CNICINST 5222.1
N3
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CNIC INSTRUCTION 5222.1

From: Commander, Navy Installations Command

Subj: SHORE ENTERPRISE OPERATIONS CENTER COMMAND, CONTROL AND
       COMMUNICATIONS OPERATIONS

Ref: (a) OPNAVINST 5450.339
       (b) DODINST 6055.17
       (c) OPNAVINST 3440.17
       (d) CNICINST 3440.17
       (e) DHS "National Response Framework," January 2008
       (f) OPNAVINST 3440.15C
       (g) CNICINST 3440.3
       (h) CNICINST 5214.1

Encl: (1) Operations Centers and Strategic Partners
       (2) Battle Watch Tasks and Qualifications

1. Purpose. To establish policy and guidelines and to assign
responsibilities for the establishment and operation of the
Shore Enterprise Operations Center (SEOC) from normal day-to-day
operations through the full spectrum of shore crisis responses
which may affect the shore enterprise world-wide.

2. Background

    a. Continuity of the Commander, Navy Installations Command
(CNIC) mission, functions, and tasks, as delineated in reference
(a), requires an integrated protection and recovery strategy
which combines Shore tasks and Fleet response priorities into a
coordinated effort.

    b. Recurring national-level incidents affecting the Navy
Shore Enterprise identify the need for CNIC to maintain the
ability to continuously monitor, rapidly assess, plan and direct
shore-resourced mitigations, and response and recovery actions
in support of ashore Navy service responsibilities, as outlined
in references (b) through (d). These service responsibilities

have been divided between CNIC and Navy Component Commanders along operational and administrative lines.

c. Reference (e) directs Federal agencies and the Department of Defense (DoD) to develop interoperable solutions which facilitate a unified national response effort and enhances the Navy's shore Defense Support of Civil Authority (DSCA) efforts.

d. Crisis response by CNIC staff during an incident requires the capability and capacity to transition from normal business operations to increasingly responsive staff actions, which support region and installation resource demands. To achieve this, processes, procedures, and a network of operations centers, acting as command, control, and communications (C3) nodes, have been developed and fielded. These operations centers, described in enclosure (1), provide C3 focal points for the Navy Shore Enterprise and the framework for response during an incident.

e. The critical role of CNIC as the Shore Integrator, with its associated support requirements, reinforces the importance of collaborative preparedness for incident management. CNIC shall:

(1) Improve mission planning and execution.

(2) Increase interaction and coordination between ashore C3 nodes.

(3) Define and manage the requirements for the ashore common operational picture (COP).

(4) Rapidly share information and intelligence among all ashore C3 nodes.

3. <u>Policy</u>

a. This instruction establishes the guidelines that CNIC SEOC and staff will use in conducting C3 operations within the headquarters (HQ), in cooperation and coordination with applicable operational nodes during incidents impacting the Shore. This instruction also addresses authorities within the Navy Shore Enterprise as it prepares to conduct Anti-terrorism Force Protection (ATFP), Emergency Management (EM), and Fire and Emergency Services (F&ES) functions. The desired end state is

to synchronize, integrate, and coordinate all related operations and planning across the Navy Shore Enterprise.

b.   This instruction is applicable to all CNIC HQ personnel and programs charged with execution or in support of CNIC's Shore Installation Management programs.   This instruction does not apply to Nuclear Weapon Accident Response and Nuclear Reactor Accidents and Incidents.   Requirements for response to nuclear weapon/reactor accidents and incidents are described in reference (f).

c.   As established in references (a) through (d), personnel assigned to the SEOC shall:

(1) Act as the Shore Enterprise primary C3 center of gravity to monitor the current readiness of installations and assist in decision support throughout an incident's lifecycle.

(2) Assist in providing resources required by operational commanders exercising control over Navy Regions.

(3) Assist Regions and Installations in accomplishing the following operational missions: ATFP, F&ES, EM, to include chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) response; and Defense Support of Civil Authorities (DSCA).

(4) Support command decision processes, which could require coordination and communication with multiservice and multiagency nodes across the entire all-hazards spectrum of ashore and afloat operations.

(5) Direct, facilitate, and coordinate manpower, equipment, and resources in support of all CNIC mission areas. These tasks must be accomplished across the full-range of incident response.

(6) Receive and transmit orders, effectively supporting both service and joint/multi-agency operations.

(7) Receive and process information for continuous situational awareness and understanding (SA/SU) utilizing collection, assessment, display, and dissemination of information fundamental to the creation of a COP.

(8) Monitor and provide mass warnings to personnel through management and operation of the Wide Area Alert Notification (WAAN) system.

(9) Employ the tiered Activation Level (AL) operational construct, which is designed to improve SEOC readiness throughout an incident's life cycle in accordance with standard 6 of reference (d).

(10) Ensure that the appropriate AL is established as determined by the Operations Officer (N3). Although an immediate increase from AL 0 to AL 4 may be warranted in some situations, most emergencies will require incremental activation up or down the scale.

(11) Develop and follow pre-determined triggers to move to a higher AL while annotating and/or updating reference (g).

(12) Support the activation of the Threat Working Group (TWG), Crisis Action Team (CAT), Emergency Relocation Group (ERG), and Operational Planning Group (OPG), to include requisite supporting documents.

(13) Maintain readiness to conduct and/or support deliberate Crisis Action Planning.

(14) Coordinate the network of C3 nodes, connecting echelon commands at each activation level of response. SEOC personnel will collect, process, and disseminate information between Navy C3 nodes, to include Echelon II strategic partners and the CNIC staff as cited and described in enclosure (1).

d. To provide CNIC with continuous SA/SU and C3 capability, the watch standers, commonly known as the Battle Watch Team (BWT), will maintain an appropriate level of operation as directed by the N3, utilize enterprise tools, and maintain continuous connectivity with key Navy C3 nodes. The SEOC (BWC/ TWG/CAT) shall:

(1) Maintain BWT manning 24/7/365 with a minimum of one 24/7 Battle Watch Captain (BWC) and a Battle Watch Supervisor (BWS) to properly manage workload. Additional watch standers may be required and employed during periods of heightened risk or activation levels. BWT augmentation may come from CNIC headquarters staff members, specialized planners, and/or reserve assets.

(2) Utilize enterprise tools and software in conjunction with a Knowledge Management (KM) plan to increase SA/SU and support the Commander's decision cycle. These tools include: the resident Information Technology communication suite (NIPR/SIPR/ATC/VTC), installed software applications, media reports, other command operation centers, local/regional security and law enforcement, other government agencies (OGAs) (e.g., United States Coast Guard), and non-government agencies.

(3) Obtain and maintain qualification as outlined in enclosure (2) and act as the primary operator and duty expert for the use of various resources, such as the Command, Control, Communications, Computers, and Intelligence (C4I) Suite and the WAAN to develop and maintain the Shore Enterprise Common Operational Picture and provide mass warning.

4. Responsibilities

a. CNIC retains administrative control (ADCON) of Navy Regions worldwide. CNIC is the single Installation Management Claimant (IMC) and is responsible for providing resources to Regions to accomplish the mission. During times of crisis, CNIC provides accelerated resourcing and Echelon 2 coordination when Region capabilities are exceeded.

b. CNIC Chief of Staff (COS) is responsible to the Commander for executing the staff's strategic crisis response efforts during crisis operations.

c. CNIC HQ N Codes and Special Assistants are responsible for providing CAT members with appropriate skill and management levels to support the N3 in the areas of (but not limited to) Public Affairs, Casualty Assistance, Chaplain support, Judge Advocate General, Office of General Counsel, Inspector General, and Protocol, for the TWG, CAT, and OPG.

d. CNIC Navy Reserve (N00NR) is responsible for:

(1) Ensuring the CNIC Navy Reserve HQ unit is manned, trained, and equipped to support the CNIC staff and Operations Center.

(2) Providing Battle Watch support with personnel qualification standard (PQS) qualified personnel, CAT leadership (CAT Chief, Operations (OPS) Chief, Plans Chief, and Finance and Logistics(FLOG) Chief).

(3) Augmenting CNIC HQ Manpower & Personnel (N1) for Personnel Accountability support and other taskings as required and available.

e. CNIC Casualty Assistance Calls Officer (CACO) Operations (N00K) is responsible for providing CAT members capable of conducting CACO operations during a Mass Casualty event.

f. CNIC HQ Manpower & Personnel (N1) is responsible for providing CAT members capable of maintaining and operating Personnel Accountability utilizing Navy Family Accountability and Assessment System (NFAAS) software and conducting CACO operations during a Mass Casualty event.

g. CNIC HQ Operations (N3) is responsible for:

(1) Executing the man, train, and equip function for the Crisis Response Organization (BWT, TWG, OPG, and CAT).

(2) Integrating and executing all required crisis response functional areas, to include producing an all-hazard organization preparedness, response, and recovery capability.

(3) Supporting the Crisis Response in the areas of Firefighting, Emergency Management, Search and Rescue, Public Safety/Security/Anti-Terrorism/Force Protection.

(4) Shore Operations Center PQS (NAVEDTRA 43600).

(5) Providing CAT members capable of providing reach-back capability, reference previous after action reports (AARs) and lessons learned (LL), as well as provide real-time after-action/lessons-learned collection.

(6) Developing exercise objectives, mission essential sequence lists (MESLs), LL and AARs for the annual exercise series.

h. CNIC HQ Facilities & Environmental (N4) is responsible for providing CAT members capable of working on issues to support in the areas of Environmental and Public Works and in coordination with Naval Facilities and Engineering Command.

i. CNIC HQ Strategy & Future Requirements (N5) is responsible for providing CAT members capable of providing the crisis response organization with installation readiness

information from Defense Readiness Reporting System – Navy (DRRS-N).

j. CNIC HQ Info Tech Services (N6) is responsible for providing CAT members capable of providing support for established C3 operational communications, situational awareness, and mass notification requirements.

k. CNIC HQ Comptroller (N8) is responsible for providing CAT members capable of providing financial management expertise to assist in the allocation, tracking, and reimbursement of contingency funding.

l. CNIC HQ Fleet & Family Readiness (N9) is responsible for providing CAT members capable of providing Mass Care through Fleet and Family support planning and execution during crisis response.

5. <u>Action</u>

a. CNIC HQ COS shall direct implementation of the contents of this directive and provide leadership to crisis management as required.

b. CNIC HQ N Codes and Special Assistants shall provide names and areas of expertise of primary, secondary, and alternates to the N3 for membership of the TWG, CAT, ERG, and OPG.

c. CNIC HQ N1 shall develop and maintain the Personnel Accountability (PA) cell, capable of providing contingency support and PA operation of NFAAS.

d. CNIC HQ N3 shall:

(1) Conduct task analysis to develop CNIC staff crisis response organization requirements.

(2) Review CNIC staff manpower requirements to operate at activation levels 1 through 4 (annually after initial analysis).

(3) Assemble and maintain master roster of TWG, CAT, and OPG membership. (In accordance with para 5C.)

(4) Use a continuous improvement cycle for CAT operations. This would be an annual evaluation which reviews

applicable directives, validated recommendations from LLs, AARs, best business practices for requirements, and procedural change recommendations.

(5) Use the Protection Ashore Working Group (PARWG) and sub-technical boards to validate and prioritize capability improvement recommendations.

(6) Operate the CNIC CAT under a tiered AL.

(7) Approve CNIC staff pre-planned responses. Pre-planned responses for technical, organizational, and functional annexes for the SEOC will be codified to this instruction, reviewed quarterly, and approved by CNIC HQ N37. Approval authority at this level allows rapid changes to local procedures to stay abreast of changing requirements and threats.

(8) Provide quarterly training for all identified TWG and CAT members.

(9) Publish staff training requirements and training plan.

(10) Develop training scenarios and MESLs that will increase proficiency of the crisis response capability of the CNIC staff.

e.   CNIC HQ N4 shall develop, maintain, and coordinate the capability to advise N3 on Environmental, Public Works, and Civil Engineering Response Teams (CERT) capabilities.

f.   CNIC HQ N5 shall develop and maintain capability to provide the N3 installation readiness information from DRRS-N. Maintain and ensure access is provided for N3 installation readiness information from DRRS-N.

g.   CNIC HQ N6 shall support established C3 enterprise and operational communications requirements. Additionally, provide tactical-level support for the CNIC staff, including operations center system communication suites, mass warning systems, contingency satellite communications equipment, and virtual/telework capabilities/infrastructure for the key members of the crisis response organization.

h.   CNIC HQ N8 shall provide financial management expertise to assist in the allocation, tracking, and reimbursement of contingency funding.

i. CNIC HQ N9 shall provide Fleet and Family support, planning, and execution during crisis response and response activation and provide NFAAS technical support to Regions for needs assessment coordination/resourcing.

6. <u>Records Management</u>. Records created as a result of this instruction, regardless of media and format, shall be managed in accordance with SECNAV M-5210.1 of January 2012.

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OPERATIONS CENTERS AND STRATEGIC PARTNERS

1. **OPNAV Navy Operations Center (NOC)**. The NOC provides the Chief of Naval Operations (CNO) 24/7 communications, information processing, and situational awareness (SA), to continually monitor Fleet and Shore operations worldwide. The NOC is the major C2 conduit between joint force commanders, Navy senior leadership, and subordinate commands.

2. **Joint Force Maritime Component Command (JFMCC) Maritime Headquarters (MHQ) with Maritime Operations Center (MOC)**. The MHQ with MOC provides operational vision, guidance, and direction to maritime and joint forces, bridging the gap between strategic direction and tactical execution across the range of military operations.

3. **Navy Component Commander MOC**. Navy Component Commanders and their staff use their Maritime Operations Centers for shore response during a crisis. As with the MHQ with MOC, the NCC MOCs provide oversight, guidance, and direction of Navy forces across a range of emergencies throughout their operating environment. The MOCs provide a critical C2 node that enables the Fleet Commander to monitor and direct activities throughout the entire range of military and civil authority and humanitarian assistance operations.

4. **Bureau of Medicine and Surgery (BUMED) MOC**. To provide its capability support to an all-threats/all-hazards incident, BUMED interfaces with line commanders throughout all echelons. If a public health emergency occurs, an appropriate line commander could activate a pre-designated Public Health Emergency Officer (PHEO) to work directly for the commander in providing public health advice.

5. **Naval Facilities Engineering Command (NAVFAC) Overview.** An Echelon II systems command consisting of a HQ element and subordinate commands that coordinate as one organizational team to provide facilities engineering support to the Navy, to include support in an All Hazards environment. NAVFAC subordinate commands and other organizational units serve as interdependent production units within the global NAVFAC organization with authority and responsibility for tasks and functions under their control. NAVFAC is a standing member of the CAT and provides extensive capability in all phases of a crisis.

6. **Regional Operations Center (ROC).** ROCs are the central C3 node within the Shore Enterprise, organizationally constructed to be consistent with the National Response Framework (NRF)/National Incident Management System (NIMS). ROCs provide a scalable C2 capability designed to provide prompt and efficient incident response. The ROC provides the Region Commander (REGCOM) with the ability to command and control assigned assets on a daily basis as well as during incident response.

7. **Installation Emergency Operations Center (EOC).** EOCs provide Installation Commanders continuous SA and C2 capability during normal and crisis operations by collecting and processing operational information throughout an incident lifecycle and transmitting to its REGCOM and other installations within their region.

8. **United States Coast Guard (USCG) Sector Control Center (SCC)**. USCG SCCs unify all USCG authorities and command functions under one local operational commander, creating a focal point and principal USCG official to engage the Department of Homeland Security, interagency, and other maritime stakeholders. To execute its maritime mission, the SCCs provide information management, SA, and streamlined C2. Further, in sectors with a significant naval presence, SCCs are augmented with Navy personnel, thus creating a SCC-Joint (SCC-J). SCC-Js support the Navy's Maritime Domain Awareness, Maritime Homeland Defense, and Maritime Homeland Security missions with a 24/7 Navy watch presence.

9. **NICS Multiple Threat Alert Center (MTAC).** The MTAC provides indications and warning for a wide range of threats to Navy and Marine Corps personnel and assets around the world. The MTAC utilizes worldwide presence and a combination of law enforcement, counterintelligence, intelligence, and security capabilities to identify all available threat indicators. Analysts, special agents, and military personnel work in the MTAC around the clock to produce indications and warning of possible terrorist activity, foreign intelligence threats, and criminal threats that may affect naval operations.

BATTLE WATCH TASKS AND QUALIFICATIONS

BATTLE WATCH TASKS

    1. Continuously Performed:

        a. Man the SEOC, monitoring the spectrum of communications and SA suites in order to understand the global situation for Indications and Warnings (I&W) and identify triggers that require immediate actions by staff.

        b. Supervise the administrative operation of the SEOC.

        c. Manage the operation of all SEOC C4I equipment and systems.

        d. Maintain a current COP for SEOC and CNIC staff.

        e. Ensure all Operations Security (OPSEC) and Communications Security (COMSEC) procedures are strictly adhered to.

        f. Ensure the security of SEOC-associated spaces at all times by verifying all classified areas and security containers are secure.

        g. Ensure classified computers are secured when not in use.

        h. Maintain the daily SEOC Event Log.

        i. Acts as a Net Control Station for C4I Suite across the Shore Enterprise.

        j. Maintain CAT, TWG, and other specific distribution lists in Outlook, WAAN, and any other applicable C2 systems.

    2. Daily:

        a. Develop and maintain the Daily CNIC Brief, a daily watch log which includes major events, RFI/RFS, Wide Area Alert Warnings sent and received, and key phone calls and information.

        b. Routinely monitor region and installation readiness status via the DRRS-N site, located on the C4I collaboration and info sharing page.

     c.   Conduct daily physical security checks of the SEOC.

     d.   Conduct inventories (e.g., equipment, supply, classified references, COMSEC material, etc.) before assuming the watch and as required during the watch.

     e.   Monitor and update the Daily Read Board or reports as required by the COP.

     f.   Create and distribute the SEOC Daily Brief in accordance with CNICINST 5214.1.

     g.   Conduct watch turnover.

     h.   Archive all e-mail message traffic in the Microsoft Outlook Inbox, as required, to manage mailbox size.

3.   When Required/Directed:

     a.   Provide status updates, briefs, and reports as required by higher headquarters or in accordance with CNICINST 5214.1.

     b.   At the direction of the N3 or COPs, make appropriate notifications to activate the TWG, CAT, or OPG in response to a significant event.

     c.   Draft and submit Special Incident Reports (SIRs) (e.g., OPREP-3 and Unit SITREP series) to the COPs for review and further approval.

     d.   Review and forward NIPRNET and SIPRNET e-mail and message traffic as required.

     e.   Collaborate real-time with other EOCs and other agencies as required.

     f.   Ensure all relevant information is passed to the CNIC SEOC, Component Commander MOCs, or other higher/adjacent headquarters.

     g.   Monitor and report information which meets CCIRs.

     h.   Conduct SEOC emergency evacuation drills, as directed.

i. Notify COPs of all significant events.

        j.   Receive, analyze, and disseminate relevant
operational information.

    4.   During Heightened Activation:

        a.   Assist the CAT Chief in establishing and updating
CAT Battle Boards, incident logs, or authorized chats during
incident response.

        b.   As ALs increase, assume additional taskings as
directed by the CAT Chief and prepare to activate watch
augmentation as directed.

        c.   Respond to all hazards to Navy installations.
Utilize pre-planned responses, in accordance with CNIC-approved
plans.

        d.   Direct, assess, and monitor CNIC missions and
execution orders.

        e.   Assist Region and Installation Commanders with
resource conflicts, priorities, and operational issues.

BATTLE WATCH QUALICIATIONS

    1.   Provide indoctrination training to assigned BWT
personnel on the duties and responsibilities of assigned
functions and ensure only qualified watch standers are
scheduled.

2. The following NAVY PQS and on-line courses are required for final BWT qualification as a watch stander in the SEOC:

NAVTRA 43600 Shore Operations Center PQS
101 Safety Fundamentals
102 Security Fundamentals
103 Watch Standing Fundamentals
104 Weather Fundamentals
201 COMSEC
202 Communications Systems
203 Cameras
204 Messaging System
301 Operations Center Specialist
302 Watch Center Supervisor

FEMA IS 100	Incident Command System (ICS)
FEMA IS 200	Initial Action Incidents
FEMA IS 271	Anticipating Weather Hazards
FEMA IS 324a	Community Hurricane Preparedness
FEMA IS 700	NIMS
FEMA IS 800	National Response Plan