning Update	COC	CMT
1330	Evening Update Slides due to Plans Officer (if required)	COC	Watchstanders
1500	Evening Update Slides complete	COC	Plans Officer
1600	Commander MCABWA, Evening Update	COC	CMT
TBD	VTC	CG Conf Room	TBD
1930	COC Shift Change Brief	COC	CMT
1945	COC Shift Change	COC	CMT

CHAPTER 5

INTERNAL PROCEDURES

	PARAGRAPH	PAGE
GENERAL	5000	5-3
LOGS, FILES, AND ACTION BOARD	5001	5-3
MESSAGES	5002	5-3
OUTGOING MESSAGES	5003	5-3
STAFFING	5004	5-4
ADMINISTRATION	5005	5-4
COMMUNICATIONS.....	5006	5-4
ADMINISTRATIVE EQUIPMENT.....	5007	5-4
SECURITY	5008	5-4

CHAPTER 5

INTERNAL PROCEDURES

5000. GENERAL. The G-3 Plans Officer will supervise the internal functioning of the COC. The Deputy AC/S G-3 will act as the Watch Officer (WO). New members of the CMT should familiarize themselves with SOPs, directives, and procedures to avoid any confusion with regard to COC operations. The following paragraphs provide CMT members and supplemental Watch Officers with instructions for COC internal procedures.

5001. LOGS, FILES, AND ACTION BOARD

1. Each officer in the COC will maintain a log or journal. Additionally, the WO will ensure that:

a. A message summary and the action taken is annotated on the board.

b. Information is entered and updated on the action board.

c. Completed actions are appropriately logged and filed.

d. Ensure all action items are appropriately reviewed and discussed with action officers during each shift change or turnover.

5002. MESSAGES. Upon activation of the MCABWA COC, messages will be sent electronically from the Marine Telecommunication Center (MTCC). All messages will be handled according to their precedence. Classified messages will be destroyed per reference (g) guidelines. Unclassified messages will be archived for a period of 30 days or the duration of the event, whichever is longer.

5003. OUTGOING MESSAGES. The SWO has message releasing authority. A copy of outgoing messages will be maintained in a separate chronological file.

5004. STAFFING. The MCABWA COC is normally staffed with the following personnel:

-G-3 Plans Officer	Major 75XX
-Plans Chief	Sgt 0511
-Mobilization Specialist	GS-9

Upon activation, on-call communications and administrative support will be required as follows:

-Watch Clerk (designated clerk with a security clearance.)
-Communications Technician (G-6)

Other staffing requirements will be sourced via the AC/S G-1.

5005. ADMINSTRATION. The MCABWA COC is normally stocked with minimal supplies. Staff sections reporting to the MCABWA COC should bring their own administrative supplies for extended periods. Administrative supplies can be stored in the areas assigned to the staff sections. A limited supply of local forms, used only by the COC, are readily available.

5006. COMMUNICATIONS. The COC maintains telephones and a fax machine within the COC. Each telephone has DSN capability and those within the Plans Office have overseas access. Three STU-III phones and a classified fax machine are available for secure communications.

5007. ADMINISTRATIVE EQUIPMENT. A copy machine is available for use by the CMT and is located in the East Wing of Building 9211. The COC contains eleven (11) unclassified computers. Email addresses for each system are listed in Appendix F. Two classified computer systems with SIPRNET access are located in the Plans Office. Additionally, a Global Command and Control System (GCCS) is available for monitoring the status of unit deployments.

5008. SECURITY. A 24-hour sentry will be posted outside the COC if the CMT is using classified material. Only authorized personnel with a valid security clearance will be granted access to the COC. No classified material will be removed from the COC without the SWO or G-3 Plans Officer's permission. Only designated couriers may transport classified material per reference (g).

CHAPTER 6

CRISIS ACTION PLANNING

	PARAGRAPH	PAGE
CRISIS ACTION PLANNING (CAP)	6000	6-3
MARINE CORPS PLANNING PROCESS (MCPP).....	6001	6-4

CHAPTER 6

CRISIS ACTION PLANNING

6000. CRISIS ACTION PLANNING (CAP)

1. Purpose. This chapter provides an operational framework within which CMT uses CAP to execute its duties.

2. Phases. CAP provides a structured and logical sequence for evaluating and recommending specific courses of action during crises or time-sensitive transitions from normal operations to contingency operations.

The six phases of CAP are:
- Phase I Situation Development
- Phase II Crisis Assessment
- Phase III Course of Action Development
- Phase IV Course of Action Selection
- Phase V Execution Planning
- Phase VI Execution

3. CAP facilitates the gathering and dissemination of information necessary for the Commander MCABWA, to make crucial, time-sensitive decisions and to translate those decisions into immediate action.

4. CAP is actually a shorter sequence of actions and begins with the receipt of the Joint Force Commander's Warning Order. CAP procedures end with the Joint Force Commander's Execute Order. Once execution is ordered, we are no longer operating under crisis procedures but are operating under normal deployment and employment procedures.

6001. MARINE CORPS PLANNING PROCESS (MCPP)

1. Purpose. The CMT integrates representatives of the MCABWA staff, tenant units, and other subject matter experts (SMEs) to develop an effective, integrated plan ready for immediate execution. Accordingly, the CMT embodies the tenets of the MCPP.

2. A more complete description of the six steps of the MCPP is contained in reference (e). The following lists the major activities of each step:

a. Mission Analysis. The higher headquarters mission, tasks and commander's intent is analyzed, and the Commander's initial intent, orientation, and guidance are reviewed. Specified, implied and essential tasks are ascertained, along with any assumptions, shortfalls and limitations. CCIRs are developed. End state for this step is an approved mission statement that reflects the Commander's guidance; intent, and desired end state. A warning order may be published at this point.

b. Course of Action (COA) Development. The CMT addresses the questions: What do I want to do? How am I going to do it? The end state is a set of COA narratives and sketches sufficiently developed to facilitate wargaming, along with initial staff estimates and recording tools. The number of COAs to be developed is not fixed, and those that are developed should be distinct from one another. The goal is to list all possible COAs.

c. COA Analysis. COAs are evaluated for suitability, feasibility and acceptability using the MCABWA Commander's wargame criteria. During the wargame, branches and sequels are identified for later development, CCIRs are refined and decision support tools (see below) are developed.

d. COA Comparison/Decision. The Commander MCABWA, and the CMT evaluate each COA, first against independent criteria, then against alternative COAs. The Commander then approves a COA or modified COA or directs the CMT to develop additional COAs for analysis.

e. Orders Development. The approved COA with its concept of operations are used to develop an Operations Order or Frag Order. Planners use the Chief of Staff's guidance, standard operating procedures (SOPs) and decision support tools to write the basic order, while other staff members translate estimates of supportability into annexes and appendices.

f. Transition. Once the order is approved, it is handed off to Operations for execution. During transition, planners seek to maximize understanding by ensuring that staff principles and watch standers gain familiarity with all tools and concepts supporting the plan. A transition officer who has participated in the planning phase should transition with the order to Operations to heighten situational awareness.

3. Products. The CMT conducts operational planning using the MCPP, and develops a complete plan, together with branches and/or sequels. They then transition the plan to Operations for orders issuance and execution. Watch officers must be fully versed in the actions outlined in these documents.

CHAPTER 7

MCAS MIRAMAR EMERGENCY OPERATIONS

	PARAGRAPH	PAGE
GENERAL	7000	7-3
EMERGENCY SITUATIONS	7001	7-3
FIRST RESPONDERS	7002	7-3
INCIDENT COMMAND POST	7003	7-3
EOC	7004	7-3

CHAPTER 7

MCAS MIRAMAR EMERGENCY OPERATIONS

7000. GENERAL. The term EOC is interchangeable with COC for the purposes of this order and refers to the same facility. The COC is activated by the AC/S G-3 in response to a large-scale event that impacts MCABWA facilities or the SOCAL, Yuma, Arizona region. The EOC is activated in response to smaller scale events of short duration that affect MCAS Miramar locally.

7001. EMERGENCY SITUATIONS. Events that might warrant EOC activation include an aircraft mishap on the airfield, mass casualty situation, building fires, bomb threats, small explosions, a suspected Anthrax letter, etc.

7002. FIRST RESPONDERS. MCAS Miramar First Responders include the Miramar Fire Department, Airfield Rescue and Fire Fighting (ARFF), PMO, and Branch Medical Clinic. Additional emergency response assets may come from San Diego County Emergency Services.

7003. INCIDENT COMMAND POST. First Responders work as a team to handle the emergency while saving lives and property. They coordinate their efforts by establishing a Joint Incident Command Post and appointing an Incident Commander (IC). The role of the Incident Command Post (ICP) is to take charge of the emergency, contain it, and bring it to resolution. The Fire Department typically takes the lead because of their connectivity with other San Diego emergency response assets. However, ARFF may take the lead if an aircraft crashes on the airfield. PMO will assume command if the issue is related to law enforcement per reference(j).

7004. EOC. The AC/S G-3 activates the EOC in response to an emergency aboard MCAS Miramar. The EOC acts as a conduit of information for the command and as a resource provider for the IC. This accomplishes two goals. First, it allows the IC to focus his/her efforts on the emergency situation without distraction. Second, it provides the CG, Miramar with a definitive point of contact for questions and situation updates.

1. The EOC is comprised of subject matter experts who can answer questions and provide assistance to the IC. This includes first responders and selected staff sections. EOC members include:

a. G-3 Representative

b. G-4 Representative

c. PAO Representative

d. PMO Representative

e. Branch Medical Representative

f. Fire Department Representative

g. ARFF Representative

2. The EOC provides the IC with an alternate means of obtaining logistical support. Once a requirement is identified, the IC informs the EOC and lets them coordinate the needed support.

3. Depending on the size and scope of the emergency, the media may become involved. PAO is responsible for coordinating all media responses for MCAS Miramar.

4. The EOC will stand down once the emergency situation has been brought to a successful resolution.

5. The AC/S G-3 will solicit after-action comments from the Incident Commander and EOC members in order to improve future response procedures.

APPENDIX A

COC ACTIVATION CHECKLIST

1. COC ACTIVATION

____a. G-3 initiated recall. Crisis Management Team (CMT) assembles at the Airfield Operations Building #9211, Rooms 210/214.

____b. Watch-bill established, published and distributed.

____c. Recall continues.

____d. All communications established in COC. AC/S G-6 coordinates this action.

____e. Access roster reviewed.

____f. AC/S G-1 will ensure message dissemination to COC.

____g. Log books prepared by CMT personnel.

____h. OPLANS/contingency plans reviewed and initiated. Communication established with civilian agencies.

____i. Verify SOPs, technical/field manuals, MOAs, Orders, Instructions, and telephone directories are in the COC.

____j. Post relevant maps. Clocks set to the appropriate geographical areas.

____k. Significant Events board and status boards posted and updated.

____l. Situation briefing conducted.
(1) Situation (AC/S G-3).
(2) Intelligence (PMO, NCIS, 3d MAW G-2).
(3) Logistics (AC/S G-4).
(4) Communications (AC/S G-6).
(5) Immediate Action Required (AC/S G-3).

____m. Daily briefing requirements and times established.

2. Deployment Planning and Execution. This checklist addresses those considerations relating to the relevant crisis and/or the deployment of forces. The following list is not all-inclusive.

a. Initial Planning
   (1) Analyze mission and objectives.
   (2) Identify personnel requirements.
   (3) Develop plan.
   (4) Analyze requirements.
   (5) Develop courses of action.

b. Concept Development
   (1) Define/establish mission and objective.
   (2) Develop concept of operation.
   (3) Define personnel list.
   (4) Define plan.
   (5) Provide transportation plan.

c. Detailed Planning
   (1) Movement.
   (2) Amount of cargo and PAX to move.
   (3) Distance to deploy.
   (4) Base capabilities (billeting, messing, and transportation).
   (5) Process at destination.
   (6) Base security.
   (7) Command/control/communication.
   (8) Deployment sequence.
   (9) Aircraft loading factors.
   (10) Airlift tempo and throughput coordination.
   (11) Earliest/latest departure/arrival.
   (12) Priority and use of facilities/assets.
   (13) Air traffic control requirements.

d. Review resources and identify critical shortages in personnel and logistics.

e. Identify Remain Behind Equipment (RBE).

f. Develop detailed plans

   (1) Deployment Plan.
   (2) Arrival and Assembly Plan.
   (3) Supporting Plans
      - Local community support.
      - FEMA activation.
      - Support bases.
      - Follow-on sustainment.

3. Execution Planning

a. Activate movement control and deployment support organizations.

b. Develop marshalling and staging requirements.

c. Develop movement schedules.

d. Modify deployment plan based on lift availability, if necessary.

4. Execution

a. Develop detailed load plans.

b. Allocate forces to scheduled transportation.

c. Marshalling.

d. Movement.

e. Staging.

f. Refine detailed load plans.

g. Conduct embarkation.

APPENDIX B

COC ACTIVATION/DEACTIVATION MESSAGE

OTTUZYUW 0181 2531613-UUUU-
ZNR UUUUU
O 111613 SEP 01
FM COMCABWEST MIRAMAR CA//COC//
TO CMC WASHINGTON DC//POC/POS/INT/CCT//
INFO COMMARFORPAC//G3/G6//
CG I MEF//G3/G6//
CG FIRST MEB//G3/G6//
CG MCAGCC TWENTYNINE PALMS CA//G3/G6//
CG MCB CAMP PENDLETON CA//G3/G6//
CG MCB CAMP LEJEUNE NC//G3/G6//
CG MCCDC QUANTICO VA//G3/G6//
CG MCRD SAN DIEGO CA//G3/G6//
COMCABEAST CHERRY PT NC//G3/G6//
CG MCB HAWAII//G3//
MCB HAWAII//G-3//
MCAS CAMP PENDLETON CA//S3//
MCAS YUMA AZ//S3//
BT
MSGID/GENADMIN/COMCABWEST MIRAMAR CA//
SUBJ: ACTIVATION OF COMMAND OPERATIONS CENTER/CRISIS
MANAGEMENT TEAM//
POC/MUELLER G.E./COL/CCW AC-S G3/-/TEL:DSN 267-4275/
TEL:COMM (858) 577-4275//
RMKS/1. COC CRISIS MANAGEMENT TEAM ACTIVATED 111700Z SEP 01
(111100 SEP 01 LOCAL).
2. COC HOURS OF OPERATION ARE 0000-0000 (LOCAL) DAILY.
3. COC POINTS OF CONTACT:
COMMERCIAL PREFIX (858) 577-XXXX
DSN PREFIX 267-XXXX

TITLE	EXT	UNCLASS EMAIL
SWO	-8537	COC_SWO@MIRAMAR.USMC.MIL
G-1	-8532	COC_G1@MIRAMAR.USMC.MIL
G-3	-8533	COC_G3@MIRAMAR.USMC.MIL
G-4	-8534	COC_G4@MIRAMAR.USMC.MIL
G-6	-7587	COC_G6@MIRAMAR.USMC.MIL
G-8	-1965	COC_G8@MIRAMAR.USMC.MIL
PAO	-1965	COC_PAO@MIRAMAR.USMC.MIL
PMO	-4238	COC_PMO@MIRAMAR.USMC.MIL
NCIS	-8531	COC_NCIS@MIRAMAR.USMC.MIL
MEDICAL	-7588	COC_MED@MIRAMAR.USMC.MIL

```
RSU                -7588       COC_RSU@MIRAMAR.USMC.MIL
COC STUIII         -8531
ODO STUIII         -1605
24-HOUR FAX        -8536
COC STUIII FAX     -1281
PLANS OFFICER      -8530 (STUIII)
PLANS OFF CELL     (619) 850-1173
COC SIPRNET EMAIL:  COCWATCH@MIRAMAR.USMC.SMIL.MIL
BT
#
NNNN
```

OTTUZYUW 0181 2531613-UUUU-
ZNR UUUUU
O 011600Z JAN 02
FM COMCABWEST MIRAMAR CA//COC//
TO CMC WASHINGTON DC//POC/POS/INT/CCT//
INFO COMMARFORPAC//G3/G6//
CG I MEF//G3/G6//
CG FIRST MEB//G3/G6//
CG MCAGCC TWENTYNINE PALMS CA//G3/G6//
CG MCB CAMP PENDLETON CA//G3/G6//
CG MCB CAMP LEJEUNE NC//G3/G6//
CG MCCDC QUANTICO VA//G3/G6//
CG MCRD SAN DIEGO CA//G3/G6//
COMCABEAST CHERRY PT NC//G3/G6//
CG MCB HAWAII//G3//
MCB HAWAII//G-3//
MCAS CAMP PENDLETON CA//S3//
MCAS YUMA AZ//S3//
BT
MSGID/GENADMIN/COMCABWEST MIRAMAR CA//
SUBJ: DEACTIVATION OF COMMAND OPERATIONS CENTER/CRISIS
MANAGEMENT TEAM//
POC/MUELLER G.E./COL/CCW AC-S G3/-/TEL:DSN 267-4275/
TEL:COMM (858) 577-4275//
KELLEY K.T./MAJ/G3 PLANS O/TEL:DSN 267-8530/TEL: COMM (858)
577-8530/EMAIL: KELLEYKT@MIRAMAR.USMC.MIL//
RMKS/1. THE COMCABWEST COMMAND OPERATIONS CENTER/CRISIS
MANAGEMENT TEAM DEACTIVATED 011600Z JAN 02 (010800 JAN 02
LOCAL). CONTACT THE MIRAMAR COMMAND DUTY OFFICER (CDO),
DSN 267-1141, DURING NON-WORKING HOURS IF A SITUATION
ARISES THAT REQUIRES IMMEDIATE ATTENTION BY THE COMCABWEST
STAFF. G-3 PERSONNEL REMAIN ON A ONE-HOUR RECALL.
2. COC PHONES ARE MONITORED DURING WORKING HOURS 0730-1630
(LOCAL) MONDAY THROUGH FRIDAY. COC PHONES ARE FORWARDED TO
THE MIRAMAR CDO DURING NON-WORKING HOURS.
3. COC POINTS OF CONTACT:

COMMERCIAL PREFIX	(858) 577-XXXX
DSN PREFIX	267-XXXX
TITLE	EXT
PLANS OFFICER	-8530 (STUIII)
	-4272
PLANS OFF CELL	(619) 850-1173
24-HOUR FAX	-8536
COC STUIII FAX	-1281

COC SIPRNET EMAIL: COCWATCH@MIRAMAR.USMC.SMIL.MIL
BT
#
NNNNB-3

APPENDIX C

COC DEATIVATION CHECKLIST

1. COC Deactivation Checklist

a. Message released deactivating the COC.

b. AC/S G-1 notified to cease message distribution to the COC.

c. Due date established for after-action reports.

d. Area swept for classified material.

e. Area policed and room rearranged for conference room activities.

f. Supplies inventoried, replenished, and stored.

g. Materials returned to appropriate sections.

APPENDIX D

ACCESS ROSTER

UNITED STATES MARINE CORPS
Marine Corps Air Station Miramar
San Diego, California 92145

3440
5DA
Date

From: Requesting Unit/Department
To: Command Operations Center (COC)
Via: Classified Material Control Center Officer

Subj: ACCESS ROSTER FOR_____

1. Request the following personnel be granted access to the COC:

NAME	RANK	SSN	CLEARANCE

2. Request the following be granted access to the COC. Names will change on a monthly basis. Monthly reports will follow.

NAME	RANK	SSN	CLEARANCE

SIGNATURE

APPENDIX E

COC PERTINENT PUBLICATIONS

DODD 3025.1*	Military Support to Civil Authorities (MSCA)
DODD 3025.12	Military Assistance for Civil Disturbances (MACDIS)
DODD 3025.15*	Military Assistance to Civil Authorities
SECNAVINST 5500.29B	Use of Deadly Force and the Carrying of Firearms by Personnel of the Department of the Navy in conjunction with Law Enforcement, Security Duties, and Personnel Protection
OPNAVINST 3100.6G	Special Incident Reporting Procedures
OPNAVINST 3440.16C*	Department of the Navy Civil Emergency Assistance Program
OPNAVINST 5530.15A	Physical Security
OPNAVINST 8027.1G	Explosive Ordnance Disposal
MCO 3440.7A*	Marine Corps Assistance to Civil Authorities
MCO 3571.2F*	Explosive Ordnance Disposal Program
MCO 4500.11E* W/Ch 1,2	Instructions for Disposition/Utilization of Excess Property
MCO 5500.18	Crime Prevention Program
MCO 5500.6F	Arming of Law Enforcement and Security Personnel and the Use of Deadly Force
MCO 5500.13A	Physical Security
MCO 5500.14A	Flight Line Security (FLS) Program
MCO 5740.2F	OPREP-3SIR: Serious Incident Reports

MCO 8027.1D*	Inter-service Responsibilities for Explosive Ordnance Disposal
ABO 3400.1E	Nuclear, Biological, Chemical (NBC) Defense Readiness
ABO 5740.1G*	Reporting Information of Concern to National Command Authorities (NCA)
StaO 5530.1	Physical Security Plan
FMFM 7-14	Combating Terrorism
FMFM 3-25	Fleet Marine Force Manual (draft) Counterintelligence
FM 34-60	Field Manual (USA) Counterintelligence
TC 19-16	Countering Terrorism on U.S. Army Installations

NOTE - All publications marked with "*" are references and are located in a white binder located in the Plans Office.

NOTE - Additionally, all current Marine Corps Orders can be found and ordered from NAVMC 2761, Catalog of Publications. The Commandant of the Marine Corps (ARDE) centrally manages distribution of Marine Corps and non-Marine Corps publications. The Marine Corps Publication Distribution System (MCPDS) may be reached at: (DSN) 224-1712/1713 or (Com) 703-614-1712/1713. Current OPNAVIST and SECNAVIST may be found on the Internet and printed at: http://www.neds.nebt.daps.mil. Current DOD Directives may be found on the Internet and printed at: http://www.dtic.mil/whs/directives. Current Marine Corps Orders can be found on the Internet and printed at: http://www.usmc.mil/directiv.nsf/web+orders.

APPENDIX F

COC TELEPHONE LISTING/POINTS OF CONTACT

DSN: 267-XXXX

	Title	Commercial	COC Email Accounts
1.	Senior Watch Officer	(858)577-8537	coc_swo@miramar.usmc.mil
2.	COC Fax	(858)577-8536	
3.	G-1	(858)577-8532	coc_g1@miramar.usmc.mil
4.	G-3	(858)577-8533	coc_g3@miramar.usmc.mil
5.	G-4	(858)577-8534	coc_g4@miramar.usmc.mil
6.	G-6	(858)577-7587	coc_g6@miramar.usmc.mil
7.	G-8/PAO	(858)577-1965	coc_g8@miramar.usmc.mil coc_pao@miramar.usmc.mil
8.	Medical	(858)577-7588	coc_med@miramar.usmc.mil
9.	NCIS (STU III)	(858)577-8531	coc_ncis@miramar.usmc.mil
10.	PMO	(858)577-4238	coc_pmo@miramar.usmc.mil
11.	RSU	(858)577-7588	coc_rsu@miramar.usmc.mil
12.	Plans Officer	(858)577-8530	
13.	Mobilization Spec	(858)577-4272	
14.	Plans Chief	(858)577-1281	

Base Information	(858) 577-1011
Chaplain	(858) 577-1333
Classified Material Control Center (CMCC)	(858) 577-8624
Emergency Shelter for Children	1-800-344-6000 ext 4
Family Counseling Center	(858) 577-6931
Marine Telecommunications Center (MTCC)	(858) 577-1366
Miramar Emergency Dispatch	(858) 577-1213
Miramar 4th Tanks	(858) 537-8063/8074
Navy Brig	(858) 577-7777
Pendleton Emergency Dispatch	(760) 725-3333
Rape Hotline	(858) 272-1767
Suicide Hotline	1-800-479-3339

MILITARY AGENCIES TELEPHONE LISTING

DSN OPERATOR . . . . . 231-1311(DSN)

HQMC COMMAND CENTER . . . . . 225-7366(DSN)

MARFORPAC COMMAND CENTER . . . . . (800)445-1708
G-3 Operations . . . . . (315)477-8650/8632/8622(DSN)

JOINT FORCES COMMAND . . . . . 836-5586/5658/5814(DSN)

U.S. ATLANTIC COMMAND (USACOM) . . . . . 836-5398/5397(DSN)

U.S. CENTRAL COMMAND (USCENTCOM) . . . . . 968-5696(DSN)

U.S. PACIFIC COMMAND (USPACOM) . . . . . .(315)471-8710(DSN)

COMCABEAST, CDO . . . . . 582-5236(DSN)
COC . . . . . 582-2946(DSN)
G-3 Operations . . . . . 582-2343(DSN)
Operator . . . . . 582-1110(DSN)

COMCABWEST, CDO . . . . . 267-1141(DSN)
COC . . . . . 267-1281(DSN)
G-3 Operations . . . . . 267-1528/4269(DSN)
Operator . . . . . 267-1011(DSN)

1st MARDIV, G-3 Plans . . . . . 365-5720(DSN)
G-3 Operations . . . . . 365-6555/3725(DSN)

1st FSSG, CDO . . . . . 365-5966(DSN)
COC . . . . . 365-5600(DSN)
G-3 Operations . . . . . 365-5015/5553(DSN)

3d MAW, COC (WOC) . . . . . 267-8689(DSN)
CDO . . . . . 267-9518/9517(DSN)

MAG-46 . . . . . 267-1191/6803(DSN)

I MEF, COC . . . . . 365-9114(DSN)
G-3 Operations . . . . . 365-9129(DSN)
Operator . . . . . 365-0111(DSN)

II MEF, COC . . . . . .751-9788/8146(DSN)

III MEF, COC . . . . . (315)622-7563/9105(DSN)

MCAS CAMP PENDLETON. . . . . 365-6168/8386/3788(DSN)

MCAS YUMA . . . . . 269-2252/6559/6560(DSN)

MCAGCCC 29 PALMS . . . . . .230-7200/7448(DSN)

MCB CAMP LEJEUNE . . . . . 751-2414/2523(DSN)
- COC . . . . . 751-1602(DSN)
- G-3 Operations . . . . . 751-1714(DSN)
- Operator . . . . . 751-1113(DSN)

MCB CAMP PENDLETON . . . . . 365-5617(DSN)
- COC . . . . . 365-6368/6000(DSN)
- G-3 Operations . . . . . 365-5744(DSN)
- Operator . . . . . 365-4111(DSN)

MCB HAWAII . . . . . (315)457-7700/2949(DSN)
- COC . . . . . .(315)457-5880(DSN)
- G-3 Operations . . . . . (315)457-8819(DSN)

MCLB BARSTOW . . . . . 282-6961/6502/6459(DSN)

MCRD SAN DIEGO . . . . . 524-8700(DSN)
- Operator . . . . . 524-1011(DSN)

NAS EL CENTRO . . . . . .658-2601/2507(DSN)

NAS NORTH ISLAND . . . . . 545-8175/8233(DSN)

NAS 32nd STREET . . . . . 524-1011(DSN)

NAVY CMD CTR STU III . . . . . 224-7374(DSN)

NCIS CMD CENTER (32ND ST) . . . . . (619) 556-1514
- NCIS OFFICE (MIRAMAR) . . . . . (858) 577-4355
- NCIS DUTY PAGER . . . . . (619) 681-8853

WESTERN AIR DEFENSE (NORAD) STU III . . . . . 382-4310(DSN)

CIVILIAN AGENCIES TELEPHONE LISTING

ALCOHOL, TOBACCO & FIREARMS	(619) 446-0700
AMERICAN RED CROSS	(800) 951-5600
San Diego Center	(619) 542-7400
EXECUTIVE SUPPORT CENTER	(703) 769-9320
FAA CMD CTR (D.C.)	(703) 904-4499
24 Hours	(703) 904-4525
FAA LOS ANGELES CENTER	(661) 265-8287
FAA REGIONAL OFFICE	(310) 725-3300
FAA SOCAL TRACON	(858) 537-5901
FEDERAL BUREAU of INVESTIGATION	(858) 565-1255
FEDERAL EMERGENCY MANAGEMENT AGENCY	(800) 634-7084
FEMA Operations Center (FOC)	(540) 665-6100
	(703) 771-6100
JOINT NUCLEAR ACCIDENT COORDINATION CENTER Department of Defense	(703) 325-2102
NATIONAL EARTHQUAKE INFORMATION CENTER Ops.	(303) 273-8500
24-Hour Recorded Message	(303) 273-8516
NATIONAL HURRICANE CENTER	(305) 229-4470
NATIONAL INTER-AGENCY FIRE COORDINATION CENTER. Boise, ID	(208) 387-5400
NATIONAL RESPONSE CENTER	(800) 424-8802
NUCLEAR REGULATORY COMMISSION OPERATIONS CENTER	(301) 816-5100
SAN DIEGO OFFICE OF DISASTER PREPAREDNESS	(858) 565-3490
S.D.P.D. COUNTY NORTHEAST	(858) 538-8037
DOWNTOWN	(619) 531-2000
HIGHWAY PATROL	(858) 637-3800
U.S. MARSHALS SERVICE	(619) 557-6620
U.S. SECRET SERVICE	(619) 557-5640

Updated May 2003

APPENDIX G

COC CHECKLIST/STANDARD FORMS

1. Aside from the standard, formal Shift Change Brief, the following items must be briefed between the outgoing and incoming Watch Officers and Watch Chiefs.

    a. Location of key personnel.

    b. Status of all communications systems.

    c. Status of key equipment.

    d. Status of generators.

    e. Status of ongoing or uncompleted actions.

2. The incoming watch should make a general survey of the area, paying particular attention to changes in map boards, significant events board, and upcoming events board, as well as any other operational updates and/or changes.

3. A general survey of all administrative requirements should be conducted to ensure logbooks, journal entries, message traffic notations, and telephone/verbal conversation records are up to date and completed.

4. The watch logbook should be updated to reflect the changeover prior to departure of the outgoing watch.

5. The outgoing watch must ensure that the area is properly policed.

6. The checklists included in this Appendix are provided to assist watch personnel in the performance of their duties.

COC WATCH BILL

Billet	0730-1930	1930-0730
SWO/CMT Commander		
Watch Officer		
Coordination Officer		
Plans Chief		
Operations		
NCIS		
PMO		
Manpower		
Logistics		
Communications		
Comptroller		
SJA/Counsel		
PAO		
CP&L		
HQHQRON		
MCAS		
Air Ops		
RAC/QA		
3d MAW		
MAG-46		
Reserves (USMCR)		
MCCS		
Environmental		
Medical		
Safety		
Fire Dept		
Chaplain		

ACCIDENT CHECKLIST

1. TIME OF REPORT: _____

2. SOURCE OF REPORT: _____

3. DETAILS OF ACCIDENT:

   a. LOCATION: _____

   b. DATE AND TIME: _____

   c. TYPE OF ACCIDENT: _____

   d. NUMBER OF PERSONNEL INVOLVED: _____

   e. KNOWN SURVIVORS: _____

   f. OTHER INFORMATION _____

_____

_____

4. NOTIFY:

_____ COC SENIOR WATCH OFFICER/WATCH CHIEF

_____ COMMANDER MCABWA/CHIEF OF STAFF

_____ BRANCH MEDICAL CLINIC

_____ OTHERS AS DIRECTED

5. LOG/JOURNAL ENTRY MADE _____

6. SIR/SPOT Rep submitted _____
(DTG)

SIGNIFICANT EVENT OR INCIDENT CHECKLIST

THIS CHECKLIST WILL BE USED FOR ANY EVENT OR INCIDENT NOT COVERED IN ANOTHER CHECKLIST. SOME POSSIBLE USES INCLUDE: BORDER INCIDENTS, TERRORIST INCIDENTS, CIVIL DISORDERS, NATURAL DISASTERS.

1. DATE AND TIME COC WAS NOTIFIED: _____

2. SOURCE OF INFORMATION: _____

3. DETAILS OF EVENT/INCIDENT: _____

(WHO) _____

(WHAT) _____

(WHEN) _____

(WHERE) _____

(OTHER) _____

_____

_____

4. MAKE THE FOLLOWING NOTIFICATION:

_____ COC SENIOR WATCH OFFICER

_____ COMMANDER MCABWA/CHIEF OF STAFF

_____ OTHER AS DIRECTED

_____ A. ADVISE EACH INDIVIDUAL ABOVE OF THE SITUATION AND WHOM YOU HAVE NOTIFIED SO FAR.

_____ B. IN AN ONGOING SITUATION, UPDATES WILL BE PROVIDED FOLLOWING THE CHAIN OF COMMAND.

_____ C. LOG EACH CALL

5. SIR/SPOT Rep submitted: _____
(DTG)

DISTINGUISHED VISITORS (DV) ARRIVALS/DEPARTURES CHECKLIST

1. PLANNED VISITORS:

a. EXTRACT PERTINENT DATA FROM ITINERARY, POST IN COC. INCOME ARRIVAL DATE/TIME, TYPE TRANSPORTATION, NUMBER IN PARTY, ESCORT NAME AND PHONE NUMBER, DEPARTURE DATE/TIME, AND OVERNIGHT LOCATION.

b. WHEN 15 MINUTES OUT AND AGAIN UPON LANDING/ARRIVING IN AREA, NOTIFY THE:

(1) SENIOR WATCH OFFICER

(2) MCABWA COMMANDER/CHIEF OF STAFF

(3) _____

c. MAKE LOG/JOURNAL ENTRY

2. UNPLANNED VISITOR:

a. TIME OF NOTIFICATION: _____

b. SOURCE OF INFORMATION: _____

c. OBTAIN THE FOLLOWING INFORMATION:

CALL SIGN/TAIL NUMBER: _____

VISITOR NAME/COUNTRY: _____

VISITOR TITLE: _____

LENGTH OF STAY: _____

d. OTHER INFORMATION: _____

_____

_____

_____

e. MAKE LOG/JOURNAL ENTRY.

RECORD OF TELEPHONE/WALK-IN REPORT

FROM: RANK NAME UNIT PHONE

WHAT:

_____

_____

_____

_____

_____

_____

WHY: _____

_____

RECEIVED BY: _____ WHEN RECEIVED (DTG): _____

ROUTED TO: _____

_____

— — — — — — — — — — — — — — — — —

RECORD OF TELEPHONE/WALK-IN REPORT

FROM: RANK NAME UNIT PHONE

WHAT:

_____

_____

_____

_____

_____

_____

WHY: _____

_____

RECEIVED BY: _____ WHEN RECEIVED (DTG): _____

ROUTED TO: _____

_____

APPENDIX H

SLIDE FORMAT

1. Standards for the Morning and Evening Update are intended to produce a uniform, professional quality presentation despite the relatively short preparation time. Standards for the daily brief are prescriptive. Permission to deviate from slide standards must be received from the SWO.

2. Slide standards in Microsoft PowerPoint are:

a. Text

(1) Font will be Arial typeface.

(2) Titles and subtitles in yellow.

(3) Title size 48 or 44 or 36 point. (Use largest possible).

(4) Subtitles size 36 or 32 point. 32 point is the smallest size to be used in subtitle.

(5) Title will always be larger than subtitle.

(6) Text in the slide body will be yellow. 28 point is the preferred size. Absolute minimum size is 24 point and only on an exceptional basis.

(7) Text blocks will have no fill, no line, and no shadow.

b. Capitalization

(1) Acronyms will be in all CAPITALS.

(2) First letter in each major word in all titles will be capitalized.

(3) First word in each bullet will be capitalized.

c. Bullets

(1) Bullets will be dots.

(2) Sub-bullets will be dashes.

(3) Bullets may be different than text if meant to emphasize a point, otherwise same color as text.

(4) No punctuation at the end of bullets unless it is a complete sentence.

d. Slide Master

(1) The slide master will automatically provide:

(2) MCABWA Logo in upper left corner/MCAS Miramar logo in upper right corner.

(3) Classification markings in red, all caps, 20 point, bold, Arial centered at the top and bottom.

(4) Slide background in blue.

(5) If the slide master is not used, add classification to the top and bottom of slide using the above standards. The only reason not to use the slide master is in cases where a special slide cannot be pasted into the master. In cases where the slide master is not used, make every attempt to have the slide look like and blend in with the rest of the presentation. The slide master policy is also important because it reduces the file size of each brief. DO NOT change the slide master.

e. Speaker Notes

(1) All slides must have complete speaker notes.

(2) Speaker notes will be 14 points or larger/all caps.

(3) Keep speaker notes brief and to the point.

(4) Make sure the speaker notes tell the complete story. Don't assume the briefer and audience will know what you are talking about.

(5) Brief only key issues. If nothing has changed from the last brief, simply state "No change from last brief" or if change has occurred but not significant, "Nothing significant to report."

(6) Each staff principal, or designated staff representative attendee to the brief must be prepared to justify or expand on briefing points. If information is not clear, the briefer will not be held to the task of explaining incomplete or inaccurate information. [The individual from the responsible staff division attending the brief will be responsible for explaining and clarifying information.]

f. Analysis. Each Section will analyze the impact of the information presented on current or future operations.

g. Acronyms

(1) Acronyms are authorized in the slide but not in the speaker notes.

(2) Spell out every acronym in the speaker notes. Common misunderstandings occur even with experienced staff officers. A combination of seeing the acronym on the slide and hearing the acronym read aloud will educate the Staff on proper terms and abbreviations.

3. The following slide colors will be used when applicable.

a. Weather Impact

(1) Green	-	No impact
(2) Yellow	-	Minimum impact
(3) Red	-	Significant impact

b. Personnel Status

(1) Green	-	90 percent
(2) Amber	-	75-89 percent
(3) Red	-	50-74 percent
(4) Black	-	49 percent

c. Logistics

(1) Green - Fully supportive. No constraints

(2) Amber - Major limitations. Some constraints

(3) Red - Major limitations

(4) Black - Unit operations cannot be sustained

d. Risk Analysis

(1) Green - Go, acceptable risk

(2) Amber - Moderate risk, Commander's call

(3) Red - No go. Potential catastrophic risk.

4. Delivery Requirements. Each Section will deliver the slides on a 3.5" disk to the G-3 Plans Officer per the established battle rhythm.

APPENDIX I

USER SUGGESTION FORM

From:
To: Assistant Chief of Staff, G-3, Marine Corps Air Bases Western Area

Subj: RECOMMENDATIONS CONCERNING COMMAND OPERATIONS CENTER STANDARD OPERATING PROCEDURES (COC SOP)

1. In accordance with the provisions of paragraph 4 of this order, the following unclassified recommendation is forwarded:

Page	Article/Paragraph No.	Line No.	Figure/Table

Nature of Change: Add Delete Change Correct

2. Proposed Text: (Verbatim, double spaced; continue on additional pages as necessary.)

3. Justification/Source: (Need not be double spaced.)

Note: Only one recommendation per page.