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**Weapons of Mass Destruction–
Civil Support Team Operations**

December 2007

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Headquarters, Department of the Army

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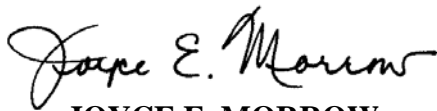
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Preface

The potential for terrorist activities directed against United States (U.S.) citizens and interests worldwide has become an increasingly serious threat. In an effort to counter this threat, the U.S. Government has implemented a number of measures to enhance the Nation's ability to deter, prevent, respond to, and recover from terrorist activities within the United States, its territories, and possessions. The establishment of the Weapons of Mass Destruction (WMD)–Civil Support Team (CST) program is one of the measures that has been implemented to support the defense of the Homeland.

The WMD-CST program mission is to support civil authorities at domestic chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) incident sites by identifying CBRNE agents and substances, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for additional support. This includes the intentional or unintentional release of CBRNE and natural or man-made disasters in the United States that result, or could result, in the catastrophic loss of life or property. As the “state governors’ 911 forces for WMD,” WMD-CSTs provide direct support to the front lines of local, state, and federal emergency response organizations. WMD-CST operations are conducted primarily in civil environments—urban, rural, industrial, or suburban areas—and in hot or cold weather. WMD-CSTs currently operate within the United States, its territories, and possessions while in *Title 10 U.S. Code* (USC) or *Title 32 USC* status.

This manual serves as the foundation for WMD-CST doctrine and focuses on the organization, mission, command and control (C2), and operations of the WMD-CST. It discusses employment concepts, planning considerations, capabilities, and the type of support that WMD-CSTs can provide during a response. This information should be shared with key decision makers at local, state, and federal levels.

Unless stated otherwise, masculine nouns or pronouns do not refer exclusively to men. The term *state* does not refer exclusively to the 50 United States but also includes the District of Columbia and the territories of Guam, Puerto Rico, and the U.S. Virgin Islands. The term *adjutant general* does not refer exclusively to the adjutants general of the 50 states and territories, but also includes the commanding general (CG) of the District of Columbia.

This publication applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve, unless otherwise stated.

The proponent for this publication is the U.S. Army Training and Doctrine Command (TRADOC). Send comments and recommendations on *Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms)* directly to Commandant, U.S. Army Chemical School, ATTN: ATZT-TDD-C, 320 MANSCEN Loop, Suite 220, Fort Leonard Wood, MO 65473-8929. Submit an electronic *DA Form 2028* or comments and recommendations in the *DA Form 2028* format by e-mail to <leon.mdottddcbrndoc@conus.army.mil>.

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Chapter 1

Fundamentals

Since September 11th, National Guard Weapons of Mass Destruction Civil Support Teams operate daily in communities throughout the nation. They are in a unique position to provide emergency community response with full communications capability to the local, state and federal levels. Moreover, they are actively involved in planning and integration of Guard assets in local and state emergency plans.

—Lieutenant General H. Steven Blum
Testimony to Congress, 2005

This chapter contains information regarding the history and background of how the WMD-CST program came into being, the current operational framework in which WMD-CSTs operate, and WMD-CST structure and manning.

OVERVIEW

1-1. In recent decades, the United States has dealt with a series of asymmetric threats whose potential for lethality and political, economic, and psychological impact has increased over time. The most recent of these threats include terrorist bombings in New York City and Oklahoma City during the 1990s and the catastrophic destruction of the World Trade Center and significant damage to the Pentagon on September 11, 2001. The use of the biological agent anthrax caused civilian casualties and contamination of U.S. infrastructures, to include U.S. mail distribution centers in 2001. Adversaries may not hesitate to use CBRNE or toxic industrial material (TIM) on a covert or overt basis to accomplish their objectives. Information technology has proliferated and made CBRNE materials and information more accessible to potential enemies. In response, the U.S. Government has made provisions to improve the Nation's ability to respond to domestic and international terrorism. In June 1995, *Presidential Decision Directive (PDD) 39* delineated the responsibilities for federal agencies in combating terrorism, including domestic incidents. *PDD 62*, issued in May 1998, further defined responsibilities for specific agencies. Both directives called for the establishment of robust, tailored, rapidly deployable interagency teams that conduct well-coordinated, highly integrated operations in response to the crisis generated by a terrorist attack (crisis management) and cope with the consequences that follow (consequence management [CM]). The evolving threat requires leaders and planners to conduct assessments (during deliberate and crisis action planning) that analyze the impact of CBRNE on the security of the United States.

BACKGROUND

1-2. In 1998, the Department of Defense (DOD) commissioned a "Tiger Team" to develop a strategic plan for response to attacks using WMD. The plan defined a future operational capability based on enhancing reserve component support to civil authority in the United States in managing the consequences of WMD terrorism. The subsequent approval of the strategic plan by the Deputy Secretary of Defense, together with the *Unified Command Plan* (as revised on 29 September 1999), the *Defense Planning Guidance (DPG)* (updated for Fiscal Years [FYs] 2002–2007), the *Chairman of the Joint Chiefs of Staff (CJCS) Contingency Plan (CONPLAN) 0500-98*, and *The National Security Strategy of the United States of America* (published in September 2002), charged DOD with the support of domestic CM. Congress also directed the federal government to enhance its capability to deter, prevent, respond, and recover from terrorist attacks involving WMD and to provide direct support to the front line of local and state emergency response organizations. Beginning in FY 1999, Congress and the DOD provided funding to train, organize, and equip WMD-CSTs to develop a national military capability to meet the pressing demands of this emerging threat. A total of 55

WMD-CSTs were fielded, to include one in each state (California has two), three territories (Guam, Puerto Rico, and the Virgin Islands), and the District of Columbia. Since their inception, the WMD-CSTs have seen active involvement in a number of high-profile missions, to include operational responses to the 11 September and subsequent anthrax attacks in 2001; support for *Hurricanes Katrina, Rita, and Wilma* in 2005; assessments of the debris field resulting from the crash of the *Space Shuttle Columbia* in 2003; preevent assessments and standby for the 2000 and 2004 Republican and Democratic National Conventions; the 2002 Salt Lake City Winter Olympics; National Football League Pro Bowls and Super Bowls; Major League Baseball World Series; presidential inaugurations; and selected National Association for Stock Car Auto Racing events. In addition, WMD-CSTs actively train, plan, coordinate, and respond daily across the country to events of a much smaller scale.

OPERATIONAL FRAMEWORK

1-3. The WMD-CSTs operate within a domestic operational framework that uses a tiered response system and the National Incident Management System (NIMS).

TIERED EMERGENCY RESPONSE SYSTEM

1-4. In the United States, response to an emergency is primarily a local responsibility. When faced with emergencies or threats of emergencies, local governments employ emergency first responders, including fire, police, and emergency medical services (EMS) personnel. They are supported by emergency dispatch systems, emergency managers, or emergency management agencies (EMAs). When local resources are overwhelmed by an event or if specific required technical capabilities are not available, local leaders may implement existing mutual-aid agreements to request additional support from neighboring communities and seek supplemental assistance through county and state emergency management systems. WMD-CSTs are part of the state emergency response. If the state, including its National Guard (NG), lacks sufficient assets in quantity or technical response capability to mitigate a disaster, the governor may request outside (state or federal) assistance. Support from another state may be arranged on a bilateral basis or under existing agreements. If federal support is required and the President directs a federal response to the disaster, WMD-CSTs may become federalized and be part of the federal response. The National Response Plan (NRP) guides the cooperative process that orchestrates the actions of the federal agencies. For an incident involving CBRNE, assets from all tiers of government may be needed in a nearly simultaneous response to maximize recovery.

NATIONAL INCIDENT MANAGEMENT SYSTEM

1-5. The NIMS was developed as a standardized unified framework for incident management. Its purpose is to provide a system that helps emergency managers and responders from different jurisdictions and disciplines work together more effectively to handle emergencies and disasters. Most incidents are handled on a daily basis by a single local jurisdiction—often by fire, EMS, and law enforcement personnel. Even for incidents that are relatively limited in scope, coordination and cooperation among the responding organizations make for a more effective response. The NIMS provides standardized organizational structures, to include the Incident Command System (ICS), and standardized processes, procedures, and systems that are designed to improve interoperability among jurisdictions and disciplines in various areas (command, management, resource management, training, and communications).

1-6. The ICS is used by local, state, and federal emergency responders to manage operations at an incident site. The ICS is designed to facilitate C2 during a response by providing a common organizational architecture. As more and more responders arrive at a scene, the C2 may change hands many times between local, state, and federal responders; but, the organizational structure remains the same. Federal law requires the use of an ICS for response to hazardous material (HAZMAT) incidents (*29 Code of Federal Regulations [CFR] 1910.120*).

1-7. Though state emergency management systems vary in name and structure, their function is to coordinate responses among state, county, and city governments; community businesses; and private organizations. State emergency management agencies also coordinate with the Federal Emergency Management Agency (FEMA) when available state assets are insufficient to meet incident mitigation requirements.

1-8. Although some CBRNE incidents may not overwhelm local response capabilities, they may require technical advice and assistance that is not readily available from local agencies. Normally, this assistance comes from state agencies, including the WMD-CST. The state EMA coordinates the movement of state response assets to an incident scene to fill requirements not supported by the local responders. Local and state governments routinely respond to a wide array of domestic emergencies without any federal assistance, but a large-scale incident may overwhelm local and state responders, requiring considerable federal support.

1-9. The adjutant general employs the WMD-CST to support the state's (or another state's) response under the supported governor. States should develop state-to-state compacts to facilitate WMD-CST deployments between states. The adjutant general may also request additional WMD-CSTs from the National Guard Bureau (NGB) according to *National Guard Regulation (NGR) 500-3/Air National Guard Instruction (ANGI) 10-2503*.

1-10. If an event is of the magnitude that the DOD becomes involved, the defense coordinating officer (DCO) may call upon a WMD-CST for its CM capabilities.

WEAPONS OF MASS DESTRUCTION–CIVIL SUPPORT TEAMS

1-11. The WMD-CSTs are NG units designed to provide a specialized capability to respond to a CBRNE incident primarily in a *Title 32 USC* operational status within the United States and its territories as established by *Title 10 USC*. Responding under the authority of the governor, they provide significant capabilities to assist local and state agencies that may be overwhelmed by an intentional or unintentional release of CBRNE or natural or man-made disasters. The WMD-CSTs also have the capability to provide support for smaller-scale incidents where specific technical capabilities are required. The WMD-CST may also be federalized and deployed as a part of a federal response to an incident in or outside the WMD-CST assigned state.

FUNCTIONS

1-12. The mission of the WMD-CST is to support civil authorities at domestic CBRNE incident sites by identifying CBRNE agents and substances, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for additional support. This includes incidents involving the intentional or unintentional release of CBRNE and natural or man-made disasters that result or could result in the catastrophic loss of life or property in the United States. Once at an incident site, the WMD-CST performs the following functions:

- **Identify.** The WMD-CST uses its organic assets to detect, characterize, identify, and monitor unknown CBRNE agents and substances. By leveraging multiple detection technologies, the WMD-CSTs generate the best possible analysis and identification in a field environment. Technical reach-back to state and federal experts is used to support the identification process. The sophisticated detection, analytical, and protective equipment allows for operations in environments that may contain many different TIM and CBRNE materials. The personal protective equipment (PPE) used by WMD-CSTs, such as Occupational Safety and Health Administration (OSHA) Levels A and B, provides more extensive protection than does the equipment used by most military units. The identification process directly links to the other WMD-CST functions (assess, advise, and assist).
- **Assess.** Assessments occur prior to, during, and after an incident. They are conducted with local, state, and federal response organizations to ensure that the WMD-CST is properly integrated into local and state emergency plans. The assessment capability supports deliberate and crisis action planning. The WMD-CST operations center (OPCEN) collects information from appropriate sources, identifies all pertinent data, and evaluates information to determine the mission threat, including hazards, risks, possible adversary courses of actions (COAs), potential targets, the probability of an attack, the severity or level of the threat, and target vulnerability. The OPCEN ensures an awareness of threats or potential threats in each area of interest (AI) and area of operation (AO). In addition to the threat, other areas that are assessed include response capabilities; personnel and equipment readiness and capabilities; physical response constraints; needs; and mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). Standing operating procedures (SOPs) and response plans are based on these assessments. These plans, which must include integrated force protection and risk reduction measures, are validated by WMD-CST personnel during site surveys and liaison activities. Upon arrival at an

incident site, the WMD-CST conducts linkup operations with the incident command post (ICP) and continues to assess the situation based on information provided by first responders and response organizations. WMD-CSTs have the unique ability to assess CBRNE events using the expertise of their personnel and advanced technology equipment to provide accurate and timely sample collection and identification of CBRNE agents and substances. The OPCEN conducts an incident analysis using the military decision-making process (MDMP). Based on these assessments, the OPCEN recommends control measures—to include emergency response planning, isolation of the threat or hazard, public and responder protection, and areas of safe refuge—and implements those control measures according to guidance from the unit commander or unit SOPs. Control measures are compared to the threats and hazards to determine the residual threat/risk. The final phase of the assessment involves the evaluation of the impact on the local population, infrastructure, and environment. Refer to Chapter 6 for further information about the assessment process.

- **Advise.** Based on identification and assessment results, the WMD-CST advises the incident commander (IC) and emergency responders on the hazards and countermeasures associated with an intentional or unintentional release of CBRNE or natural or man-made disasters that result or could result in catastrophic loss of life or property. Advice may cover methods used to protect and mitigate potential loss of life, damage to critical infrastructure, or extensive damage to private property. This advice assists emergency management authorities in tailoring their actions to minimize the impact of the event. The WMD-CST recommends follow-on capabilities needed to support response measures at an incident site (types of units, equipment, and supplies), mitigation measures, and a transition plan to support the disengagement of military units for redeployment to their home stations.
- **Assist.** The WMD-CST assists the IC by providing input on the capabilities and utilization of assets already present at the incident and recommendations on requests for additional support and the integration of potential follow-on response assets. By virtue of their background, specialized training, and scope of liaison across local, state, and federal agencies, the WMD-CSTs often have a much broader view of the specific assets and capabilities available than do the local emergency responders. Because of their specialized training, the WMD-CSTs can also provide multifaceted assistance, including augmentation of the ICS, operational and planning support, liaison, decontamination support, medical triage, communications support, mitigation measures, and transition planning.

1-13. To facilitate mission accomplishment, prior planning and coordination must be accomplished to ensure the effective and efficient execution of identification, assessment, advisement, and assistance support functions.

1-14. In response to an intentional or unintentional release of CBRNE or natural or man-made disasters, the WMD-CST provides a well-trained team to support the state response as a lead element for the NG. In addition to the response capabilities, the WMD-CST brings a number of ancillary capabilities to the state in which it is assigned or the state to which it is deployed. In particular, the WMD-CST has a robust operations center, interoperable communications, and liaison officers that can be used as subject matter experts (SMEs).

ORGANIZATION

1-15. The WMD-CST is commanded by a lieutenant colonel and is staffed with 22 *Title 32 USC*, full-time NG, Active Guard Reserve, Army, and Air NG personnel encompassing multiple military occupational specialties (MOSs) and Air Force specialty codes (AFSCs). The WMD-CST is a federally funded organization administered by the state. WMD-CSTs are organized into six sections: command, operations, administration and logistics, communications, medical and analytical, and survey (Figure 1-1). WMD-CST members receive specialized training and state-of-the-art equipment appropriate for their assigned functional areas. The level of specialization resident within the team and the level of coordination and interaction required at the local, state, and federal levels result in a structure that contains a greater number of senior personnel than normally found in a traditional military unit. A description of each of these sections is provided in Chapter 4.

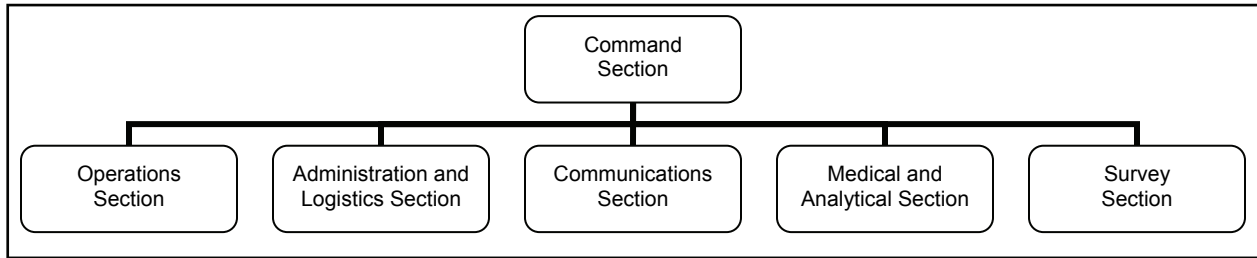


Figure 1-1. Organizational Structure of the WMD-CST

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Chapter 2

Command and Control

A Commander must accustom his staff to a high tempo from the outset, and continuously keep them up to it. If he once allows himself to be satisfied with norms, or anything less than an all-out effort, he gives up the race from the starting post, and will sooner or later be taught a bitter lesson.

—General Erwin Rommel

This chapter provides information on the WMD-CST response management plan (RMP), the manner in which the commander is most likely to employ the team, alert postures within the RMP, and the C2 relationships inherent in WMD-CST responses.

RESPONSE MANAGEMENT PLAN AND CONCEPT OF OPERATION

2-1. The RMP prescribes NGB-assigned national response categories for each WMD-CST. The assigned response category directs how rapidly a WMD-CST must be prepared to deploy to an incident scene after official notification. The three response categories and their deployment standards are as follows:

- **Priority (gold).** Priority response (gold) requires the deployment of an advanced party of the WMD-CST no later than 90 minutes after the official time of notification (N) and deployment of the remaining WMD-CST no later than N + 3 hours to support a response anywhere within the Nation.
- **Ready (silver).** Ready response (silver) requires units to focus on preparing for possible priority response missions outside their home state. WMD-CSTs in this phase, once directed, must deploy to the event no later than N + 24 hours.
- **Standby (bronze).** Standby response (bronze) requires units to focus on areas such as training requirements and leave. WMD-CSTs in this category, once directed, must prepare for and deploy no later than N + 72 hours.

WMD-CSTs that are not mission-capable (black) are unavailable for deployment.

2-2. The WMD-CSTs can respond from their respective home stations by air, maritime, or ground transportation. Limited-capability WMD-CST equipment sets can be transported by helicopters, while full-capability sets can be airlifted by fixed-wing assets. The actual mode and speed of the deployment are determined by METT-TC.

2-3. The advanced echelon (ADVON) normally consists of a small C2 element with a survey and analysis capability, communications, and organic transportation. The ADVON conducts linkup operations with appropriate individuals at the ICP and conducts an initial assessment. The assessment and initial actions are driven by METT-TC and vary depending on the size, type, scope, and location of the incident. The ADVON also conducts reconnaissance and determines the footprint for the main body.

2-4. The main body normally consists of the remaining WMD-CST organic equipment and personnel. The main body normally occupies a staging area and links up with the ADVON. Once coordination with the ADVON is complete, the main body moves into the designated footprint, commences occupation, and achieves initial operability. The WMD-CST continues to develop the operation according to internal SOPs.

2-5. The adjutant general ensures that a mission validation process is established within the state to validate requests for WMD-CSTs. A timely and careful review of the situation must be conducted to ensure that the request is understood and that the mission is adequately defined. The adjutant general or designated authority must review the mission to ensure that the assistance is properly requested from or verified with an official source, feasible, legal, supportable, worth the risk, and appropriate for the current force protection

condition (FPCON). Organizations responsible for employing a WMD-CST must understand the potential risks to which they commit a unit.

2-6. Upon arrival at an incident site, the WMD-CST commander receives the IC objectives and obtains updated situational information. The command team advises the IC or a representative on the WMD-CST assets, capabilities, and limitations. Based on this exchange, the WMD-CST commander determines how to best support the IC. After assuming the mission, the commander employs the unit to conduct WMD-CST operations. The command section establishes and maintains liaison with the ICP.

2-7. The establishment of termination criteria is an effort coordinated with the military chain of command and the IC. The WMD-CST is expected to assume the lead in the development and coordination process of this strategy, but does not make the final decision on mission termination. The decision to terminate mission support resides with the military chain of command. The WMD-CST OPCEN plans for transition or hand-off of operations and procedures. The completion of the assigned mission, the arrival of adequate civilian and commercial assets to assume the mission, and the WMD-CST commander's determination of mission capability are the primary factors in the decision to terminate the WMD-CST mission. The team coordinates with the ICP for the disposition of hazardous items, including equipment and waste. Termination packets are developed; they include the following products: incident logs, the site safety plan, the incident action plan (IAP), models showing plume data and downwind predictions, reach-back points of contact (POCs), site sketches, photographs, videos, and analytical results. The ICP is thoroughly out-briefed, and all documentation is submitted to the ICP before departure from the incident site and before the mission is terminated. The OPCEN conducts redeployment coordination to develop a redeployment plan according to the unit SOP.

COMMAND AND CONTROL RELATIONSHIPS

2-8. The WMD-CST is assigned to the state and operationally committed to an incident by the military chain of command. At the incident site, the WMD-CST operates in direct support of civil authorities. In this role, the WMD-CST supports the goals and objectives developed by the IC in the IAP. As the incident expands, the size and functions of the ICS change. The manner in which a WMD-CST is organized and the nature of a CBRNE incident or natural or man-made disaster may determine a progressive series of C2 relationships during the course of the incident response.

2-9. The chain of command for the WMD-CST depends on the duty status of the team. The WMD-CST is organized and normally operates according to *Title 32 USC*, under which the governor and adjutant general provide C2 for the unit. If federalized under *Title 10 USC*, the WMD-CST is subject to employment according to applicable command relationships established by the governing C2 headquarters (HQ).

TRANSITION TO TITLE 10 UNITED STATES CODE OR TITLE 32 UNITED STATES CODE STATUS

2-10. WMD-CST employment varies from mission to mission. Normally, the initial WMD-CST on the scene is used in *Title 32 USC* status. During the course of a response, WMD-CSTs may be deployed under *Title 10 USC* by the President of the United States.

2-11. During the transition from *Title 32 USC* to *Title 10 USC* status, the WMD-CST must be cognizant of multiple factors to effectively continue operations. These factors include—

- **Uniform Code of Military Justice (UCMJ) authority.** WMD-CST personnel are subject to the UCMJ.
- **Logistic support.** WMD-CSTs receive logistic support from DOD resources.
- **Support relationships.** WMD-CSTs are DOD assets, and they receive C2 guidance from a military HQ identified in an applicable operations order (OPORD).
- **Other support.** While operating in *Title 10 USC* status, other functional areas may also be impacted. These could include administrative support, priorities of work, rules for the use of force (RUF) (see Appendix A), medical support, and force protection. The *Posse Comitatus Act* may apply to WMD-CSTs in *Title 10 USC* status depending on the authority under which *Title 10 USC* was invoked.

2-12. The transition from *Title 10 USC* to *Title 32 USC* status involves—

- **Release from duty.** Command reverts to the state upon release from duty under *Title 10 USC*.
- **Mission completion.** Upon mission completion and release of control by the military on-scene commander (OSC), the WMD-CST immediately contacts the higher command for further guidance and instructions. In most cases, the WMD-CST is ordered to redeploy.
- **Redeploy.** When ordered to redeploy, the WMD-CST returns to its home station and conducts postoperation activities. Postoperation activities are governed by unit SOPs.

2-13. Table 2-1 illustrates specifics regarding WMD-CST functional areas under *Title 32 USC* and *Title 10 USC* status.

Table 2-1. WMD-CST Functional Areas

<i>Functional area</i>	<i>Under Title 32 USC status</i>	<i>Under Title 10 USC status</i>
C2	Governor	President
Location of duty	United States and its territories	United States and its territories
Funding	Federal	Federal
Mission types	Training and other federally authorized missions	Training and other federally authorized missions
Military discipline	State military code	UCMJ
Support to law enforcement	Yes, within authority extended by state law	According to <i>Title 18 USC (The Posse Comitatus Act)</i>
Liability	Federal	Federal

STATE-TO-STATE AGREEMENTS

2-14. The Emergency Management Assistance Compact (EMAC) is a congressionally ratified organization that provides form and structure to interstate mutual aid. EMAC legislation was approved by Congress in 1996 as *Public Law (PL) 104-321*. EMAC applies to NG personnel in state active-duty status—not in *Title 10 USC* status. EMAC does not apply to the interstate deployment of a WMD-CST.

2-15. Legislation creating the WMD-CST program permits WMD-CSTs to be deployed across state boundaries in *Title 32 USC* status without a formal written agreement, but based simply on a verbal agreement between the affected governors.

2-16. States are encouraged to develop state-to-state compacts outside the EMAC to facilitate regional WMD-CST support and response. Establishing habitual supporting relationships permits advanced planning and preparation, facilitating a more effective response. WMD-CST C2 is conducted according to the provisions of the compact and the applicable operations plan (OPLAN) or OPORD. Other key issues addressed in the OPLAN or OPORD include WMD-CST sustainment requirements and the reimbursement of expenses.

2-17. States may also establish a state-to-state memorandum of agreement (MOA) to obtain WMD-CST support. An MOA may be established through long-range planning and negotiation. Where no interstate compact exists, a simple MOA addressing support by a WMD-CST may be rapidly established. Under an MOA, the governor directs the adjutant general to deploy the WMD-CST. Key operational issues such as WMD-CST command, control, and sustainment must be addressed in the applicable OPORD.

2-18. In the absence of formal or informal agreements, the governor of an affected state may request assistance through the NGB for the deployment of WMD-CSTs under the national RMP.

OTHER COMMAND RELATIONSHIPS

2-19. The WMD-CST commander is in a position to provide valuable civil military coordination information to other military response elements. WMD-CSTs task-organize according to their capabilities and the adjutant

general's mission and intent. Requests for information (RFIs) from military agencies outside the WMD-CST chain of command are directed to the joint force headquarters–state (JFHQ-S) joint operations center (JOC).

2-20. The JFHQ-S JOC tracks the movement and activities of the WMD-CST. During a response mission, the WMD-CST updates the JOC, as required, to ensure situational awareness (SA). In some cases, the JOC may receive general information about WMD-CST activities on the scene, but may not be informed of all the details. Some information obtained by the WMD-CST may be law enforcement-sensitive. This information must be cleared for release by civil authorities.

2-21. A WMD-CST is normally requested by civil authorities, and it receives tactical assignments from the ICP. However, a WMD-CST may fall under the direct C2 of the joint task force–state (JTF-S).

REQUESTS FOR SUPPORT AND ASSISTANCE

2-22. WMD-CSTs are designed to be initial-response assets of the state. Local, county, and state officials may request support by submitting a request for assistance (RFA) using *NGB Form 500 (Request for National Guard Assistance)* to the adjutant general or designated state authority according to the applicable state plan. The form must be prepared and all questions answered to ensure the validity of the request. Normally, these requests flow through the same process as other emergency requests for state assistance.

2-23. State requests for WMD-CST support generally originate from officials in an affected community. The state EMA, working in close coordination with the JFHQ-S JOC, processes the RFA. The adjutant general or designated representative can approve the request and have the WMD-CST deploy to the incident site.

2-24. When a WMD-CST operates under *Title 10 USC* status, federal requests may originate from any federal agency, but they must be validated by the DCO. When a WMD-CST operates under *Title 32 USC* status, federal agency requests are normally routed through the JFHQ-S.

2-25. The NGB implements the RMP when requested by the affected state or territory.

STATE MANAGEMENT OF WEAPONS OF MASS DESTRUCTION– CIVIL SUPPORT TEAMS

2-26. Unlike traditional NG units, WMD-CSTs are federally funded state assets that act as full-time response forces.

2-27. The RMP is designed to allow each WMD-CST the opportunity to train, maintain, and sustain as a unit to ensure that technical training requirements, mission-essential task lists (METLs), and basic certifications are completed. When states assign response requirements beyond the RMP, they must carefully consider team degradation.

2-28. If a state assigns an alert posture beyond the RMP to the WMD-CST, the alert posture should be based on an assessment that defines the WMD-CST assets and resources required for various scenarios during specific time periods to adequately address the threat.

2-29. The WMD-CST commander must be able to implement a viable, alert training and stand-down plan based on the RMP and state requirements to assure the state leadership that the team is postured for mission response during identified peak periods. Collective training, liaison efforts, and coordination with other WMD-CSTs for incidents that require multiple teams are important considerations.

2-30. State leadership must plan for the reception of other WMD-CSTs into the state and for the departure of their own assigned WMD-CST to other states. This planning must include routine collective training events outside the state to ensure interoperability between teams, in addition to mission or operational responses. To support this concept, states should establish state-to-state agreements for WMD-CST coverage. The NGB implements the RMP to support a state when required.

Chapter 3 The Threat

The enemy never sleeps.

—French Proverb

Chapter 3 provides information on the general threat and the types of threats for which a WMD-CST response is appropriate.

GENERAL

3-1. Recognizing the threat is the first step in being able to defend against it. The *National Strategy for Homeland Security*, through *Homeland Security Presidential Directive (HSPD)-5*, *HSPD-7*, and *HSPD-8*, has shaped a nationwide “common” approach to incident management that begins well before the first 9-1-1 phone call is received. The HSPDs direct increased emphasis on prevention, protection, response, and preparedness—which is only possible when a thorough understanding of the adversary and potential threats is developed and planning and training is conducted based on those threats. (See Figure 3-1.)

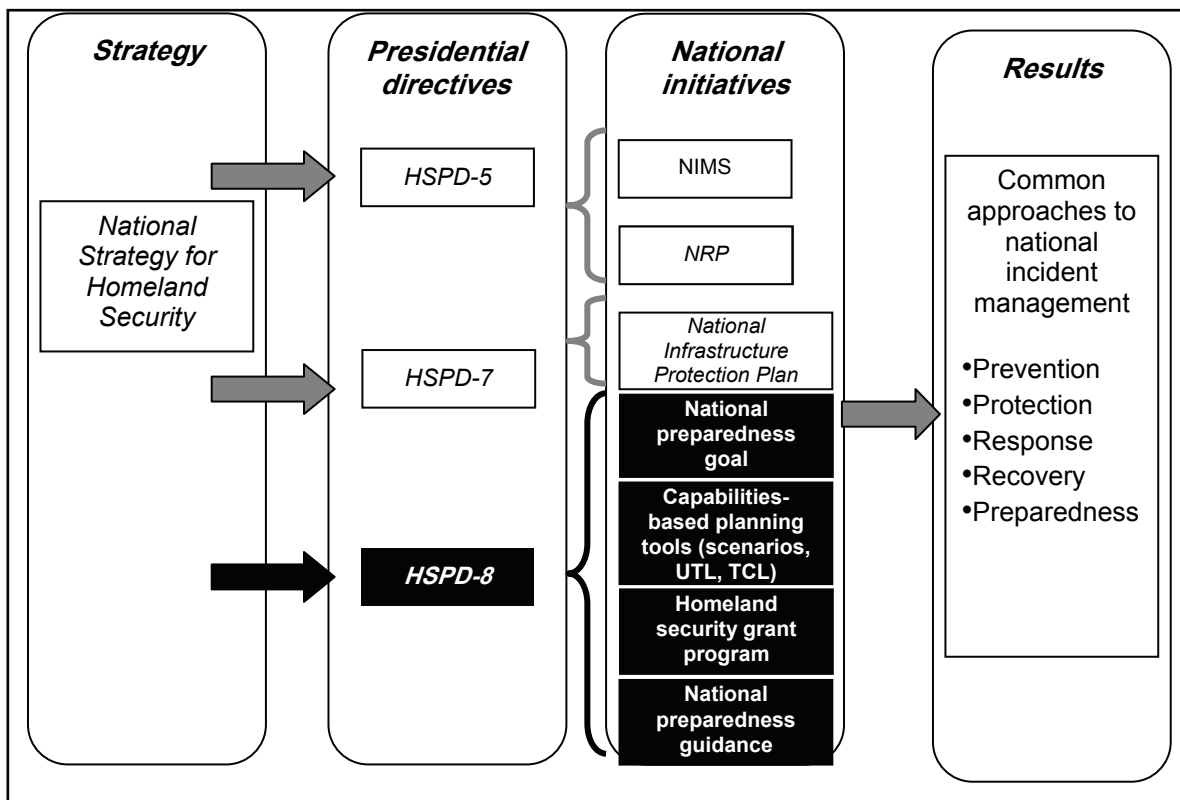


Figure 3-1. A Common Approach to Incident Management

3-2. Today, we face varied threats from new enemies that seek to use unconventional weapons and tactics that may include CBRNE or any weapon that will cause widespread panic, destruction, or death. Some terrorist

organizations and rogue states have used significant financial resources and global support networks to pursue the acquisition of CBRNE weapons.

3-3. WMD-CSTs play a major role in prevention, protection, response, and preparedness efforts through their ability to plan for and respond to incidents involving the intentional or unintentional release of CBRNE and natural or man-made disasters. WMD-CSTs play a key role in the development of contingency and emergency plans, then assist in the identification of weaknesses and subsequent corrective actions. Defense against an adversary can only be as comprehensive as the understanding of its potential threat.

SPECIFIC TYPES OF THREATS

3-4. Specific types of threats encountered today include conventional threats, such as chemical, biological, radiological, and nuclear (CBRN) weapons, and unconventional threats such as TIM.

CHEMICAL WEAPONS

3-5. Chemical weapons contain chemical agents or materials intended to kill or incapacitate personnel or to deny the use of areas, materiel, or facilities. Terrorists have already exhibited the capability to use chemical weapons. In 1978, a group of Palestinians injected oranges with cyanide to damage Israeli citrus exports. In 1995, the Japanese cult *Aum Shinri Kyo* released sarin nerve agent in the Tokyo subway network, killing 12 people and injuring 5,500. The Aum Shinri Kyo attack illustrates the unpredictable nature of chemical weapons and problematic issues of dissemination.

3-6. The attacks of 11 September 2001 raised the chemical industry's awareness of possible terrorist sabotage of facilities that store toxic industrial chemicals (TICs). An attack on a chemical storage facility could provide the mass casualty effects of a chemical weapons attack without the need for the terrorist group to develop or acquire chemical agents.

3-7. Chemical agents are categorized as lethal or nonlethal based on the effect they have on the target population (Table 3-1) or as persistent or nonpersistent based on the length of time they remain effective after dissemination.

Lethal and Nonlethal

3-8. The following types of chemical agents are lethal:

- **Nerve agents.** Practically odorless and colorless, nerve agents interact with the nervous system by interfering with the transmission of nerve impulses. They can produce a range of effects from miosis and a runny nose to severe respiratory difficulty, vomiting and diarrhea and, finally, seizures, unconsciousness, and death—all of which are dose-dependent. Nerve agents are fast-acting chemical agents.
- **Blood agents.** Blood agents are inhalation hazards which block the oxygen transferal mechanisms in the body, leading to death by suffocation. Hydrogen cyanide is a common blood agent. It kills quickly and dissipates rapidly.
- **Blister agents.** Blister agents, such as mustard gas (H), lewisite (L), or a combination of the two, can disable or kill. These types of agents burn the skin and produce large blisters. They also cause damage to the eyes, blood cells, and lungs. These agents are especially harmful when inhaled.
- **Choking agents.** Choking agents, such as phosgene and diphosgene, are inhalation hazards that attack the respiratory system, making the membranes swell so that the lungs fill with fluid. This can be fatal. Signs and symptoms of toxicity may be delayed for up to 24 hours.

3-9. The following types of chemical agents are nonlethal:

- **Incapacitants.** Incapacitants include psychochemical agents and paralyzing agents. These agents do not seriously endanger life or produce permanent injury. Rather, the prominent effects are psychological or behavioral, interfering with brain functions such as attention, orientation, perception, memory, motivation, conceptual thinking, planning, and judgment. Incapacitants can be classified as deliriant, stimulants, depressants, or psychedelics.

- **Irritants.** Irritants, including riot control agents, cause a strong burning sensation in the eyes, mouth, skin, and respiratory tract. The effects of these agents, the most commonly known being “tear gas” (CS), are also temporary. Victims recover without any serious aftereffects.

Table 3-1. Properties of Selected Chemical Agents

<i>Type of agent</i>	<i>Lethal</i>	<i>Agent</i>	<i>Symptoms in man</i>	<i>Effects on man</i>	<i>Rate of action</i>
Nerve	Yes	G series GA GB GD (VR55)	Difficult breathing, sweating, drooling, nausea, vomiting, convulsions, and dim or blurred vision.	At low concentrations, incapacitates; kills if inhaled or absorbed through the skin.	Very rapid by inhalation; slower through skin (5–10 minutes).
	Yes	V agents	Difficult breathing, sweating, drooling, nausea, vomiting, convulsions, and dim or blurred vision.	Incapacitates; kills if skin is not rapidly decontaminated.	Delayed through skin; more rapid through eyes.
Blood	Yes	AC	Rapid breathing, convulsions, coma, and death.	Incapacitates; kills if high concentration is inhaled.	Rapid.
Blister	Yes	HD HN L HL CX	HD/HN: no early symptoms. HL: searing eyes and stinging skin. CX: powerful irritation of eyes, nose, and skin.	Blisters skin and respiratory tract; can cause temporary blindness. Some agents sting and form wheals on skin.	Blister delayed hours to days; eye effects more rapid.
Choking	Yes	CG DP	Eye/throat irritation, fatigue, tears, cough, chest tightness, nausea, and vomiting.	Damages the lungs.	Delayed, variable.
Incapacitant	No	BZ	Slowing of mental and physical activity, disorientation, sleepiness.	Temporarily incapacitates.	30–60 minutes.
Irritant	No	DA DM CN CS PS	Tears, skin and respiratory tract irritation.	Incapacitates.	Very rapid.

Persistent and Nonpersistent

3-10. Persistent agents can produce immediate or delayed casualties depending on the agent, mechanism of exposure, and concentration. For example, the inhalation of a persistent agent may result in immediate symptoms, whereas symptoms resulting from slow absorption through the skin may be somewhat delayed. Depending on environmental conditions, persistent agents can retain their disabling or lethal characteristics for days or weeks.

3-11. Nonpersistent agents generally remain effective for shorter periods of time, depending on weather conditions. Blood agents, which are highly volatile, are nonpersistent. Because of their physical properties, blood agents do not remain in a liquid state for long. They lose the ability to cause casualties 10–15 minutes after dissemination.

TOXIC INDUSTRIAL MATERIAL HAZARDS

3-12. The exposure to some industrial material can have a lethal or debilitating effect on humans. There is a nearly universal availability of large quantities of stored, highly toxic, industrial materials. The lethality and widespread availability of TIM, in conjunction with their general proximity to urban areas, their low cost, and the low security associated with storage facilities, make them an attractive option for terrorist use as weapons of opportunity.

3-13. The most important factors to consider when assessing the potential for adverse human health impacts from a TIM release are acute toxicity, physical properties (volatility, reactivity, flammability), and the likelihood that large quantities are available for exploitation.

3-14. A subgroup of TIM known as TICs consists of commercial chemical substances with acute toxicity produced in large quantities for industrial purposes. The knowledge of where TICs are stored and how they are transported are two of many factors that must be taken into account in assessing possible terrorist use.

3-15. Table 3-2 lists high- and moderate-risk TICs based on acute toxicity by inhalation, worldwide availability (taking into consideration the number of producers and the number of continents where the substance is available), and physical state (gas, liquid, solid) at normal temperature and pressure.

Table 3-2. High- and Moderate-Risk TICs

<i>High risk</i>	<i>Moderate risk</i>	
Ammonia	Acetone cyanohydrin	Methyl chloroformate
Arsine	Acrolein	Methyl chlorosilane
Boron trichloride	Acrylonitrile	Methyl hydrazine
Boron trifluoride	Allyl alcohol	Methyl isocyanate
Carbon disulfide	Allyl amine	Methyl mercaptan
Chlorine	Allyl chlorocarbonate	n-Butyl isocyanate
Diborane	Boron tribromide	Nitrogen dioxide
Ethylene oxide	Carbon monoxide	Phosphine
Fluorine	Carbonyl sulfide	Phosphorus oxychloride
Formaldehyde	Chloroacetone	Phosphorus pentafluoride
Hydrogen bromide	Chloroacetonitrile	Selenium hexafluoride
Hydrogen chloride	Chlorosulfonic acid	Silicon tetrafluoride
Hydrogen cyanide	Crotonaldehyde	Stibine
Hydrogen fluoride	Diketene	Sulfur trioxide
Hydrogen sulfide	1,2-Dimethyl hydrazine	Sulfuryl chloride
Nitric acid, fuming	Dimethyl sulfate	Tellurium hexafluoride
Phosgene	Ethylene dibromide	Tert-octyl mercaptan
Phosphorus trichloride	Hydrogen selenide	Titanium tetrachloride
Sulfur dioxide	Iron pentacarbonyl	Trichloroacetyl chloride
Sulfuric acid	Methanesulfonyl chloride	Trifluoroacetyl chloride
Tungsten hexafluoride	Methyl bromide	

3-16. Some industrial chemicals in solid form need only to be exposed to air or water in order to produce toxic gas. For more information concerning TICs, refer to the *Emergency Response Guidebook (ERG)*.

BIOLOGICAL WEAPONS

3-17. Biological weapons project, disperse, or disseminate biological agents. They are easier and cheaper to produce than chemical or nuclear weapons, and instructions are readily available on the Internet. Any nation with a modestly sophisticated pharmaceutical industry is capable of producing biological weapons in large quantities. The choice of agent and means of dissemination vary depending on the intended target. Biological warfare agents can be virtually undetectable, and evidence of a biological attack may not show up for days after the actual release has occurred. Depending on the specific type, these weapons can incapacitate or kill people and animals and destroy plants, food supplies, and materiel. Table 3-3 describes some of the effects of various types of biological agents.

Table 3-3. Biological-Agent Effects

Agent type	Description
Antipersonnel	Disease- or death-causing microorganisms and toxins.
Antiplant	Living microorganisms that cause disease or death.
Antianimal	Agents that can be used to incapacitate or destroy domestic animals through disease. Used to limit wool, hide, or fur production.
Antimateriel	Agents used to deteriorate critical materiel (leather, canvas, fuels, electronics) needed for the war effort.

3-18. Biological agents are very effective. While about 1,800 pounds (816 kilograms) of the chemical agent sarin (GB) are required to inflict a large number of casualties over a square-mile (2.6 square kilometer) area, just a quarter of an ounce (7 grams) of anthrax spores is required to achieve the same effect. The 2001 anthrax attacks in the United States demonstrated the potential of biological weapons. Although these attacks actually resulted in few casualties, they caused psychological and economic disruption as the entire Nation dealt with the panic generated from these attacks. And biological attacks in the United States are not new. Biological terrorism occurred in Oregon in 1984 when followers of the *Bhagwan Shree Rajneesh* cult placed salmonella on salad bar food in several restaurants, causing more than 700 people to become ill.

3-19. In cases of agroterrorism, terrorist groups or rogue states inflict significant economic and social disruption without immediately producing large numbers of human casualties. Recent outbreaks of foot-and-mouth and mad cow diseases in livestock in Europe are examples of the economic impact such inflictions can cause.

3-20. There are four basic categories of biological warfare agents (Table 3-4, page 3-6). They are—

- **Pathogens.** Pathogens are disease-causing bacteria, viruses, and rickettsiae. These agents could be used to target food supplies, port facilities, or population centers. Of particular concern is the threat of contagious diseases such as smallpox. Agents that have a long incubation period can infect a large number of people in a short period of time without immediate symptoms or warning signs.
- **Toxins.** Toxins are poisons formed as specific secreting products by vegetable or animal organisms such as plants, snakes, spiders, and sea creatures. Toxins act faster and are more stable than live pathogens. Many toxins can be easily produced.
- **Bioregulators.** Bioregulators are chemical compounds that are essential for normal psychological and physiological functions. A wide variety of bioregulators is normally present in the human body in extremely minute concentrations. However, these compounds can produce a wide range of harmful effects if they are introduced into the body at higher than normal concentrations or if they are altered. Psychological effects could include exaggerated fear and pain; physiological effects could include rapid unconsciousness and—depending on factors such as dose and route of exposure—could even be lethal. Unlike pathogens that take hours or days to act, bioregulators can produce reactions in minutes.

- **Prions.** Prions are composed entirely of microscopic proteins similar to viruses, but without nucleic acid. They are believed to be the infectious agents responsible for degenerative diseases of the nervous system. They infect and propagate by abnormally refolding into a structure which is able to convert normal molecular proteins into abnormally structured forms. Mad cow disease is an example of the effect of prions.

Table 3-4. Categories of Biological Agents

<i>Pathogens</i>	<i>Toxins</i>	<i>Bioregulators</i>	<i>Prions</i>
Anthrax	Mycotoxins	Neurotransmitters	Mad cow disease
Cholera	Venoms	Hormones	
Plague	Shell fish	Enzymes	
Smallpox	Botulinum		
Tularemia	Ricin		
Influenza			

3-21. Some of the characteristics of selected biological agents are presented in Table 3-5.

Table 3-5. Characteristics of Selected Biological Agents

<i>Agent</i>	<i>Contagious</i>	<i>Mortality if untreated (percent)</i>	<i>Incubation period</i>	<i>Illness duration</i>
Anthrax	No	90–100	1–7 days	3–5 days
Plague	Yes	100	1–6 days	Fatal within 6 days
Tularemia	No	30–40	1–14 days	14 or more days
Smallpox	Yes	30	7–17 days	10–28 days
Botulinum	No	60–100	1–5 days	Days to weeks
Ricin	No	Variable	18–24 hours	Days

RADIOLOGICAL WEAPONS

3-22. Radiological terrorism usually refers to the use of a radiological dispersal device (RDD) or other means to spread radiation throughout a designated area. Radioactivity is the release of energy in the form of radiation. When an isotope is unstable, it emits radiation and is called a radioisotope. Radiation from radioisotopes can damage human cells and cause problematic health issues through the emission of ionizing radiation. The physical effects of ionizing radiation on the human body usually appear first as nausea, diarrhea, and vomiting. This may be followed by hair loss, hemorrhage, inflammation of the mouth and throat, and a general loss of energy. Symptoms increase proportionately with the level of exposure and, in some cases, can ultimately result in death. In addition to the physical destruction caused by a radiological device, radiological contamination—or the fear of it—can have immediate and significant psychological impacts on a populace. Furthermore, the trauma caused by the use of a radiological weapon can also have a significant economic and financial impact on a region or nation for an extended period of time. Radiological material can easily be found in medical, agricultural, and research equipment.

3-23. Although the 1986 accident at the Chernobyl Nuclear Power Plant in the Ukraine was not related to terrorism, the resulting political, financial, and social impacts were profound. The incident can be used to illustrate the damage that radiological contamination can cause. It was necessary to isolate the area within an 18-mile (29-kilometer) radius around the plant. The large city near the site was completely evacuated and abandoned; between 130,000 and 400,000 people were resettled to safe areas. Reports indicate that more than 20 towns and 3,000 settlements were affected by significant radiation doses. More than 400 of those settlements were evacuated. More than 30 people died as a result of the accident, while long-term effects on the regional population remain an ongoing issue. Health, economic, and agricultural impacts are still being assessed as

various international programs deal with safety, decontamination, and the stabilization of equipment, facilities, and the region.

3-24. The types of ionizing radiation (Table 3-6) most likely to be present in an attack include—

- **Alpha.** Alpha radiation consists of positively charged particles made up of two neutrons and two protons emitted by certain radioactive nuclei. Alpha radiation can be stopped by lightweight material, such as a sheet of paper, and poses no direct external radiation threat; however, alpha radiation can pose a serious health threat if the radioactive material is ingested.
- **Beta.** Beta radiation consists of an electron or positron emitted by an atomic nucleus during radioactive decay. Beta radiation can be lethal, depending on the dose and time of exposure; it is easily shielded by aluminum.
- **Gamma.** Gamma radiation is high-energy, short-wavelength, electromagnetic radiation emitted by a nucleus during nuclear reactions or radioactive decay. Gamma rays are potentially lethal to humans, depending on the intensity of the flux.
- **Neutron.** Neutron radiation consists of free neutrons which may be emitted during spontaneous or triggered nuclear fission, during nuclear fusion, or from certain other reactions—most famously the α, n reaction, where a beryllium nucleus absorbs an alpha particle and emits a neutron. Neutron radiation is highly ionizing and more penetrating than alpha or beta radiation and, in some cases, gamma radiation. A more severe hazard of neutron radiation is neutron activation—the ability of neutron radiation to induce radioactivity in many of the substances it encounters. Radiation shielding is required for protection against neutron radiation.

Table 3-6. Types and Characteristics of Ionizing Radiation

<i>Type</i>	<i>Composition</i>	<i>Charge</i>	<i>Origin</i>	<i>Hazard</i>	<i>Shielding</i>
Alpha (α)	Two neutrons and two protons (particulate)	+2	Nucleus	Not a hazard external to the body, but becomes a hazard if material enters the body through inhalation or ingestion.	Paper
Beta (β)	Electron or positron (particulate)	-1	Electron	External hazard to the skin and eyes. Internal hazard if material enters the body.	Aluminum
Gamma (γ)	High-energy, short-wavelength, electromagnetic radiation	None	Nucleus	Very penetrating to the entire body, whether the material is inside or outside the body.	Concrete
Neutron (n)	Neutrons (particulate)	0	Nucleus	Less penetrating than gamma radiation. Has the unique ability to induce radioactivity in nonradioactive material. Primarily an external hazard, but can be an internal hazard if a source emitting neutrons enters the body.	Hydrogen-rich material (water, wax, paraffin)

NUCLEAR WEAPONS

3-25. The use of a fully developed nuclear weapon by a terrorist organization is possible, but is less likely than a scenario involving terrorist use of a chemical, TIM, biological, or radiological weapon. The use of a fully developed nuclear weapon requires access to nuclear fissile material which, in turn, requires substantial financial and technical resources. A more likely scenario involves the use of nuclear material or sabotage at a nuclear facility similar to an RDD incident. However, if a terrorist group or rogue state obtains nuclear fissile materials or an assembled weapon, an incident involving a nuclear device is a distinct possibility.

HIGH-YIELD EXPLOSIVES

3-26. The most likely threat by terrorist organizations is the use of high-yield explosives. Numerous acts of terrorism using high-yield explosives have been committed against the United States by foreign and domestic terrorists. The terrorist bombing of the U.S. Embassy and Marine Barracks in Lebanon in 1983 and the domestic terrorist bombing of the Alfred P. Murrah Federal Building in Oklahoma City, Oklahoma, in 1995 are well-known examples of such acts. The ongoing use of improvised explosive devices (IEDs) by terrorist organizations in the War on Terrorism (WOT) indicates a propensity for the use of explosives.

NATURAL AND MAN-MADE (NON-WMD) HAZARDS

3-27. Although the WMD-CSTs were initially created with the intent of addressing CBRNE incidents, they can also respond to natural and man-made (non-WMD) hazards. Natural hazards are the consequences of natural phenomena such as major floods, hurricanes, tornadoes, tsunamis, typhoons, earthquakes, wildfires, or major conflagrations. They are likely to have a significant impact on the local infrastructure, and they are not preventable. Man-made hazards can be the result of deliberate or accidental means. A train that is derailed on purpose by terrorists is an example of a deliberate man-made hazard; the crash of the *Space Shuttle Columbia* is an example of an accidental man-made hazard.

DELIVERY SYSTEMS

3-28. The method of delivering a hazardous substance is only limited by the imagination of the terrorist. The means of delivery varies with the type of substance, with the most likely means including food contamination, fumes, aerosolized particles, sprayers, and explosives. Contamination routes of entry include skin contact, ingestion, injection, and inhalation.

CHEMICAL SUBSTANCES

3-29. It is difficult to achieve a mass casualty event through the dissemination of chemical weapons. Vapors are affected by the temperature and direction of the wind, and biological activities diminish the toxicity of the agent. Therefore, the amount of chemical needed to achieve a mass casualty event in water or the open air is much larger than laboratory results might indicate.

3-30. Numerous physical means can be used to deliver chemical agents. Terrorists could modify them and emplace them by hand. Vehicles, backpacks, canisters, and ground or aerial sprayers can also be used as means of delivery.

BIOLOGICAL SUBSTANCES

3-31. The most efficient method of biological dissemination is through aerosols—as droplets from liquids or as particles from powders. The objective of this form of biological weapon delivery is to expose humans to an agent in the form of a suspended cloud. Once inhaled, airborne particles tend to lodge deep in the lungs, close to the bloodstream and vulnerable body tissues. Aerosol disseminators must be properly designed for the particular agent used, and proper meteorological conditions must exist to maximize the impact. Commercially available or specially designed sprayers or other forms of aerosol generators can be mounted on automobiles, aircraft, or ships. Smaller, more portable devices can also be used to effectively disseminate biological agent aerosols. In addition, agents can be introduced into heating, ventilating, and air conditioning (HVAC) systems; and drinking water can be contaminated by means of high-pressure agent injectors attached to plumbing system components. Insects, rodents, or other arthropod vectors can also disseminate biological agents.

RADIOLOGICAL SUBSTANCES

3-32. Radiation can be spread into the atmosphere throughout an area or in many ways, though an RDD, or “dirty bomb,” is the most likely means of dissemination. A radiological exposure device can be used as a passive method of delivery. The device can be positioned to expose a population to intense radiation for a short period of time or a selected population to a low dose of radiation over an extended period of time. Once

discovered, the fear of contamination can be expected to cause significant psychological—if not physical—harm.

NUCLEAR SUBSTANCES

3-33. Because of their generally large size, nuclear weapons are most likely to be delivered by trucks or larger vehicles.

RECOGNIZING A TERRORIST ATTACK

3-34. The nature of asymmetrical warfare makes the immediate recognition of hostile intent extremely difficult. The following factors should be considered when determining whether terrorist activity has occurred:

- Occupancy or location, including—
 - Symbolic and historical facilities.
 - Government-related facilities.
 - Public buildings or assembly areas (shopping malls, convention centers, entertainment venues, tourist destinations).
 - Businesses that conduct operations regarded as controversial (abortion clinics, nuclear facilities, furriers).
 - Infrastructure necessary for the continued functioning of society (power plants, communication hubs, water treatment plants, mass transit, hospitals).
 - Centers of economic investment.
- Type of event, such as—
 - A low-order detonation with limited blast effects.
 - An incendiary device employed in a HAZMAT storage area.
 - Any bombing—especially when combined with location or occupancy factors.
 - Sudden, unexplained onset of illness affecting groups of persons.
 - Unexplained death of wildlife or vegetation.
 - Assassination (or attempt) carried out on a public official or key leader.
 - Any significant release of HAZMAT—especially when located near a highly populated area or event.
- Timing of the event, such as events occurring—
 - Simultaneously, indicating synchronization of events in time.
 - On dates corresponding to anniversaries of previous terrorist activities.
 - On dates that have a special meaning to the targeted group (holidays, religious observances).
- Indicators and on-scene warning signs. Indicators of a credible terrorist CBRNE threat may include an expression of intent to do harm, knowledge of techniques to accomplish the stated objective, and access to materials. Warning signs may include—
 - Anonymous tips, phone calls, or notes of a threatening nature that may identify groups or carry extremist messages.
 - Chemical containers, spray devices, or lab equipment in unusual locations.
 - Plans, blueprints, photographs, or engineering specifications for federal or commercially owned buildings when there is no official reason or need to have them.
 - Packages or heavy envelopes that arrive in the mail from unknown senders or that have a peculiar odor or appearance.
 - Stolen or hijacked spray devices (crop dusters, agricultural sprayers, insect foggers or sprayers).
 - The theft or attempted purchase of chemical precursors, bomb components, or growth media and lab equipment.
 - Industrial or medical radioactive source material or equipment that has been recently stolen or is unaccounted for.

- Unusual activity around chemical production or storage sites.
- Stolen TIM containers and transporters.
- Unauthorized access or attempted breaches into HVAC units of high-occupancy facilities.
- Unexplained signs or medical symptoms observed in a group of people.

Chapter 4

Mission, Capabilities, Limitations, Phases of Operation, and Nonresponse Support

Operation orders do not win battles without the valor and endurance of the soldiers who carry them out.

—Sir A. P. Wavell
(source unknown)

This chapter contains basic information on the WMD-CST mission, capabilities, and limitations. It also contains specific information on the capabilities and functions of the operations section.

MISSION

4-1. The WMD-CST mission is to support civil authorities at domestic CBRNE incident sites by identifying CBRNE agents and substances, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for additional support. WMD-CSTs provide support for intentional or unintentional releases of CBRNE and natural or man-made disasters in the United States that result or could result in the catastrophic loss of life or property.

4-2. The nature and scope of WMD-CST support varies widely based on the type of response, desires and capabilities of the civil authorities, and numerous METT-TC factors. In support of the goals and objectives of the IC, the WMD-CST is normally integrated into the ICS structure such that the entire WMD-CST operates under the ICS operations section or its branches. The desires and capabilities of the IC may dictate that the WMD-CST provide specific support to enhance or augment particular operations or functions of the ICS. This may require that the WMD-CST perform decentralized support operations in one or more areas, potentially becoming entirely integrated by function into the ICS structure. This employment technique is most likely to be used when support is best performed by augmenting an existing ICS structure with uniquely skilled, highly trained WMD-CST members. WMD-CST commanders must plan for the flexible employment of the unit to fully utilize the capabilities of the WMD-CST and provide the maximum benefit to the IC.

CAPABILITIES

4-3. The WMD-CST is capable of executing the assigned functions (identify, assess, advise, and assist) for domestic CBRNE incidents and natural or man-made disasters. While the WMD-CST has a standard structure and each section has specific capabilities, the commander can task-organize the WMD-CST based on METT-TC factors.

ORGANIZATIONAL SECTIONS

4-4. As discussed in Chapter 1, WMD-CSTs are organized into six sections. Each of these sections has its own unique capabilities.

Command Section

4-5. The command section provides internal C2 capabilities for the WMD-CST and can also provide C2 for additional personnel, sections, or units attached to or placed under its operational control, with the

limitation that the WMD-CST does not have a functional staff. The command section can also provide liaison between itself and other agencies or military units at any echelon of command—including local, state, and federal. In addition, it can conduct planning for internal WMD-CST operations at the incident command level or for overall military and civil response. It can also provide on-scene integration of follow-on forces—both state and federal. Finally, the command section can advise the IC regarding requests for subsequent state and federal support.

Operations Section

4-6. This section maintains the unit OPCEN and provides a common operational picture (COP) for the commander by tracking the status of missions and mission elements and assigning missions to specific personnel or sections. The COP provides a single display of relevant information, facilitating collaborative planning and assisting all echelons in achieving SA. The OPCEN also serves as the hub for the accomplishment of the assessment function. The hazard modeling capability provides initial and subsequent plume data to determine the extent of contamination and the hazard to populated areas. The operations section can serve as an alternate or forward OPCEN for the JTF-S.

Administration and Logistics Section

4-7. This section provides administrative and logistic support to the WMD-CST, including supplies and provisions consumed during the course of an operation. Property accountability, maintenance, and requisition of resupply are some of the section responsibilities. The section also provides direct liaison with the appropriate support contractor, which is currently the Consequence Management Support Center (CoMSUPCEN). CoMSUPCEN provides for the requisition of push packages of critical resupply items and specific end items. The administration and logistics section is also often utilized to perform or augment personnel decontamination.

Communications Section

4-8. This section provides the entire range of secure and nonsecure communications across a wide spectrum of emergency responder frequencies for WMD-CST incident response. The Unified Command Suite (UCS) is the primary platform delivering these capabilities. The UCS facilitates reach-back for both the WMD-CST and organizations that it supports, providing a critical link to follow-on forces, supplies, and expertise for CBRNE incidents and natural and man-made disasters. In the absence or disruption of governmental civil communications systems, the UCS can be used as the backbone for emergency communications until the civil systems can be activated or restored. The communications section can provide T-carrier 1 (T1) digital connectivity for the IC on the scene. The ADVON vehicle possesses capabilities similar to the UCS, but is less robust and has limited secure capabilities.

Medical and Analytical Section

4-9. The medical and analytical section conducts field laboratory analysis to identify unknown CBRNE substances. The Analytical Laboratory System (ALS) is the primary platform for field laboratory analysis, and it is the single most significant difference between the WMD-CST and other response agencies and organizations. The ALS consists of commercial, off-the-shelf (COTS) equipment used to conduct analyses of TICs, TIM, and chemical and biological warfare agents at an incident site. Leveraging multiple detection technologies, the ALS provides the best possible analysis and identification in a field environment. The ALS is capable of establishing communications through the UCS to local, state, and federal laboratories and other agencies for confirmatory analysis of suspected agents. This section also provides for the overall health care and medical treatment of the unit and an occupational health and safety program. The medical and analytical section provides Class VIII medical supplies for contingency situations, but with distribution limited to the members of the WMD-CST. The medical section coordinates with state and federal agencies to integrate and standardize laboratory analysis and sample packaging procedures, update the medical resource database, coordinate for local medical support from available treatment facilities and hospitals, initiate reach-back to CBRNE SMEs to obtain technical advice, coordinate medical air evacuation, and prepare initial medical assessments.

Survey Section

4-10. The survey section conducts reconnaissance to determine the presence and extent of contamination. The section collects and preserves incident-related samples for delivery to the ALS according to chain-of-custody requirements. They also provide continual monitoring through the use of detection equipment. An entry team may operate separately or as part of a joint effort with other first responders or response organizations. Initial agent identification information is provided to the WMD-CST OPCEN. Under certain conditions, the survey section may be used to augment decontamination operations.

DECONTAMINATION

4-11. The WMD-CST does not have a dedicated decontamination section; however, it does have organic/internal personnel and equipment decontamination capabilities. WMD-CSTs can provide limited decontamination to emergency responders. The amount and extent of decontamination that can be provided is contingent upon the supplies available and the required duration of support. The WMD-CST can also provide emergency responders with decontamination advice and limited decontamination line augmentation. The WMD-CST can **not** perform mass decontamination.

OTHER

4-12. The WMD-CST can provide augmentation for the ICS, operational and planning support, liaison, decontamination support, medical triage, communications support, casualty extraction, mitigation measures, and transition planning. The WMD-CST has a robust preoperational capability to assist with emergency planning by conducting assessments of potential incident sites and projecting consequences for various scenarios. The WMD-CST can also provide a wide variety of unique training (individual and collective) that is not otherwise available in the private sector to the emergency response community; civil and military personnel; and state and federal planning, oversight, and response agencies.

LIMITATIONS

4-13. Although WMD-CSTs are capable of a wide array of tremendous support, the same factors that allow them to respond rapidly and execute missions on very short notice adversely impact their ability to sustain operations without additional resourcing. Specific limitations that must be considered in mission planning include—

- **Personnel.** WMD-CSTs are one deep in most specialty functions. Factors such as ongoing training (including required schools), mission preparation requirements, leave, illness, and personal emergencies reduce the number of personnel available for missions for which there is no advanced notice. State and nationally required response postures must be carefully managed to ensure continued mission readiness.
- **Equipment.** WMD-CST equipment is very specialized and limited in quantity. WMD-CST vehicles are designed for use on improved roads in a modern industrialized nation. They are also suitable for a threshold of unimproved roads or off-road use. Equipment consumed or otherwise rendered mission-inoperable requires external resupply.
- **Logistics.** WMD-CST equipment requires resupply in the form of push packages from the appropriate support contractor (CoMSUPCEN). Although these packages can be requested and moved rapidly, the distance of the team from the support center and nearby airfields determines resupply timelines.
- **Transportation.** WMD-CSTs are organically equipped for ground transportation. Travel and arrival times at an incident scene are calculated accordingly. Air, rail, and maritime deployments are within WMD-CST capability; however, such deployments are subject to the availability of necessary assets.
- **Decontamination.** WMD-CSTs are capable mainly of self-decontamination. Extremely limited capabilities and supplies exist for decontamination of first responders.

- **Medical.** The organic medical capability of WMD-CSTs, including formulary, is tailored and supplied strictly to support team personnel.
- **Detection and analytical capabilities.** WMD-CST detection and analytical capabilities are robust, but limited by the number and type of equipment sets carried with the team.
- **Boundaries.** WMD-CSTs cannot be deployed outside the United States or its territories or possessions.
- **Casualty extraction.** WMD-CSTs have very limited capabilities to extract personnel from collapsed structures or confined spaces.
- **Security.** WMD-CSTs are equipped with sidearms, but they do not have ballistic vests. They do not have the organic capability to provide their own security. In a nonpermissive environment, additional assets are required to provide force protection.
- **Split-team operations.** A single WMD-CST can operate as two smaller, task-organized elements for small-scale or limited-scope operations. However, without augmentation, the overall effectiveness and ability to perform fully sustained operations as a split team is dramatically reduced.

PHASES OF OPERATION

4-14. WMD-CSTs conduct operations in three distinct phases—preoperational, operational, and postoperational. All certified WMD-CSTs operate in one of the three phases 365 days per year.

PREOPERATIONAL PHASE

4-15. The preoperational phase begins upon certification and continues until the WMD-CST receives a validated deployment or mission order. In the preoperational phase, the WMD-CST prepares for the receipt and execution of mission orders. Key preparation activities consist of—

- Performing an exhaustive assessment of the AO.
- Developing and validating a METL and preparing the long-range, short-range, and near-term training plans to achieve and sustain individual and collective task proficiency.
- Executing the training plans to standard with rigorous after-action reviews (AARs) and retraining as necessary.
- Conducting the liaison activities necessary to ensure adequate information flow and familiarity with local, state, and federal officials who may potentially be involved in incidents that have, through the assessment process, been determined as likely to occur.
- Developing, rehearsing, and exercising the OPLANs to support anticipated contingencies.
- Developing tactics, techniques, and procedures (TTP) based on lessons learned from training, exercises, assessments, and liaison activities.
- Conducting maintenance as an integral part of training on all equipment.
- Ensuring the health and fitness of the team members.
- Managing personnel and equipment to ensure that the unit is properly postured and configured for rapid response.

OPERATIONAL PHASE

4-16. The operational phase begins with the notification hour (N-hour) and ends when the team is formally relieved in place, has met the requirements outlined in the unit exit strategy, or has been released from the incident. In this phase, the WMD-CST becomes operational. There are many activities that occur during this phase.

Deploying the Weapons of Mass Destruction–Civil Support Team

4-17. The command element directs and supervises deployment activities and coordination. After validating a mission, the command element conducts alert and recall procedures according to the unit

SOP. Contact should be made as soon as possible with the appropriate personnel within the ICS or the state JOC. The command element initiates mission analysis and issues deployment planning guidance. Gathering timely and accurate information from the incident site is critical to ongoing mission planning and analysis.

4-18. Among the initial considerations for deployment is the public profile desired by the IC. For some events or incidents, the IC may wish to de-emphasize the military presence. This may dictate that Soldiers wear something other than military uniforms. For example, operations in support of the Secret Service may require that civilian clothing be worn. *NGR 500-3/ANGI 10-2503* provides additional guidance on alternate uniforms.

4-19. The command element or OPCEN directs the deployment of personnel and equipment to a designated staging area according to the unit SOP and as previously coordinated with ICP representatives. The command element or OPCEN ensures that—

- Coordination is performed with air operations for the final load times and instructions.
- A final inspection of each element is conducted at the designated time.
- The unit moves according to the deployment plan.
- Deployment data is reported to higher HQ as required.
- SA is maintained.
- Fragmentary orders (FRAGOs) are issued as required.

4-20. The movement leaders assume control of their respective elements and ensure that the unit deploys to the incident site staging area according to the deployment plan. They must also maintain SA and understanding through continued contact with the command element or OPCEN and ICP representatives while en route to the unit-designated staging area.

4-21. Deployment of the WMD-CST normally occurs within an extremely compressed time frame. Numerous deployment activities are performed concurrently in each section according to the unit SOP. In addition to deployment tasks, sections with internal support roles must also perform the necessary support functions. For example, the communications section should notify the Trojan Network Control Center (TNCC) of unit deployment and coordinate for satellite access. An internal frequency modulation (FM) net should also be established to aid in deployment activities. The medical section should conduct initial personnel screenings and report the medical status to the OPCEN.

4-22. The OPCEN must track all pertinent unit actions (predeployment checks, inspections) and the status of all personnel and logistics during a response mission. In addition, the OPCEN plans the ground, air, or maritime movement of personnel and equipment. A risk assessment addressing force protection, en route security concerns, arming of individuals, and the level of security present at the incident site must also be conducted; and safety briefs must be provided. Appropriate orders—including operational security guidance, initial hazard analysis using predictive modeling (if available), and RUF—are published.

Conducting Interagency Coordination

4-23. The WMD-CST is integrated into the ICS structure as the situation dictates. Normally, the WMD-CST falls under the ICS operations section or its branches, but it may be integrated by function into the ICS structure.

4-24. The unit should conduct interagency coordination by communicating with the ICS or lead agency representatives. Performing this liaison enables the WMD-CST to coordinate the establishment of the unit base of operations, obtain mission-essential information and data from the ICS representatives, and identify the ICS support assets that may be available to the WMD-CST. This process also enables the WMD-CST to assess civil and military communications interoperability requirements and to develop a plan to integrate WMD-CST communications assets into the ICS communications network, providing voice and data connectivity as required. Establishing a liaison facilitates the exchange of information, including recommendations that may influence the IC strategic and operational objectives.

4-25. The WMD-CST must identify a liaison to the ICP to provide assistance with the IC strategic plan and CM recommendations. This liaison passes critical information, such as the capabilities and limitations of the response assets present, back to the OPCEN. The unit must also designate personnel to support the development of the WMD-CST portion of the ICS IAP and unit OPLAN.

4-26. The WMD-CST should deploy an ADVON to conduct initial linkup with ICP representatives. The ADVON can provide initial recommendations and continue coordination activities. The ADVON may also provide an incident assessment and, as the situation develops, updated predictive analyses and information and recommendations on appropriate protective measures and requirements.

4-27. Medical personnel should conduct medical interagency operations with the ICS medical staff and local or regional hospitals, poison control centers, state health departments, and epidemiology to inform the commander, OPCEN, and team members of the symptoms, health risks, and treatment protocol of the initially suspected threat or agents. This liaison should also address priority intelligence requirements (PIRs) and RFIs to assist in the planning and continued development of the situation, including the identification of elements of the coordinated response (casualty extraction, evacuation, on-scene trauma capabilities). The medical section can also develop or assist in the development of medical treatment recommendations for the management of contaminated victims and provide advice on decontamination measures.

Establishing a Base of Operations

4-28. The unit must coordinate with the ICP to identify and occupy an AO. The WMD-CST must develop an occupation plan, which includes priorities of work based on analyses and civil authority considerations, according to the unit SOP. Prior to occupation, the AO must be monitored and verified as safe for occupation and appropriate for WMD-CST response operations.

4-29. The unit normally occupies the AO and prepares to conduct operations according to the occupation plan and the unit SOP. Communications and decontamination operations are established, and preoperation checks are performed.

4-30. The unit OPCEN is established and manned according to the unit SOP. Hazard-modeling operations continue, and initial site graphics are posted. Sections within the unit establish their operational areas (medical/analytical, communications, survey, administration/logistics, decontamination) based on the commander's guidance, the unit SOP, and METT-TC and report equipment status to the OPCEN.

4-31. The medical section establishes medical surveillance activities for unit personnel before, during, and after team members enter suspected areas of contamination. The medical status of unit personnel should be updated and provided to the OPCEN throughout the response operation, ensuring that the WMD-CST commander is aware of any change. Medical section representatives should also conduct briefings that address the signs and symptoms of exposure to the suspected hazard.

4-32. Section leaders should promptly report non-mission-capable equipment to the OPCEN. Logistics or other designated personnel must coordinate the movement of unserviceable equipment to a maintenance facility and request appropriate support or replenishment from the support contractor (CoMSUPCEN), through the OPCEN, according to CoMSUPCEN and unit SOPs.

4-33. The unit must select appropriate decontamination locations to minimize the spread of contamination. Decontamination line personnel should coordinate with the OPCEN to determine the level of PPE necessary and the decontamination protocols required based on the hazard. The unit must establish a decontamination site, ensuring that the proper equipment and procedures are in place to comply with regulations on the safety of unit members, entry team personnel, and other responders. Decontamination operations are conducted on personnel and equipment exiting a contaminated area according to the IAP developed by the ICP. Decontamination line personnel must continuously monitor the decontamination line. They should also coordinate with the OPCEN for the disposal of hazardous waste according to ICP directives and local, state, and federal law.

4-34. The role of the OPCEN as a coordination center and information clearinghouse is critical. As the unit prepares to conduct WMD-CST operations, the OPCEN must analyze information and maintain SA by tracking mission progress and maintaining operational graphics. In addition, the OPCEN must distribute information to appropriate parties; manage chain-of-custody procedures according to the direction of law enforcement authorities, the IAP, and unit SOP; issue appropriate orders; post changes to the CCIR as directed by the command element; and submit sustainment and situational reports (SITREPs) to higher HQ and to the appropriate agencies within the ICS. The OPCEN must also determine requirements and decision points necessary for requesting follow-on response forces and resources.

4-35. The OPCEN develops the tactical situation and provides recommendations to the unit commander and the ICP. The OPCEN may provide information or recommendations regarding operational COAs, force protection measures, risk management revisions, or exit strategy. Common recommendations are included in the site safety plan or the IAP. The OPCEN also synchronizes the employment of resources such as available equipment, attached personnel (based on METT-TC), operational timelines, and work/rest cycles. The OPCEN should assist in the integration of follow-on response forces and mission-essential civilian personnel into the OPCEN.

Maintaining the Operations Center

4-36. The OPCEN must receive initial planning guidance, including CCIRs, from the WMD-CST commander. Throughout a response, the OPCEN collects information from various sources, maintains SA, performs mission planning, and tracks the response. With each additional element of information gathered, the tactical situation is further developed within the OPCEN. Updated information such as site- or threat-specific information, mission results from tactical elements, safety and risk information, or answers to RFIs are necessary for the development of sound plans.

4-37. The OPCEN tracks the response by maintaining and monitoring mission status and the operational capability of the unit, including essential or designated equipment, personnel/attachments, and logistics. The OPCEN must maintain SA by maintaining operational graphics/matrices and visibility on adjacent response efforts. The OPCEN maintains the official record of the response in the form of an incident log and should be prepared to provide the ICP representatives with periodic briefings and a mission summary at the conclusion of WMD-CST response operations.

4-38. All pertinent information available to the OPCEN should be captured, analyzed, placed in the proper disposition, and acted on appropriately. Information gathered should be used to develop and update analysis materials and intelligence products, perform mission analysis, determine the requirements and decision points for follow-on response forces and resources, identify the appropriate level of PPE for WMD-CST operations, and organize assets according to METT-TC.

4-39. All plans and orders (OPLANs, warning orders [WARNOs], OPORDs, and FRAGOs) are issued by or through the OPCEN. The OPCEN should conduct the appropriate back-briefs to ensure adequate understanding of all plans and orders. The OPCEN also distributes information to the WMD-CST, adjacent units, the ICS, higher HQ, and the command element; posts changes to CCIRs as directed by the command element; provides public information materials to the ICS as approved by the JFHQ-S or JTF-S public affairs officer; and ensures that chain-of-custody procedures are executed according to law enforcement authorities, the IAP, or the unit SOP. The OPCEN is the primary conduit for all requests and reports, to include sustainment requests and SITREPs. Requests and reports are submitted to higher HQ according to applicable communications security requirements.

4-40. The OPCEN synchronizes and prioritizes available resources, including equipment and attached personnel, based on METT-TC. The OPCEN also synchronizes work/rest cycles and the operational timeline and is responsible for verifying the training and qualifications of attached personnel, briefing attached personnel on the mission, and tracking augmentation of civilian and military resources.

4-41. The task of conducting specific assessments for a response mission begins when the mission is received and prior to deployment. The unit commander receives initial response guidance, including IC goals or an IAP, from ICP representatives. The commander provides guidance to the OPCEN, and

mission analysis is initiated. This analysis should include information from past assessments and relevant information from supported agencies.

4-42. The OPCEN continues to gather information and develop a COP containing current site data, an initial site characterization, and an initial analysis. As the incident progresses, the OPCEN continues the mission analysis. The OPCEN develops a plan that includes the integration of ICS resources. The plan contains an analysis of known and suspected hazards, a selection of appropriate PPE for the entry team, and a determination of requirements for reach-back agencies. In developing the plan, the OPCEN must produce predicted immediate and downwind hazard area models if applicable, analyze information about the health and safety impact of the incident, and estimate the number of casualties in the hazard area. The plan should also contain a clearly defined exit strategy.

4-43. The OPCEN recommends COAs (follow-on forces, force protection measures, strategic or tactical plans). The OPCEN updates and revises the plans as the situation dictates.

Conducting a Survey

4-44. The OPCEN performs C2 of the entry team during the survey. Tasks and functions performed by the OPCEN include, but are not limited to, monitoring entry communications and actions, updating graphics to develop a COP, conducting the analysis of information gathered, monitoring personnel status, and monitoring the status of CCIR and work priorities. The OPCEN provides situational updates to the commander, the ICP, and other sections as required by the unit SOP.

4-45. The survey section utilizes entry teams to perform reconnaissance and survey operations within or around the suspected area of contamination. Prior to site entry, preoperational equipment checks are performed according to the appropriate military or commercial manual. The survey team leader or reconnaissance noncommissioned officer (NCO) briefs the entry team on the entry plan, including such items as entry abort criteria, objectives, safe areas of refuge, the decontamination process used, hand and arm signals, work priorities, operational exposure guidance/turn-back criteria, evidence or crime scene criteria, and sample collection procedures.

4-46. Once the survey team leader or reconnaissance NCO completes the troop-leading procedures (TLPs), permission is requested from the ICP, through the OPCEN, to allow the entry team to enter the suspected area of contamination. The entry team dons the appropriate level of PPE and is inspected to ensure proper fit and function.

4-47. The entry team is then prepared to move into the suspected area of contamination and perform survey operations. Entry personnel must maintain contact with their chain of command. The OPCEN battle-tracks the entry, recording the names of personnel, the status of breathing apparatus, sample information, and special or identified equipment.

4-48. Upon completion of the entry operation, the entry team requests permission from the ICP, through the OPCEN, to exit the contaminated area and report to the decontamination area. The entry team leader transfers the samples to the appropriate individual at the decontamination station according to the unit SOP or as directed by the OPCEN. Positive control of the samples must be maintained, and a chain of custody is established and documented. The entry team must receive a postentry medical screening, complete rehabilitation, and execute recovery and reconstitution operations according to the unit SOP.

4-49. Entry team members must be debriefed upon return from entry operations. They must also update graphics and information in the COP, including information about equipment locations and expenditures, locations of CBRNE hazards and sample collection points, damaged or nonfunctional equipment, nonrecoverable or discarded equipment, and photographs or videos from the entry operation.

Conducting Analytical Functions

4-50. Analytical functions begin as a component of the initial analysis performed upon receipt of the WMD-CST mission and continue through termination of the operation. Input from analytical personnel is important during mission planning to ensure that the following critical areas are addressed: potential

health effects of the threat; potential chemical, biological, and radiological (CBR) risk assessments; updates to the commander on technical and scientific information about the threat; guidance to minimize threats; and assistance in the coordination of sample transfer with the ICP. Sample analysis is performed according to the unit SOP, ALS special text, and appropriate technical references. Collaboration with state and federal CBRNE SMEs is a key component of a thorough CBRNE analysis.

POSTOPERATIONAL PHASE

4-51. The postoperational phase begins when the commander issues the order to cease operations at the incident site and begin redeployment activities. This phase consists of the redeployment, resupply, reconstitution, rehabilitation, and resumption of the mission cycle. The postoperational phase ends when the unit has completed full reconstitution and resumes the operational readiness cycle (ORC). The ability to rapidly return to the mission cycle is critical when facing an enemy capable of large-scale, synchronized attacks across the Nation.

Conducting Termination Planning

4-52. The command element provides guidance to the OPCEN to develop unit termination procedures. The OPCEN subsequently develops the unit termination plan for approval by the unit commander. The OPCEN coordinates with ICP representatives for any additional resources needed for the disposal of HAZMAT and for the transfer of responsibility of the decontamination site to the ICS for waste disposal.

4-53. At the conclusion of the operation but prior to departing the incident site, each section turns appropriate records, data, and information (information sheets and treatment protocols for identified hazards, hazard briefings provided for unit or response personnel at risk of short- or long-term exposures, logs, copies of reports submitted) in to the OPCEN according to the unit SOP.

4-54. The OPCEN consolidates the data collected during the operation into a historical record of events, logs, message traffic, hazard models, pertinent photographs/images, and records of test results according to the unit SOP. The unit should, at a minimum, maintain a copy of all materials provided to the ICP representatives.

4-55. The unit should conduct a termination briefing with ICS representatives to address the final assessment, which includes a review of assigned strategic objectives, a final analysis, a list of identified hazards, a site characterization, a list of entry operations performed, the medical status report of victims, identified safety issues, lessons learned, and any outstanding strategic recommendations. Once the ICS representatives indicate concurrence with or approval of the briefing, the unit should coordinate an immediate release from the response tasking and continue with appropriate preparations for redeployment to the home station. Communications personnel must coordinate with the OPCEN for termination of the TNCC satellite uplink.

4-56. The preparation for redeployment is performed according to the unit SOP, but it must be coordinated with the ICP representatives to ensure a safe withdrawal from the response. Care must be taken to recover all equipment, including Class II (clothing and individual equipment) and Class VII (major end items) equipment, to reconstitute the unit. Input from each section allows the unit logistics NCO and the OPCEN to determine the unit costs associated with the incident and initiate appropriate financial liability investigations for lost, damaged, or destroyed property.

Redeploying the Team

4-57. The command element coordinates with the ICP, military chain of command, and applicable response and support agencies for authorization to redeploy. The OPCEN then receives the redeployment directive from the unit command element and begins appropriate TLPs, including sensitive-item and communications security (COMSEC) accountability.

4-58. OPCEN redeployment coordination includes obtaining adequate transportation to redeploy the unit if organic capabilities are not adequate. When using transportation other than solely organic

vehicles, transport time and linkups must be coordinated and confirmed and appropriate documentation must be generated, including manifests and documentation of transportation hazards. Load plans may need to be adjusted accordingly for METT-TC and the selected mode of transportation.

4-59. The unit prepares personnel and equipment for movement. The OPCEN provides a redeployment order appropriate for the distance and mode of travel. A redeployment timeline is established, and appropriate logistic support and services are planned or coordinated. Comprehensive safety briefings are provided in conjunction with a redeployment or movement order. Once the unit returns to the home station, closure reports are submitted according to the unit SOP and NGB guidance.

4-60. The preparation for subsequent operations should begin immediately. Reporting and recovery procedures (CoMSUPCEN, NGB, JFHQ-S, unit policy) must be quickly conducted to reconstitute the unit to a mission-capable status. Appropriate clinical support, counseling, and critical-incident stress management procedures must be initiated.

NONRESPONSE SUPPORT

4-61. The WMD-CST can provide highly trained personnel and unique equipment for nonresponse support. WMD-CSTs commonly provide such support in the form of standby missions. This type of support can occupy a substantial portion of the unit operating tempo (OPTEMPO). Therefore, METT-TC must be closely examined before committing a WMD-CST to standby or other support missions.

COMMUNICATIONS

4-62. WMD-CST communications support can improve communications horizontally or vertically within and between organizations throughout each of the three operational phases.

4-63. WMD-CST communications capabilities include ultrahigh frequency (UHF), very high frequency (VHF), high-frequency (HF), FM, and digital communications. This support can be provided through the ADVON and UCS vehicles. WMD-CST communications personnel also have the ability to establish a local area network (LAN) and secure digital communications in remote areas.

4-64. Communications personnel have detailed knowledge of their unique equipment and its capabilities, limitations, and optimum employment methods. Extreme care must be taken not to endanger the crews or communications systems. To preserve the capability of the WMD-CST, comprehensive control measures must be in place for the WMD-CST and supported elements. This ensures that the nonresponse support provided does not hinder a WMD-CST response mission.

4-65. JFHQ-S and WMD-CST personnel must develop a planning template to address pertinent aspects of WMD-CST communications support missions. This template can be used to access communications support requests and assist in building a comprehensive OPORD. The template also facilitates a rapid and inclusive identification of support requirements provided by the supported party. Due to the size and limited organic support capability, communications support assets tasked separately from the WMD-CST may require additional support to address sustainment issues.

4-66. Any plan tasking WMD-CST communications assets must specifically address command support relationships. However, regardless of the command support relationships, WMD-CST command and operations personnel must maintain visibility of communications personnel and equipment due to their importance in a WMD-CST response. Furthermore, the flow of intelligence to a WMD-CST cannot be interrupted by providing communications support to another organization. Communications response and support plans must be developed to ensure a minimal impact to the WMD-CST mission, approved by the WMD-CST commander, analyzed by the operations section, and then briefed to the unit. Great care must be taken to ensure that WMD-CST members assigned to the support mission fully understand the command support relationships. Agreements must be in place that allow for immediate recall of WMD-CST personnel should the WMD-CST receive a response WARNO. Internal WMD-CST preparation for providing communications support to other units must address internal shifts in duties and responsibilities in anticipation of key leaders or individuals with special skills being unavailable during the support mission. C2 must be exercised according to the command support relationship

dictated by the communications support plan. The WMD-CST OPCEN monitors the employment of the WMD-CST communications section to ensure that appropriate use, adequate support, and force protection measures are utilized. WMD-CST members providing support in low-density advisory roles initiate contact with the WMD-CST OPCEN when a significant change to location, mission, or status occurs.

4-67. WMD-CSTs must plan to conduct operations according to the RUF published for the response. WMD-CST personnel must be prepared to perform measures appropriate for the planned or anticipated FPCON. Planning must include force protection for communications personnel while they are displaced from the WMD-CST.

4-68. WMD-CST communications vehicles are designed for use on improved roads. However, they are also suitable for use on some unimproved roads and may even be suitable for some off-road use. The WMD-CST communications vehicles possess a survivability level comparable to a commercial passenger vehicle. The utilization of organic WMD-CST communications vehicles with operational loads provides adequate mobility and survivability for most communications support missions.

4-69. Special considerations that impact sustainment planning include the unique nature of the communications equipment, the limited support available, and the limited number of qualified operators. These considerations and their impacts on employment and sustained operations must be addressed in the communications support plan. The WMD-CST communications section must prepare for communications support missions that require the section to operate independently of the remainder of the WMD-CST. Reach-back data for logistic and technical support must be maintained, and load plans that include required Class I (subsistence and comfort) items must be prepared. Planning includes procedures for Class III resupply during times when the UCS is displaced from the WMD-CST. Once support plans are developed, mission-support capabilities can be enhanced by adding additional equipment such as battery chargers and cables. The WMD-CST support contractor (CoMSUPCEN) remains the primary supporting element for WMD-CST equipment and supplies. Support operations involving other military forces may potentially provide additional sources of logistics support. Liaison is performed to better understand configurations, capabilities, and the level of support available through the supported unit.

SUBJECT MATTER EXPERT

4-70. WMD-CSTs can provide highly trained, uniquely qualified individuals to assist in mission accomplishment for a supported unit. In many instances, the skill sets that WMD-CST members possess can be used to support the JFHQ-S JOCs in specific technical advisory roles. Limitations in the quantity and types of SMEs provided by the WMD-CST must be established by the WMD-CST commander based on METT-TC.

4-71. Control measures which address the quantity, use, and stationing of SMEs must be in place and adhered to by the WMD-CST and supported units. This is especially important during protracted operations, when the elements may request support for an extended period of time.

4-72. A detailed review and comparison of the existing NG response plans with WMD-CST skill sets produces an initial crosswalk for potential support. Although the initial crosswalk is not all-inclusive, prior planning facilitates a more rapid response.

4-73. Agreements must be in place that allow for the immediate recall of WMD-CST personnel should the WMD-CST receive a response WARNO. Internal WMD-CST preparation for providing SME support to other units must address internal shifts in duties and responsibilities in anticipation of key leaders or individuals with special skills being assigned to SME support duties. WMD-CST members providing support in low-density advisory roles initiate contact with the WMD-CST OPCEN when a significant change to location, mission, or status occurs.

4-74. WMD-CSTs must plan to conduct operations according to the RUF published for the response. WMD-CST personnel must be prepared to perform measures appropriate for the planned or anticipated FPCON.

4-75. WMD-CST members employed as SMEs have no organic sustainment capabilities. When performing SME support, all sustainment and mobility required is the responsibility of the supported unit.

LIAISON

4-76. WMD-CST liaison support includes contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action. This is not the same type of liaison activity routinely performed by the WMD-CST in preparation for and during response operations. WMD-CST personnel can assist their JFHQ-S by providing appropriate and timely liaison support.

4-77. Control measures addressing the quantity, use, and stationing of personnel must be in place and adhered to by the WMD-CST and supported units. This is especially important during protracted operations, when the elements may request liaison support for an extended period of time. Limitations in the quantity and types of liaison officers provided by the WMD-CST must be established by the WMD-CST commander based on METT-TC.

4-78. The identification of areas where WMD-CST personnel may be able to provide liaison support to JFHQ-S is the initial step in planning this support. A review of NG response plans which do not employ the WMD-CST as a unit indicates potential liaison areas requiring training and skill sets not resident in the JFHQ-S. A limited number of WMD-CST members can be identified as liaison officers (LNOs) based on their skill sets and duty positions. These LNOs should be made aware of specific support requirements and tentative plans. Liaison support must not compromise the ability of the WMD-CST to perform potential response missions.

4-79. Agreements must be in place that allow for the immediate recall of WMD-CST personnel should the WMD-CST receive a response WARNO. Internal WMD-CST preparation for providing liaison support must address internal shifts in duties and responsibilities in anticipation of key leaders or individuals with special skills being assigned to liaison support duties. The utilization of WMD-CST personnel can provide the JFHQ-S or another agency with highly trained, skilled personnel who have experience in emergency response operations. Preevent planning to determine the liaison capabilities of each WMD-CST provides for the rapid employment of WMD-CST personnel as LNOs. WMD-CST members providing support as liaisons in low-density support roles initiate contact with the WMD-CST OPCEN when a significant change to location, mission, or status occurs.

4-80. WMD-CSTs must plan to conduct operations according to the RUF published for the response. WMD-CST personnel must be prepared to perform measures appropriate for the planned or anticipated FPCON.

4-81. WMD-CST members employed as liaisons have no organic sustainment or mobility capabilities. Required sustainment and mobility are the responsibilities of the supported unit.

Chapter 5

Interoperability

Coming together is a beginning. Keeping together is progress. Working together is success.

—Henry Ford

This chapter addresses the interoperability of the WMD-CST with other agencies. Emphasis is placed on operations that WMD-CSTs are most likely to perform, such as interagency, joint, multiple WMD-CST response, split-unit, relief-in-place, and retrograde operations. This chapter also addresses unique support requests with the goal of improvement in planning, preparing for, and executing operations other than single WMD-CST response operations.

OVERVIEW

5-1. Successful response operations rely heavily on preevent planning and coordination, integrating operations through joint training and exercises, and adapting operations to ensure the unity of effort.

INTERAGENCY OPERATIONS

5-2. WMD-CSTs respond to incidents that may increase in scope and involve one or more federal agencies. The term *interagency operations* refers to the synchronization that occurs between agencies of the U.S. Government, including the DOD, for the purpose of accomplishing an objective. For example, interagency coordination may occur for a national special security event (NSSE), which may involve intergovernmental and nongovernmental organizations.

CONTROL MEASURES

5-3. Regardless of the response, WMD-CSTs are always under the control of the established *Title 10 USC*, *Title 32 USC*, or state active-duty military chain of command, but normally remain in direct support of the IC.

PLANNING, PREPARATION, AND EXECUTION

5-4. The preparation for a response begins before the receipt of a response tasking. The WMD-CST must scrutinize AARs and lessons learned to develop and revise tentative plans. Planning for response operations involving one or more federal agencies requires that the WMD-CST perform liaison with these agencies. Participating with federal agencies in response and exercise planning is a WMD-CST priority. Lessons learned from these training opportunities directly impact the development of response plans and unit SOPs.

Command and Control

5-5. The WMD-CST must liaise with federal agencies who are likely to be involved in crisis and CM activities. WMD-CSTs must make every effort to participate in plans and exercises to facilitate an understanding of response methods, operations, and activities conducted by these agencies. This allows the WMD-CST to better support integration with the other agencies. TTP that enable the WMD-CST to work more efficiently with federal agencies are developed, staffed, and added to unit SOPs. AARs from other WMD-CSTs performing interagency operations provide valuable insight and serve as a means to rapidly share lessons learned. In large-scale responses involving multiple agencies, WMD-CSTs are employed under an

established *Title 32 USC* or state active-duty military chain of command unless federalized under *Title 10 USC* and employed as a federal asset.

Intelligence

5-6. Each WMD-CST must identify agencies within their AO that can provide intelligence information appropriate for WMD-CST planning and response support purposes. A communications plan must be developed, enabling updated information to be shared between the ICS, the military chain of command, and the responding WMD-CST.

Movement and Maneuver

5-7. The WMD-CST coordinates with responding federal agencies to ensure SA and to facilitate possible support. The WMD-CST must also keep the chain of command informed of all movement and operations planned, performed, and completed.

Protection

5-8. WMD-CSTs must establish a standardized level of protection through the employment of table of distribution and allowances (TDA) equipment and systems. Providing security forces is normally a function of the interagency response; however, force protection remains the responsibility of the military command. WMD-CSTs conduct operations according to the RUF established and published by the military chain of command. WMD-CST personnel must be prepared to perform measures appropriate for the planned or anticipated FPCON. The WMD-CST immediately provides a SITREP to inform the military chain of command of changes or modifications to the RUF.

Sustainment

5-9. The WMD-CST support contractor (CoMSUPCEN) remains the primary supporting element for WMD-CST-specific equipment and supplies. The CoMSUPCEN SOP is, therefore, the primary guide for specialized WMD-CST support requirements in this type of response. However, WMD-CSTs are often able to use available specialized support from other agencies in lieu of organic support or the CoMSUPCEN. Operations involving other federal agencies potentially provide additional sources of compatible supplies. Liaison is performed to determine configurations, capabilities, and support available through those agencies. In addition, coordination with ICS representatives may indicate other sources of nonspecialized support available to the WMD-CST. WMD-CSTs operating in an environment where additional support is available should capitalize on that support.

JOINT OPERATIONS

5-10. *Joint operations* is a general term used to describe military actions conducted by joint forces or by service forces in relationships (support, coordinating authority) which, of themselves, do not establish joint forces (*Joint Publication [JP] 1-02*). The term connotes activities, operations, organizations, and actions in which elements of two or more military departments participate. Joint military response operations can have many and varied forms that change as the response develops. In its simplest form, joint operations involve any two military units from different military departments working together. More complex scenarios include a response involving the U.S. Army, Navy, Air Force, Marines, Coast Guard, and Reserves in addition to NG assets.

CONTROL MEASURES

5-11. During most initial response operations, the WMD-CSTs are employed under an established *Title 32 USC* or state active-duty military chain of command. The WMD-CST can be federalized under *Title 10 USC* and employed as a federal asset.

PLANNING, PREPARATION, AND EXECUTION

5-12. The WMD-CST must prepare to support joint operations, including those potentially involving other military departments. The preparation for responses involving joint forces is accomplished through liaison efforts, training opportunities, and modifications to operational plans and unit SOPs. Successful joint operations require services to overcome differences in tactics, techniques, procedures, and equipment (TTP&E) and take advantage of similarities and differences in capabilities.

Command and Control

5-13. The WMD-CST must liaise with military units who are likely to be involved in crisis and CM activities. The goal is to better understand the internal response activities and methods of these units. WMD-CSTs seek opportunities to participate in tabletop exercises with training objectives that support the integration of military response assets available throughout the DOD. They develop and execute joint training based on plans and procedures practiced in previous tabletop exercises. AARs from other WMD-CSTs performing joint operations provide valuable insight and serve as a means to rapidly share lessons learned. WMD-CSTs also develop communications plans that facilitate the exchange of voice and digital information in support of C2. In large-scale responses involving multiple military units, WMD-CSTs are employed under an established *Title 32 USC* or state active-duty military chain of command unless federalized under *Title 10 USC* and employed as a federal asset.

Intelligence

5-14. Each WMD-CST must identify DOD agencies within their AO that can provide intelligence information appropriate for WMD-CST planning and response support purposes. A communications plan must be developed, enabling updated threat information to be shared between the ICS, the military chain of command, and the responding WMD-CST. The WMD-CST must also share pertinent data gathered.

Movement and Maneuver

5-15. WMD-CSTs should plan for coordination with joint forces to ensure SA and to facilitate possible support. They often capitalize on the capabilities and assets of joint forces for mobility support (air, sea, and land). WMD-CSTs must plan to establish a standardized level of mobility through the employment of TDA equipment and systems. Load plans and TTP must be modified to maximize the use of the available mobility assets that joint forces can provide. The WMD-CST must inform the chain of command of all movement and operations planned, performed, and completed.

Protection

5-16. WMD-CSTs can capitalize on the capabilities and assets of joint forces for survivability. Identified assets that are likely to be available during actual operations should be used for training. WMD-CSTs conduct operations according to the RUF established and published by the military chain of command. WMD-CST personnel must be prepared to perform measures appropriate for the planned or anticipated FPCON. The WMD-CST immediately provides a SITREP to inform the military chain of command of changes or modifications in the RUF.

Sustainment

5-17. The WMD-CST support contractor (CoMSUPCEN) remains the primary supporting element for WMD-CST-specific equipment and supplies. The CoMSUPCEN SOP is, therefore, the primary guide for specialized WMD-CST support requirements in this type of response. However, WMD-CSTs are often able to use available support from other military organizations in lieu of organic support or the CoMSUPCEN. Operations involving other military forces potentially provide additional sources of compatible supplies. Liaison is performed to determine configurations, capabilities, and support available through joint forces elements likely to work with the WMD-CST. In addition, coordination with ICS representatives may indicate other sources of nonspecialized support available to the WMD-CST. WMD-CSTs operating in an environment where additional support is available should capitalize on that support.

MULTIPLE TEAM RESPONSE OPERATIONS

5-18. A *multiple WMD-CST response* refers to an event or response requiring two or more WMD-CSTs. A multi-WMD-CST response normally occurs in situations involving complex operations, operations involving large geographic areas, or operations extending over long periods of time. If METT-TC dictate, multiple WMD-CSTs can respond to and operate concurrently at an incident. In such situations, the JFHQ-S JOC or JTF-S can act as the coordination element for all WMD-CSTs. Alternatively, a single WMD-CST can be designated as the coordination element, with the other WMD-CSTs operating in supporting roles. When a WMD-CST acts as the coordinating element, it is likely to be colocated with the JFHQ-S JOC or JTF-S.

5-19. If a WMD-CST is designated as the coordination element, it is normally the WMD-CST whose AO encompasses the event, incident, or response that is designated and, therefore, acts as a hub for all WMD-CST operations. That particular WMD-CST's detailed knowledge of the AO, state and local response elements, and military assets within the state make it ideally suited for assisting in the integration of follow-on WMD-CSTs into the response effort. As the coordinating element, a WMD-CST performs vital liaison missions, including advising the JOC on capabilities, limitations, and appropriate or optimal employment of the responding WMD-CSTs. It can also serve as a central source for WMD-CST employment information; the battle tracking of all WMD-CSTs involved in the response; and the coordination of assignments, relief, reports, and support. The WMD-CST coordination element assists in performing reception, staging, onward movement, and integration (RSOI) for teams subsequently employed in the response. The continuity achieved by using a WMD-CST in this capacity is invaluable at large-scale events.

5-20. Multiple WMD-CSTs may be involved in separate response operations that are portions of the same event. Such response linkages, which may or may not be known before the employment of the teams, could be the result of well-coordinated, synchronized attacks or simply combinations of incident effects covering multiple jurisdictions or political boundaries. Establishing and maintaining a unity of effort throughout these types of operations is vital.

5-21. When a WMD-CST involved in response operations becomes aware of the possibility of related WMD-CST responses, coordination is immediately initiated. Information management (IM) systems must be adapted to ensure that data may be shared between WMD-CST teams and the next higher HQ. To facilitate a proper response, information gleaned from enemy actions, targets, and TTP&E must be immediately added to the WMD-CST COP. If the response escalates or appears to be of extended duration, additional WMD-CST support is requested.

CONTROL MEASURES

5-22. Clearly defined missions, AOs, and control measures are invaluable to the management of large-scale, multiagency response operations. The use of a WMD-CST as the coordinating element greatly assists in the development of the COP and simplifies communications by providing a single source for ICS, JFHQ-S, NGB, and combatant commander's (CCDR's) information requirements. When a WMD-CST acts as a coordination element, the intent is for the team to operate as a separate branch or division under the ICS/joint task force (JTF), assuming the lead for force integration and coordination requirements for WMD-CSTs—not to operate as a separate JTF that exercises C2 over other WMD-CSTs. Although a WMD-CST designated as a coordination element does not perform classic WMD-CST operations (survey, analytical, decontamination) as a whole, it can attach specific sections to other WMD-CSTs if METT-TC dictate. Under no circumstances should a WMD-CST performing as the coordinating element compromise its ability to perform liaison and IM by excessive cross attachment of personnel or sections.

PLANNING, PREPARATION, AND EXECUTION

5-23. Planning for operations involving multiple WMD-CSTs cannot be completed prior to learning the specifics about a response. However, each WMD-CST performs individual mission preparation according to the ICS mission assigned by the coordination element. The WMD-CSTs can also develop strategies, build scenarios, and train for multiple team response operations well in advance of any mission. Protocols, common operating procedures, and system integration processes can be developed and rehearsed. Planning templates that can greatly increase the speed and efficiency of planning during the response can also be constructed. The

establishment of a particular team as the coordination element further allows for the assignment of associated tracking and support function requirements. Using a WMD-CST as the coordination element helps ensure that each WMD-CST has a COP and that there is a unity of effort. Recognizing the requirement and planning to establish and perform duties as a coordination element for a multi-WMD-CST response facilitates the rapid assumption of that mission. Successfully executing multiple WMD-CST operations requires initiative, flexibility, and an excellent understanding of the response operation as a whole.

Command and Control

5-24. Commanders maintain C2 of their teams, but establish means and channels to submit appropriate reports and requests through the coordination element. WMD-CSTs finalize their mission planning and preparations for the establishment of adequate C2 while performing the response. OPCENs from each WMD-CST maintain SA of the others' operations and include appropriate elements of information in their own planning process. The communications team develops a joint communications plan, ensuring that voice and data interfaces are addressed. Units may employ LNOs as needed.

Intelligence

5-25. Sharing gathered intelligence among WMD-CSTs operating under a multi-WMD-CST response is critical in ensuring interoperability and a COP among the teams. A communications plan must be developed, enabling updated threat information to be shared among the WMD-CSTs involved in the response. The coordination element performs the additional function of ensuring timely and inclusive information sharing across the responding WMD-CSTs. When a WMD-CST acts as a coordination element, it must perform liaison operations with the JFHQ-S JOC and state emergency operations center (EOC), actively assisting in information transfer and reporting and satisfying outstanding RFIs.

Movement and Maneuver

5-26. METT-TC may call for the cross attachment of personnel, equipment, or vehicles. WMD-CSTs augment the capabilities of one another by supporting analytical or survey operations with uniquely trained WMD-CST members or equipment sets. The coordination element must be informed of all movements and operations that are planned, performed, and completed by responding WMD-CSTs. Additional WMD-CSTs arriving in support of the operation must report to the coordination element to ensure adequate RSOI and a unity of effort. Responding WMD-CSTs completing operations and anticipating release from the ICS must inform the coordination element of their status to facilitate timely reporting and synchronized disengagement.

Protection

5-27. WMD-CSTs must establish a plan and report the level of survivability achieved through the employment of TDA equipment and systems. Shortcomings affecting survivability must be reported to the coordination element upon discovery and prior to commencing WMD-CST operations. WMD-CST personnel must be prepared to perform measures appropriate for the planned or anticipated FPCON and to conduct operations according to the RUF published for the response. The coordination element must immediately disseminate changes or modifications of the RUF to responding WMD-CSTs.

Sustainment

5-28. The CoMSUPCEN SOP is the primary guide for specialized WMD-CST support requirements in this type of response. Based on the "due in" status for contractor support, METT-TC can dictate that the WMD-CST cross level critical equipment or supplies. The coordination element assists in expediting the processes of cross leveling. Appropriate property control is maintained throughout the response.

SPLIT-UNIT OPERATIONS

5-29. A *split-unit operation* is performed when METT-TC require that a single WMD-CST operate as two smaller, task-organized elements simultaneously conducting operations at two locations. Split-unit responses are primarily conducted for small-scale or limited-scope operations such as low-threat, white-powder incidents

or NSSEs. In some instances, only certain WMD-CST sections or personnel are required to complete a mission; therefore, WMD-CSTs should develop “packages” of support that consist of parts or pieces of the unit. METT-TC impacts determine the TTP&E that the team must employ to conduct the operation. Without augmentation, the overall effectiveness and ability to perform sustained operations with a split team is dramatically reduced.

CONTROL MEASURES

5-30. Several factors are of critical importance throughout these types of operations—establishing and maintaining C2 of both entry elements, SA of the overall response, and unity of effort. It is necessary that one element of the WMD-CST maintain C2 of the entire unit while also allowing the subordinate element adequate autonomy to perform its own operations.

PLANNING, PREPARATION, AND EXECUTION

5-31. Split-unit operations present specific challenges and require appropriate planning. Primary preparatory tasks include documenting, validating, and establishing internal SOPs and practicing split-unit operations. TLPs must be applied to provide an understanding of the urgency of such operations and to ensure adequate planning, preparation, and follow-up. The crawl-walk-run training technique should be used until the unit is prepared to incorporate this operation as part of the commander’s training objective for larger exercises.

Command and Control

5-32. Establishing and maintaining C2 of a unit conducting split operations is extremely challenging and normally requires the use of one or more of the following techniques:

- Employment of the ADVON as a forward command post (CP) for one location.
- Use of a WMD-CST section with adequate communications to act as the forward CP at one site.
- Formation of an ad hoc C2 element from an organic element, JTF-S, other responders, or a combination of these.
- Development of communications plans using organic equipment, systems, and frequencies that can support two C2 elements controlling limited entry and decontamination operations. Unimpeded information flow from entry elements to corresponding C2 elements is required. COP development continues within the element that maintains overall C2 of the WMD-CST.

5-33. The unit validates techniques developed during split-unit operations planning to establish and maintain adequate C2 for a subordinate element within the WMD-CST. The element maintaining overall C2 of the WMD-CST is responsible for submitting all reports and information to the ICS and the chain of command. Subordinate element operations provide information feedback that is added to the COP.

Intelligence

5-34. Updated threat information must be shared between WMD-CST C2 elements. Regardless of the technique used to establish C2, threat information provided to or developed by the main C2 element must be rapidly shared with the subordinate C2 element and vice versa; the subordinate C2 element must maintain information flow and SA throughout an operation.

Movement and Maneuver

5-35. The WMD-CST must develop techniques that facilitate the disengagement of an element from an initial response site and the subsequent movement of that element to a second entry location for the purpose of conducting independent entry operations. The organic survivability of the displaced element is roughly comparable to that of the main body of the WMD-CST. Although split-unit operations may not be directly linked, the unity of effort must be maintained.

Protection

5-36. A rapidly employed split-unit operations configuration is embedded into the normal vehicle/equipment configuration so that split-unit operations can be performed with little or no adjustments to load plans, vehicles, or personnel. WMD-CST personnel must be prepared to perform measures appropriate for the planned or anticipated FPCON and to conduct operations according to the RUF published for the response. The deployment of a WMD-CST as a split-unit operation requires that the ICS provide security for all elements.

Sustainment

5-37. Operations of short duration can be performed using organic capabilities, including immediate, operational, or thorough decontamination packages. However, sustainment plans must be developed and embedded in all major components of the split-unit operations plan, such as load plans, vehicle configurations, and equipment employment. Specific planning must be accomplished to clearly define the particular support required to conduct split-unit operations. In addition, the decontamination capabilities of both elements must also be clearly defined. Split-unit operations sustainment coordination is performed with the appropriate portions of the ICS before deploying the subordinate WMD-CST element.

RELIEF-IN-PLACE OPERATIONS

5-38. A *relief-in-place operation* is one in which, by direction of higher authority, all or part of a unit is replaced by an incoming unit. The responsibilities of the replaced elements are transferred to the incoming unit. The incoming unit continues the operation as ordered.

5-39. A relief-in-place operation can be deliberate or hasty depending on the depth and detail of planning, the amount of preparation, and the length of the execution timeline. Detailed planning generally facilitates rapid execution by providing a clear understanding of exactly what the commander believes needs to be done and the resources needed to accomplish the mission. In a deliberate relief effort, units exchange plans and liaison personnel, conduct briefings, perform detailed reconnaissance, and publish orders with detailed instructions. When performing a hasty relief, the commander abbreviates the planning process and controls the execution using oral instructions and FRAGOs.

CONTROL MEASURES

5-40. Regardless of the technique used to perform the relief, C2 of the WMD-CST and adequate support of the ICS must be maintained. When possible, relief activities are synchronized with the ICS shift changes to maintain continuity of operations while minimizing disruption to the ICS.

PLANNING, PREPARATION, AND EXECUTION

5-41. When a WMD-CST is directed to perform a relief operation, a portion of the planning is directed toward equipment use. Fiscal and operational responsibility call for minimizing the contamination or loss of equipment within METT-TC. When WMD-CSTs perform recurring relief operations for a period of time, the essence of the relief is generally limited to personnel. Personnel shift on and off duty, and durable equipment and major end items used by the WMD-CST performing the initial response remain deployed in the hot, warm, and cold zones. Detailed coordination between teams must occur to ensure minimal disruption of the mission during the relief operation; this is the foundation for establishing a battle rhythm and recurring handover process. Detailed preparation for mission assumption by the WMD-CST relieving the initial response team is required. Successfully executing a relief operation of this nature requires the flexible application of doctrinal principals and guidance. Ideally, the relief of a WMD-CST is virtually transparent to members of the ICS.

Command and Control

5-42. WMD-CSTs generally plan to conduct deliberate relief operations. The incoming unit establishes communications and liaison with the unit to be relieved. An effective planning technique for relief-in-place

operations is for the on-scene WMD-CST to form a planning element to coordinate with the relieving unit and to assist in the RSOI of the relieving unit. This planning element must be separate from the ongoing response effort conducted by the on-scene WMD-CST. Performing a comprehensive relief requires the incoming unit to establish the ICS requirements, goals, and WMD-CST portion of the IAP and site safety plan. (If METT-TC dictates a hasty relief, WMD-CST personnel can use the more detailed, deliberate process as a guide in expediting the hasty relief.) The incoming and outgoing commanders coordinate and decide on a time or an event that is to be used to initiate the passage of command. A WARNO designating the time frame of the relief is issued. Normally, relief occurs when the individual sections assume responsibility for their respective areas and the incoming commander has sufficient C2 facilities in place to control the operation.

Intelligence

5-43. When performing a relief-in-place operation, WMD-CSTs develop a list of desired threat information. One of the critical tasks of a relief-in-place operation is the transfer of all information related to the response—including photographs, maps, logs, unprocessed samples, results of laboratory analyses, records of readings, and measurements—to the relieving unit. The relieving unit must receive a comprehensive incident situation brief and a detailed SITREP from the commander being relieved. The incoming unit must also be aware of the CCIRs, PIRs, and IC's goals and objectives. A properly conducted relief-in-place operation permits the maintenance of a seamless COP.

Movement and Maneuver

5-44. To ensure a safe and seamless relief operation, the relieving commander must prepare a detailed plan for assuming responsibility for the assigned AO. Vehicles and equipment that belong to the relieved unit and remain on the scene must be identified—as must the vehicular routes leading out of the incident site. Relocation of the relieved unit occurs after the assumption of the mission by the relieving unit.

Protection

5-45. To occupy the area, the relieving commander uses the best ICS-approved upwind routes and METT-TC-dependent techniques. Additional planning considerations that should be taken into account include the use of ground guides, excessive fatigue of the relieved unit (possibly preventing the safe operation of motor vehicles on the roadways), and travel to and reoccupation of a staging area by the relieved unit. WMD-CST personnel must be prepared to perform measures appropriate for the planned or anticipated FPCON and to conduct operations according to the RUF published for the response. WMD-CST personnel must also be briefed regarding supporting security forces.

Sustainment

5-46. The unit to be relieved briefs the incoming unit on applicable sustainment issues, including particular sustainment requirements for the response, the status of critical equipment and consumable items remaining on the scene, and the status of outstanding support requests. Methods of maintaining accountability vary depending on the type of relief provided, the duration of the response, and the status of the equipment. Logistics regulations contain overarching guidance that can be applied to the planning of these operations. The relieving unit must develop an equipment transfer and property accountability plan agreed upon by both commanders. When the owning unit remains at the incident, responsibility for the equipment can be transferred to the relieving team by means of a locally generated hand receipt or an equipment inventory listing established according to *Army Regulation (AR) 710-2*. In this manner, responsibility for the equipment can be expeditiously transferred from one unit to another without a *DA Form 3161 (Temporary Hand Receipt)*. If the equipment is clean, it is laterally transferred between the relieving and relieved units when the units are in the same component and when they are directed to do so by the lowest-level commander over both units. (See *DA Pamphlet [Pam] 710-2-1*.) Only clean equipment is laterally transferred between units. Contaminated equipment always remains on the site throughout the entire incident; information about contaminated items is captured in an itemized list which is provided to the ICP prior to the departure of the relieved unit.

5-47. Major end items, such as the ALS and UCS, are likely to be emplaced in one location throughout the entire response effort. Coordination is necessary to identify and secure staging areas for major end items from the relieving unit that will not initially be used in the response effort.

5-48. Planning must be coordinated with the TNCC to allow the UCS of one WMD-CST to support the information provider protocols of another. Without prior coordination and testing, follow-on data communications support is difficult.

5-49. Coordinate transportation for the relieved unit if it is deemed unsafe for them to operate their organic vehicles or if insufficient vehicles are available.

RETROGRADE OPERATIONS

5-50. *Retrograde operations* refers to any movement of a command to the rear or away from the enemy. In the context of a WMD-CST response, a retrograde operation is a movement away from the source of contamination, the spread of contamination, or another hazard. A commander primarily executes retrograde operations to preserve the force and avoid hazards. There are many factors that may cause a WMD-CST to relocate after initial occupation of the WMD-CST footprint. Situations that may result in retrograde operations include substantial wind direction shifts or the expansion of the hazard area around an incident.

CONTROL MEASURES

5-51. Specific control measures must be developed, incorporated into the unit SOP, trained, and exercised to ensure that retrograde maneuvers can be safely executed.

PLANNING, PREPARATION, AND EXECUTION

5-52. Initial planning for a retrograde operation requires the identification and development of collective and individual supporting tasks to execute the maneuver. It also requires that additions be made to the unit tactical SOP to ensure the unity of effort and standardized execution of the maneuver. Preparing for retrograde operations begins when required tasks are identified, initial training has been completed, and the unit is prepared to crawl-walk-run through the maneuver. Preparation ends when the unit is prepared to sustain the proficiency level of maneuver and the maneuver can be executed as a battle drill. Retrograde operations are performed as both published and unpublished training objectives during exercises.

Command and Control

5-53. If the tactical situation requires that the WMD-CST perform a retrograde operation, the situation is likely to be sudden, unanticipated, and extremely confusing. C2 planning, therefore, begins with developing procedures, drills, and training to institutionalize a corresponding battle drill. The battle drill must be initiated with a unique and unmistakable signal that is recognizable throughout the WMD-CST footprint. Once the retrograde operations battle drill has been developed and initially trained, it must be continually performed in order to prepare the unit. WMD-CSTs incorporate this task into training with first responders to inform and encourage planning for this contingency. C2 is degraded during most retrograde operations, but can be maintained through previous establishment of clearly defined signals and drills. Retrograde operations activities are briefed as part of the OPORD. When retrograde operations are executed, a SITREP is sent to higher HQ.

Intelligence

5-54. Information pertaining to incident location, terrain, route restrictions, and friendly and potential threat locations must be gathered and analyzed. Plotting information on a graphic overlay aids in SA, which can be vital during a retrograde operation.

Movement and Maneuver

5-55. Planning for retrograde operations includes identifying an area in which to relocate the WMD-CST. Locations can be identified during preincident planning, or they can be individually identified based on response considerations such as wind direction, wind speed, or the type of hazard.

Protection

5-56. Preparation for retrograde operations is the key to survivability. The possibility of performing a retrograde operation must be considered when planning the mission; occupation plans should address possible retrograde operations, specifying the orientation of vehicles and equipment in a way that facilitates rapid relocation to a safer area and ensuring that routes leading away from the footprint remain trafficable to the maximum extent possible. Established decontamination sites and the location of the WMD-CST relative to the incident should also be considered. In the event that a retrograde operation must be initiated, PPE is immediately donned according to the unit SOP, critical equipment is loaded onto vehicles, and the unit moves to an alternate site according to METT-TC and the OPORD. Elements of the team move to a designated rally point or assembly area and assess the situation according to the unit SOP. WMD-CST personnel must be prepared to perform measures appropriate for the planned or anticipated FPCON and to conduct operations according to the RUF published for the response.

Sustainment

5-57. Planning for decontamination operations is critical. Large-scale reconstitution requests are planned in case large quantities of equipment are contaminated or destroyed. Requests for decontamination support are submitted, as appropriate, through the ICS.

Chapter 6

Assessment

You can never do too much reconnaissance.

—General George S. Patton
War As I Knew It, 1947

This chapter provides information on conducting WMD-CST assessments using a modified intelligence preparation of the battlefield (IPB) process in support of emergency plans, operations, and training of the WMD-CST. The purpose of a WMD-CST assessment is to identify potential threat targets and to conduct planning before an event. The assessment involves the continuous monitoring and evaluation of a team's operational environment. It is continuous throughout planning, preparation, and execution. This process precedes, accompanies, and follows all operations. The end state is a manageable list of high-value targets (HVTs) and the identification of relevant organizations/agencies to which the WMD-CST should direct training, coordination, and liaison efforts. See Appendices C and F for further information.

OVERVIEW

6-1. The doctrinal principles of IPB can be applied to conduct an appropriate WMD-CST assessment that focuses on critical areas throughout a team's assigned AO. The IPB process is a joint command and staff planning tool that helps identify and respond to the commander's PIR. WMD-CST assessment uses a modified IPB process to enable the commander to visualize the AO. The main goal of an assessment is to focus WMD-CST response planning, the unit liaison program, TTP&E development, and training management in a proactive way.

6-2. WMD-CSTs support civil authorities during intentional or unintentional releases of CBRNE and during natural or man-made disasters. Assessments are critical to the success of a response long before that response begins. Developing and maintaining effective assessment and liaison programs are essential to better understanding the current operational environment. WMD-CSTs must identify existing assessments to avoid duplicative efforts. Forging relationships with agencies that can assist in building a comprehensive picture of the AO is critical to mission accomplishment.

6-3. The assessment is an ongoing process; it should be performed before, during, and after an event. A rapid and positive response to any incident requires an adequate understanding of the specific incident site and AO, as well as applicable emergency, contingency, and response plans for the AO. Once the AO assessment has been conducted, the unit continues to build assessment products for individual HVTs and target areas of interest (TAIs).

Note. WMD-CSTs are prohibited from collecting, processing, retaining, or distributing information regarding the activities of U.S. citizens as set forth in *Executive Order 12333*.

PROCESS

6-4. The assessment process used by WMD-CSTs is the same doctrinal process described in detail in *Field Manual (FM) 34-130*. An assessment is a continuous process consisting of four steps that are performed each time an assessment is conducted.

6-5. The assessment process is greatly enhanced when the WMD-CST operations section is used to coordinate the overall effort. Involvement in the assessment process is beneficial for continued development and skills sustainment of the hazard modeler, the nuclear medical science officer (NMSO), and the survey team.

STEP 1: DEFINE THE ENVIRONMENTAL CHARACTERISTICS

6-6. Characteristics of the environment are gathered during this step, which is commonly referred to as the *collection phase*. Those characteristics that are expected to influence the WMD-CST commander's decisions or affect the COAs are of special significance in the assessment process and must be captured. Examples of significant environmental characteristics may include, but are not limited to, the following:

- Terrain (general).
- Weather (general).
- Identification of population centers.
- Weather effects on CBRNE.
- Choke points (areas of traffic congestion or limited avenues of approach).
- Law enforcement capabilities (municipal, county, state, special teams).
- Fire service capabilities (HAZMAT, U.S. Army Reserves [USAR], decontamination units).
- Water sources for decontamination operations.
- Emergency services capabilities.
- Medical infrastructure.
- Hospital and treatment facility capabilities.
- Development of or access to geographic information system (GIS) imagery.
- Gaps in the available intelligence summary.
- Voids in the assessment data.
- Electrical power generation.
- Utilities and services.
- Land and cellular phone infrastructure.
- Location and capability of care distribution sites contained in federal, state, and local emergency response plans (ERPs).
- Potential rotary- and fixed-wing landing zones (LZs).

STEP 2: DESCRIBE THE ENVIRONMENTAL EFFECTS ON OPERATIONS

6-7. Once sufficient information is gathered, it can then be analyzed. This analysis should focus on the effects of the environment on operations. Some examples of the types of information analyzed during this step include—

- Terrain.
- Weather effects.
- Legal aspects.
- Limitations of the WMD-CST.
- Limitations of the threat.
- Opportunities for the WMD-CST.
- Opportunities for the threat.
- Population density and status (presented on GIS graphics or overlays).
- Impacts/effects of seasonal weather changes (illustrated using a weather analysis matrix).
- Modified combined obstacle overlay (MCOO) (possibly presented as a critical infrastructure GIS graphic or overlay).
- CBRNE (depicted as day/night, heavy/light plume, explosive blast effect graphics or overlays).

STEP 3: EVALUATE THE THREAT

6-8. During this step, the threat is assessed. WMD-CSTs are not expected to conduct formal, IPB-like threat analyses. Rather, assessments performed by WMD-CSTs incorporate analyses already developed by the JFHQ-S intelligence staff officer (J-2) and other agencies within local, state, and federal governments. Information assessed by the WMD-CST may include an historical overview of potential threats. The WMD-CST may construct templates based on threat strategy, tactics, procedures, and weapons.

STEP 4: DETERMINE THREAT COURSES OF ACTION

6-9. The goal of this step is to determine logical threat COAs. The WMD-CST then develops friendly COAs in response to threat COAs. Even if the threat COAs developed by the WMD-CST are not entirely correct, performing the assessment and developing friendly COAs enhances future response mission capabilities.

6-10. The most likely objectives, COAs, and desired end state of the threat should be identified and evaluated according to the following six criteria:

- Suitability.
- Feasibility.
- Acceptability.
- Uniqueness.
- Consistency with known threat behaviors.
- Flexibility and adaptability.

6-11. The threat COAs are then analyzed and prioritized based on judgments made as a result of—

- Analyzing each COA to determine its strengths, weaknesses, centers of gravity, and decision points.
- Evaluating how well each COA meets the criteria of sustainability, feasibility, acceptability, uniqueness, consistency with known threat behaviors, and flexibility and adaptability.
- Evaluating how well each COA takes advantage of the environment and determining how the environment encourages or discourages the selection of each COA.
- Comparing the advantages and risks of each COA. Most threat forces choose the COA that provides the greatest advantages with minimal risk.

6-12. Once the threat COAs have been developed in as much detail as time permits and they have been analyzed and prioritized, the commander reviews them and provides guidance for the development of friendly COAs. Three threat COAs should be selected and addressed with corresponding friendly COAs. To ensure completeness, each of the following five questions must be answered:

- What? (What is the type of operation?)
- When? (When will the action begin?) (The action usually begins as soon as it can be determined, based on a decision point or on order [O/O], which COA the enemy has used.)
- Where? (Where is the attack area?)
- Why? (What objective or end state does the threat intend to accomplish?)
- How? (What is the method of attack or operation?)

HIGH-VALUE TARGETS AND TARGET AREAS OF INTEREST

6-13. During the course of performing the overall assessment of the AO, HVTs and TAIs are identified based on the criticality of the assets, their vulnerability, and their susceptibility to attack. Although HVTs and TAIs are very similar, differentiating between the two types of targets further categorizes potential threats into areas/facilities or specific events. An example of a TAI is a sports complex where large-scale events are held. A high-visibility event taking place at that facility is an example of an HVT.

6-14. HVTs and TAIs are normally identified by some type of numerical tracking system and then placed into a prioritized list according to the unit SOP. The commander establishes the criteria for priority selection; these criteria may include the likelihood of attack by terrorist organizations, the level of impact (or payoff) of targets, and the visibility of events or venues.

6-15. The four steps of the assessment process are applied to each HVT and TAI within the AO, with each HVT and TAI considered its own AO for the purpose of this process. Assessments of HVTs and TAIs are similar to assessments of the overall AO, except that they are site-specific, more detailed, and much narrower in scope. Assessments conducted at the HVT/TAI level are tactical in nature and focus on the WMD-CST response to the incident.

END-STATE PRODUCTS

6-16. WMD-CSTs are employed in environments that differ greatly; therefore, the assessment product of each team may differ in type and quantity. Some examples of end-state products are—

- Detailed terrain and infrastructure analysis products.
- Climate summaries.
- Prioritized lists of threat COAs.
- Friendly COAs.
- Tailored detection, sampling, and analysis plans.
- COA graphics or overlays.
- Comprehensive overviews of the AO.

UNIT ASSESSMENT PROGRAM

6-17. The unit should maintain hard copies and electronic files of each assessment. A hard copy binder system should be established; and the unit assessment SOP or the commander's guidance, additional duty appointment orders, and the AO assessment with prioritized HVT/TAI list should be included. Subsequent binders should contain detailed assessments of specific HVTs and TAIs. Ideally, the HVT/TAI assessment binders are transportable and used on the scene during maintenance of the assessment or during training or actual events.

MAINTENANCE

6-18. As with any plan, the assessment program must be periodically reviewed, updated, and briefed to the unit; or it will progressively diminish in accuracy and effectiveness. The commander may wish to assign the maintenance of individual assessments to team members as part of a leader development program.

BENEFITS

6-19. A robust assessment program can benefit a WMD-CST in many ways. These include—

- Improved liaison, level of understanding, and appreciation for WMD-CST capabilities by state EMAs.
- Increased use of WMD-CSTs by state EMAs.
- Development of and access to GIS imagery.
- Inclusion in ERPs.
- Identification of AIs.
- Assessment of the seasonal impact of weather through matrices.
- A “composite” view of multiple factors through GIS data, graphics, or overlays such as—
 - MCOO or critical infrastructure overlays.
 - CBRNE graphics or overlays (day/night, heavy/light plume blast effects graphics).
 - Graphics depicting threat ideology, mentality, motivation, or patterns of operation.
 - Comprehensive overviews of the AO.

Chapter 7

Liaison

A wise man in times of peace prepares for war.

—Horace

This chapter contains information on conducting liaison activities essential to the successful planning of WMD-CST missions.

OVERVIEW

7-1. Liaison is critical to preoperational planning and coordination. SOP and METL development and battle-focused individual and collective training are all influenced by information exchange that is facilitated by the liaison effort. Liaison efforts are also essential to the success of WMD-CSTs. WMD-CSTs should integrate liaison activities into all aspects of their missions, from planning through execution. It is important that WMD-CSTs be totally integrated into emergency response communities for their AOs and that they maintain operational and reach-back contact lists.

7-2. *Government Accountability Office (GAO) Report 086-808T* and *Congressional Report 109-377* mention instances in which there was a lack of liaison throughout the DOD and response communities before and during the events of *Hurricane Katrina*. WMD-CSTs are uniquely able to support liaison and planning with local, state, and federal agencies.

7-3. During a response, WMD-CSTs assist the ICS and emergency responders by coordinating and conducting liaison with other response assets. WMD-CSTs also assist in formulating and communicating appropriate requests for additional support. In addition, they may provide recommendations on how to integrate the use of follow-on CBRNE response assets.

PROGRAMS

7-4. Liaison activities should not be conducted without the knowledge and approval of the WMD-CST higher HQ. Although all members of a WMD-CST perform liaison activities of some kind, the liaison program should be formalized through an SOP. The appointment of responsible parties as primary and alternate LNOs allows the command to monitor liaison efforts and initiatives for the entire team. The LNOs act as POCs for routing incoming requests and monitoring assigned liaison activities. In this manner, information flow is facilitated, appropriate liaison efforts are conducted, and the command is kept informed.

FEDERAL AGENCIES

7-5. WMD-CSTs must perform liaison activities with appropriate federal agencies within their AOs. Liaison activities must begin as soon as a WMD-CST identifies the presence of a federal agency that can contribute to an incident response. The identification of such agencies occurs as a result of a vigorous, proactive assessment program. WMD-CSTs must work toward gaining a detailed understanding of the responsibilities, capabilities, limitations, and tentative response or reaction plans of each federal agency in the event of a CBRNE incident or a natural or man-made disaster.

7-6. During a domestic WMD incident in which terrorism is suspected, the Federal Bureau of Investigation (FBI) is responsible for all law enforcement and investigative functions (searches, evidence collection, interviews/interrogations). The FBI uses federal resources, including its own laboratory, to respond to WMD terrorist incidents. The FBI may request support from other federal, state, and local resources (including

WMD-CSTs). It is essential that the WMD-CST make contact, establish a rapport, and build a relationship with the FBI WMD coordinator for the AO. Some goals of this liaison are—

- Ensuring that the federal agency has an adequate understanding of WMD-CST capabilities, limitations, sustainment requirements, and employment means.
- Ensuring that WMD-CST mission requests and validation processes are fully explained and that appropriate POCs are provided.
- Identifying and deconflicting jurisdictional boundaries and the limits of the AO.
- Ensuring that WMD-CST assets are appropriately included in applicable federal response plans.
- Providing visibility for the roles and missions that the federal agency may task the WMD-CSTs to fill or perform.
- Providing the WMD-CSTs with a detailed understanding of the capabilities, limitations, and employment means of federal agencies.
- Generating possible TTP&E adaptations and additional training requirements to support the federal agency.

STATE LEVEL EMERGENCY MANAGEMENT AGENCIES

7-7. WMD-CSTs must perform liaison activities with appropriate state EMAs within their AOs. WMD-CSTs can facilitate liaison among the unit, JFHQ-S, and state EMAs through METL input or the assessment process. Some goals of this liaison are—

- Promoting an understanding of WMD-CST capabilities, limitations, sustainment requirements, and employment means.
- Ensuring that WMD-CST requests and mission validation processes are in place and have been coordinated and approved.
- Ensuring that WMD-CST assets are appropriately incorporated into state level ERPs.
- Fostering and improving working relationships with civil emergency management agencies.

JOINT FORCE HEADQUARTERS—STATE

7-8. In some cases, the tactical higher HQ for WMD-CSTs is the JFHQ-S operations staff officer (J-3). In these situations, there may be some overlap in the liaison process. As with any unit, it is impossible for the state military department to properly utilize WMD-CSTs if the department is not fully aware of their capabilities, limitations, sustainment requirements, and employment considerations. The military response to *Hurricane Katrina* demonstrated that WMD-CSTs are invaluable assets in natural-disaster response operations. It also showed that a lack of understanding of WMD-CST capabilities and employment criteria can significantly slow a response. Some goals of the liaison with JFHQ-S are—

- Ensuring that higher HQ is aware of all WMD-CST management guidance contained in *NGR 500-3/ANGI 10-2503* as it pertains to JFHQ-S.
- Promoting an understanding of WMD-CST capabilities, limitations, sustainment requirements, and employment means.
- Ensuring that the internal processes for mission request validations are in place.
- Coordinating for specific support required by the WMD-CST.
- Seeking input for METL development and the assessment process.
- Initiating and coordinating a memorandum of understanding (MOU) and/or an MOA with other JFHQs for WMD-CST support from other states.

NEXT HIGHER MILITARY HEADQUARTERS

7-9. WMD-CSTs must establish and maintain liaison with the next higher HQ. In instances where the WMD-CST reports to multiple higher HQ (administrative/logistic support, operational control), liaison must be conducted with each. Since WMD-CSTs are joint units, WMD-CST commanders must also consider liaison with Army and Air Guard HQ. This promotes cross talk, provides a common understanding of roles and

requirements, and deconflicts issues. Quarterly training briefings provided to higher HQ serve as excellent forums for liaison activities and should be attended by the operational control HQ and the assigned higher HQ commanders. Some goals of this liaison are—

- Ensuring that higher HQ is aware of all pertinent WMD-CST management guidance contained in *NGR 500-3/ANGI 10-2503*.
- Making higher HQ aware of the Active Army training cycle used by WMD-CSTs for training management.
- Clearly delineating specific lines of WMD-CST support and control.
- Seeking input for METL development and the assessment process.

OTHER MILITARY UNITS

7-10. WMD-CSTs should establish and maintain liaison with military units that have a role in or relationship with applicable emergency plans. This may include various types and components of units and branches of military service, such as the 20th Support Command, the U.S. Marine Corps Chemical/Biological Incident Response Force (CBIRF), and other specialized DOD units. Some goals of this liaison are—

- Determining or verifying the capabilities and limitations of units.
- Discussing WMD-CST operations with the command.
- Briefing WMD-CST operations to the command.
- Determining additional means of support that may be required, exchanged, enhanced, or expanded.
- Determining potential training opportunities.
- Sharing TTP&E.
- Providing input to unit IPB processes.
- Providing input to the WMD-CST assessment process.

EMERGENCY RESPONDERS

7-11. Liaison with emergency responders can range from in-depth discussions between members or key leaders, through joint and cooperative training and, ultimately, to formal requests for support and/or inclusion in ERPs. Some goals of this liaison are—

- Determining or verifying the capabilities and limitations of jurisdictions.
- Discussing WMD-CST operations with responders and leadership.
- Briefing WMD-CST operations to responders and leadership.
- Determining potential joint missions, entries, or equipment exchange.
- Determining additional means of support that may be exchanged.
- Determining potential training opportunities.
- Sharing TTP&E.
- Leveraging training to increase WMD-CST and emergency responder knowledge.

MEDICAL AND SCIENTIFIC COMMUNITIES

7-12. Liaison requirements within medical and scientific communities vary greatly and can be extremely complex. WMD-CST medical teams should methodically develop liaison contacts. Initially, medical POCs can be gleaned from existing ERPs. Another source of contacts may be traditional NG medical units, as many members work for and with medical and treatment centers. Specific RFIs concerning health care capabilities within the state may also be routed through JFHQ-S. Some goals of this liaison are—

- Identifying analytical and medical reach-back SMEs.
- Gaining access to and reviewing existing state level medical ERPs.
- Determining the extent of involvement that WMD-CST medical and analytical assets have in state level ERPs.

- Becoming familiar with—
 - Centers for Disease Control and Prevention (CDC) strategic national stockpile distribution plans.
 - State level patient relocation plans.
 - Medical facilities which have been designated (by emergency plans) to receive contaminated patients.
 - Local medical and evacuation protocols.
 - Analytical laboratory locations (state health, agricultural, environmental protection, crime).
 - Mental health facilities.
 - Medical examiner and mortuary procedures.

Chapter 8

Alert Management

An Army should be ready every day, every night and at all times of the day and night, to oppose all the resistance of which it is capable.

—Napoleon I

This chapter contains information on alert and deployment procedures for the WMD-CST.

MISSION REQUEST VALIDATION

8-1. All missions received by the WMD-CST must be validated according to *NGR 500-3/ANGI 10-2503*. The state adjutant general ensures that a validation process is established for requested WMD-CST mission support.

UNIT RECALL AND PREDEPLOYMENT PLANNING

8-2. Upon validation of a mission, the WMD-CST commander determines the personnel and equipment to be deployed in the initial response and may initiate a personnel recall, as appropriate. The commander considers mission planning and deployment preparation requirements, deployment times and distances, and individual rest plans in facilitating safe deployment and execution. Responding WMD-CSTs are authorized to load and transport the standard WMD-CST force package of personnel and equipment. The commander considers the mission and prepares by beginning doctrinal TLPs. The use of TLPs ensures that planning elements are not excluded from the planning process.

MOVEMENT PLANNING GUIDANCE

8-3. WMD-CSTs are designed to respond primarily by ground movement using organic vehicles. However, they must plan for all forms of movement applicable to their AOs (ground, air, water). Movement planning must consider primary, alternate, contingency, and emergency means of transportation and must be accomplished with respect to METT-TC. Given the requirement for rapid response, the most expeditious method of movement must be selected. Movement plans must be validated by the agency or organization supporting the movement.

8-4. All WMD-CST equipment sets and vehicles are air-transportable by C-130 or larger aircraft. Movement by air may increase the deployment time, and this should be a consideration when determining the deployment method to be used. Readily available air movement assets may not be sufficient to move all WMD-CST TDA-authorized equipment. Subsets of equipment are man-portable for rotary-wing movement; however, the use of subsets may limit mission capability.

PLANS AND ORDERS

8-5. A deployment may be ordered to initiate the execution of a mission or to stage a WMD-CST for possible execution of a mission. The operational decision to initially deploy is a decision that is made with great care to ensure that the deployment is necessary and appropriate. To expedite operations, orders may be issued verbally and later confirmed in writing.

8-6. WMD-CST deployments are accomplished using OPLANs, WARNOs, or OPORDs. If there is greater than 72 hours of planning time available, an OPLAN with an effective date for conversion to an OPORD is the mechanism that is used to deploy a team. If there is less than 72 hours of planning time available, a WARNO is

issued, and it is followed within 24 hours by a complete OPORD. FRAGOs are used to modify or update OPORDs. All orders and plans are classified according to *NGR 500-3/ANGI 10-2503*. The unclassified code word for the WMD-CST deployment and execution order is *UTMOST ENDEAVOR (DTG-UNIT NUMBER)*.

8-7. OPLANs, OPORDs, WARNOs, and FRAGOs are distributed to all WMD-CSTs specifically listed in the document, all JFHQ-Ss, and the NGB JOC. The JFHQ-S is responsible for distribution within the appropriate state. The NGB is responsible for distribution to entities within the NGB and to authorized agencies outside the NGB.

8-8. When deploying, the WMD-CST initiates a cost-capturing mechanism to trace the specific response and generate a notification to appropriate state and federal agencies to ensure that the response is supported operationally, logistically, and financially.

TRANSIT TIMELINES AND CONSIDERATIONS FOR MOVEMENT

8-9. In priority (gold) response status, the WMD-CST advanced party must deploy within 90 minutes of the receipt of a validated deployment order. Response beyond a 250-mile ground movement radius may warrant the use of rotary- or fixed-wing aircraft. Decisions to deploy by air or other specialized lift are made at the JFHQ-S and NGB levels and are based on factors such as aircraft and crew availability, the time necessary for reconfiguring WMD-CST equipment, the time required for aircraft positioning, air load times, en route travel times (for ground, air, and water), download times, the distance from the point of debarkation to the incident site, conditions at the response site, and other factors which may impact delivery of the unit. Ground transportation may be the most viable, cost-effective transport option available in instances in which movement is for administrative purposes, pre-positioning, or special events/operations.

RAPID-REACTION AIRLIFT FOR AN UNPLANNED EVENT

8-10. Upon being alerted of an unplanned event, the WMD-CST and JFHQ-S, in concert with the NGB J-3, determine whether airlift would be more advantageous than ground deployment. If so, they identify and request airlift through the NGB JOC.

8-11. The WMD-CST, which maintains current load plans for all types of aircraft (C-130s, C-17s, C-5s), provides the appropriate load plans to the NGB-JOC. Together, they review the plans to identify and coordinate airlift requirements, including HAZMAT declarations. WMD-CST and JFHQ-S air load planners maintain information regarding the weight, volume, and dimensions of the cargo; the number of personnel and vehicles involved in the event; and HAZMAT declarations.

8-12. The NGB JOC informs Air National Guard Deployments Execution Division airlift validators that airlift assets are required to support the deployment of a WMD-CST and provides details on the aerial port of embarkation (APOE) and the aerial port of debarkation (APOD).

8-13. Once load plans and HAZMAT documents have been checked for correctness and verified, the NGB J-3, in concert with the Air National Guard Deployment Division, contacts the U.S. Transportation Command (USTRANSCOM) to begin the aircraft sourcing process. As soon as the airlift has been secured, the NGB JOC contacts the JFHQ-S and issues coordinating instructions, covering the numbers and types of aircraft and the details of the movement.

Chapter 9

Training Management

In no other profession are the penalties for employing untrained personnel so appalling or so irrevocable as in the military.

—General Douglas MacArthur

This chapter describes the WMD-CST training management process. Topics covered include planning, management, individual and collective training, goals, doctrinal aspects of training programs as they relate to WMD-CSTs, and WMD-CST exercises in general.

OVERVIEW

9-1. The establishment and sustainment of an effective, doctrinally correct training program is the foundation of the unit, and such a training program is essential for successful mission accomplishment. WMD-CST training includes military and emergency responder training. Team members require many hours of initial training beyond their MOS/AFSC qualification or professional military education (PME) requirements. WMD-CSTs must adhere to the doctrinal training management principles for Active Army units as set forth in *FM 7-0*, *FM 7-1*, and *NGR 500-3/ANGI 10-2503*.

COMMANDERS AND TRAINING

9-2. The commander is the primary trainer, and effective training is the commander's main priority. Commanders and senior leaders must extract training value from every opportunity. Effective training requires the commander's active involvement and participation. A commander must develop and communicate a clear vision to subordinates so that they understand their roles in training, train all elements so that they are proficient at mission-essential tasks, train and develop subordinates, and incorporate risk management into all training events.

MISSION-ESSENTIAL TASK LIST DEVELOPMENT

9-3. The unit commander conducts a battle-focused analysis to determine critical WMD-CST tasks, which are mission-essential tasks whose accomplishment determines the success of the next higher echelon mission-essential tasks. The METL, which is developed by the WMD-CST commander, is derived from an integrated analysis of local, state, and federal terrorism ERPs and directives and developed as a result of the commander's analysis of the five doctrinal inputs as outlined in *FM 7-1*: wartime operational plans, enduring combat capabilities, operational environment, directed missions, and external guidance. The METL, which serves as the foundation for the WMD-CST training plan, must be approved by the next higher HQ and forwarded to the NGB J-3 according to *NGR 500-3/ANGI 10-2503*. Training objectives are derived by establishing conditions and standards for each mission-essential task. Unit leaders conduct an analysis of the METL and select individual and collective tasks for training, thus narrowing the focus of training to an achievable number of tasks.

TRAINING PLANS

9-4. The WMD-CST training plan starts with individual training; builds to team and full-unit collective training; and culminates in full-scale, realistic, collective training exercises. Specific training events should emphasize interoperability with other WMD-CSTs, air load (not required to include flight operations), and support to a wide range of civilian agencies as appropriate for each AO.

9-5. WMD-CSTs are unable to maintain maximum readiness 365 days a year. When developing the unit training plan, WMD-CST commitments under the RMP must be considered. The RMP ORC—as it applies to the unit—must be overlaid on the WMD-CST annual training plan. This process reveals the desired sustainable mean within the band of excellence according to *FM 7-1*. Units that fail to program adequate sustainment training are likely to experience valleys in training proficiency, thus requiring retraining to regain minimum proficiency.

9-6. The training plan is the primary document justifying the unit training budget. A JFHQ-approved training plan must be turned in to NGB J-3/Domestic Operations–Future Operations to facilitate equitable distribution of training funds by NGB.

INDIVIDUAL TRAINING

9-7. Individual training is the basic building block of sustainment training. Without periodic sustainment training on individual tasks, team members are not able to successfully accomplish individual tasks that make up larger collective tasks. The tasks and the frequency with which they are trained are determined by unit leaders and approved by the unit commander through the normal processes associated with unit training, as outlined in *FM 7-1*. Individual training tasks range from mask maintenance to combat lifesaving and can be cross-walked to collective tasks that support the WMD-CST METL. The training of individual tasks is often overlooked as unit OPTEMPO increases; however, the failure to train to maintain and sustain eventually compromises readiness.

INITIAL

9-8. Soldiers selected for the WMD-CST must be fully qualified in their MOSs/AFSCs. Proponent schools allocate seats at their officer basic courses and other PME courses as needed. In addition, all members of the WMD-CST must also attend intensive individual training tailored to the specific responsibilities of their assigned duty positions during the first 12 months of their assignment to the unit. This instruction includes substantial hands-on, performance-oriented exercises and formal classroom instruction.

INSTITUTIONAL

9-9. The institutional phase of training focuses on individual training and military specialty and branch qualification. Each member receives instruction specific to the team mission. This instruction is in addition to service-required military specialty training, common skills training, and professional education. Joint, interagency, multifunctional WMD-CST institutional training maximizes the use of current civilian and military courses and standards and leverages the expertise and capabilities of the instructors. Institutional courses offered include—

- **Civil Support Skills Course (CSSC).** The skills and knowledge required to prepare for and respond to a WMD incident as civil support to the state emergency management response system are presented in this course. The course provides a detailed overview of the organization and functions of a CST. Upon completion of the course, students are able to prepare for and enter a potentially contaminated area, operate a variety of specialized military and civilian CBRN agent detectors and equipment in support of detection and identification operations (CBRN survey), conduct sample collection, process suspected hazardous materials and substances, conduct personal decontamination operations, and perform military support to civil authorities (MSCA). Successful course completion results in certification at the *National Fire Protection Association (NFPA) 472* hazardous materials technician level of training and the award of skill qualification identifier (SQI) *R* or officer skill identifier *RI*.
- **CST Operations Course.** The skills and knowledge required to prepare for and respond to a WMD incident as part of the state emergency management response system are presented in this course. The course is specifically designed to provide selected personnel with training in WMD-CST operations techniques and procedures.
- **ALS Operator Course.** The skills and knowledge required to prepare for and respond to a WMD incident as an ALS operator under the state emergency management response system are presented

in this course. The course is specifically designed to provide selected personnel with training in sample analysis techniques and procedures and a working knowledge of the technical and tactical skills necessary to operate the ALS. Extensive hands-on training is used to ensure that Soldiers master the requisite skills. Upon completion of the course, students are able to operate a variety of specialized equipment to process and identify suspected hazardous materials and substances.

- **UCS Operator Course.** The skills and knowledge required to prepare for and respond to a WMD incident as a UCS operator under the state emergency management response system are presented in this course. The course is specifically designed to provide selected personnel with a working knowledge of the technical and tactical skills necessary to operate the UCS. Extensive hands-on training is used to ensure that Soldiers master the requisite skills. Upon completion of the course, students are able to operate a variety of specialized equipment to maintain communications with other federal entities.

COLLECTIVE TRAINING

9-10. Collective training requires that exercises be frequently conducted with other WMD-CSTs and first responders. Such training encourages joint and interagency cooperation, is battle-focused, and relates directly to the unit METL. The training must be challenging and realistic so that it closely replicates the scenarios, environments, threats, and magnitude of events to which the WMD-CST is likely to respond. Unit training is conducted according to *FM 7-0*, *FM 7-1*, *U.S. Army Forces Command (FORSCOM) Regulation 350-2*, and the WMD-CST mission training plan (MTP).

9-11. WMD-CST collective training focuses on collective MTP and METL tasks. Training includes, but is not limited to—

- Section and team training and command post exercises with other WMD-CSTs, first responders, and state and local organizations and agencies.
- Section and team training and field-training exercises (FTXs) with other WMD-CSTs, first responders, and state and local organizations and agencies.
- Lanes training exercises.

9-12. Appropriately qualified external observers, controllers, and trainers are used for selected training; and periodic external evaluations are conducted.

SUSTAINMENT TRAINING

9-13. The purpose of sustainment training, which is the unit commander's responsibility, is to ensure that all skills required by all members of the WMD-CST are maintained and that they can be properly executed in response to a CBRNE incident or natural or man-made disaster. Sustainment training should be planned and executed so that WMD-CSTs maintain proficiency in METL tasks.

9-14. Sustainment training includes, but is not limited to—

- Initial training for new team members.
- Advanced courses in selected team member skill areas.
- Proficiency and refresher training to meet individual member certification requirements as prescribed by federal and local laws and regulations.
- Schools for individual MOSs.
- Common skills training.
- Professional education.

LEADER TRAINING AND DEVELOPMENT

9-15. Requirements for leader training are derived from several sources, such as *AR 350-1* and *DA Pam 600-25*. Training on all aspects of mission operations must be provided to the WMD-CST commander and staff.

9-16. Key leaders within a WMD-CST are often promoted from previous assignments within the WMD-CST or WMD-CST program, thus limiting their exposure to other assignments and experiences. Therefore, the primary focus of training requirements is on providing leaders with a broader knowledge base and additional experiences. The WMD-CST mission, along with nontraditional skill and equipment sets, requires a specialized training program for the command team and staff. The commander must address the unique aspects of developing the highly specialized skills required of WMD-CST leaders. In addition, leader training must also serve to enhance overall leadership skills and knowledge beyond WMD-CST-specific skills. The training addresses individual and team requirements and prepares WMD-CST leaders for their next positions.

Appendix A

Legal Issues

An Army is a collection of armed men obliged to obey one man. Every change in the rules which impairs the principle weakens the army.

—General William Tecumseh Sherman

This appendix provides information regarding various legal issues that may arise while conducting WMD-CST missions or while preparing and training for those missions. The guidance contained in this appendix is not all-inclusive. It provides a framework to evaluate specific issues so that the decision maker or supporting staff can better articulate the issue and request more detailed guidance from the supporting judge advocate.

RULES FOR THE USE OF FORCE

A-1. WMD-CST members must know the applicable RUF at an incident site. RUF apply to domestic operations. The rules of engagement do not apply. In the absence of mission-specific RUF, WMD-CST members in *Title 32 USC* status operate under the RUF of the state in which the incident occurs. When in *Title 10 USC* status, personnel engaged in law enforcement or security duties are governed by *Department of Defense Directive (DODD) 5210.56*. Proper training ensures that unit personnel understand the RUF in domestic operations.

USE OF WEAPONS

A-2. If authorized, units may deploy to respond to incidents with their weapons in storage. Subsequently, the unit may be directed to carry arms by the Secretary of Defense in consultation with the Attorney General, or the unit may deploy to a location where weapons are required. The military OSC is responsible for ensuring that weapons and ammunition are adequately stored and physically secured at the site.

A-3. Military members providing security for stored weapons and ammunition at military facilities during CM support operations may carry their weapons while performing their normal security duties and must adhere to the RUF set forth in *CJCS CONPLAN 0500-98*.

INHERENT RIGHT TO SELF-DEFENSE

A-4. A commander has the authority and obligation to use all necessary means available and to take all appropriate actions to defend the unit from a hostile act or the demonstration of hostile intent. Neither these rules nor the supplemental measures activated to augment these rules limit this inherent right and obligation. At all times, the requirements of necessity and proportionality, as amplified in the prescribed guidance for the use of force, form the basis for the judgment of the OSC or individual as to what constitutes an appropriate response to a particular hostile act or the demonstration of a hostile intent.

A-5. The two elements of self-defense are necessity and proportionality.

- Self-defense is used when a hostile act occurs or when a force or terrorists exhibit hostile intent.
- The force used to counter a hostile act or a demonstrated hostile intent must be reasonable in intensity, duration, and magnitude to the perceived or demonstrated threat based on all facts known to the commander at the time. (See *Chairman of the Joint Chiefs of Staff Instruction [CJCSI] 3121.01B*.)

GUIDANCE FOR THE USE OF FORCE

A-6. The way a WMD-CST receives rules governing the use of force depends on how it has been called to an incident, either through its respective state under *Title 32 USC* or through federalization under *Title 10 USC*. When responding under *Title 32 USC*, the use of force is governed by state law. Other state and local agencies and, perhaps, nonfederalized NG units—not federal troops—are responsible for law enforcement functions. The *Posse Comitatus Act* does not apply to the nonfederalized NG.

A-7. As a condition of the use of federal property and equipment, NG personnel (in state active-duty status) must, at a minimum, comply with the following guidelines (unless state law is more restrictive, in which case NG personnel must comply with state law). The use of force must be restricted to the minimum degree consistent with mission accomplishment. The use of deadly force can be justified only by extreme necessity. It is authorized only when all three of the following circumstances occur:

- Lesser means have been exhausted or are not available.
- The risk of death or serious bodily harm to innocent persons is not significantly increased by its use.
- The purpose of its use consists of one or more of the following:
 - Self-defense to avoid death or serious bodily harm (including the defense of other persons).
 - The prevention of a crime that involves a substantial risk of death or serious bodily harm (for example, the dispersal of a hazardous substance in an inhabited dwelling).
 - The prevention of the destruction of property vital to public health and safety.
 - The detention or the prevention of escape of a person who, during the detention or in the act of escape, presents a clear threat of loss of life or serious bodily harm to another person.

A-8. When activated under *Title 10 USC*, the use of force in federal active-duty status is governed by DOD or federal directives or as determined on a case-by-case basis for specific missions by the lead federal agency (LFA). In all cases, the use of force provided by the LFA should be reviewed by the appropriate DOD legal office or judge advocate general (JAG) for applicability and legality.

A-9. The responsibility for providing security for DOD personnel, equipment, and military sites during CM operations rests with local law enforcement authorities. DOD personnel, however, retain the right to take appropriate actions in self-defense if threatened during CM operations.

Note. See *CJCSI 3125.01* and *CJCS CONPLAN 0500-98* for more guidance on RUF for WMD-CSTs activated under *Title 10 USC*.

MARITIME OPERATIONS

A-10. WMD-CSTs operating in areas adjacent to bodies of water on the U.S. border should seek detailed guidance from their supporting judge advocate to identify limitations in their abilities to respond, whether in *Title 32 USC* or *Title 10 USC* status. The United States makes maritime claim to three identified zones: The territorial waters around the United States extend out 12 nautical miles, and the United States also claims a contiguous zone and an exclusive economic zone that extend out 24 and 200 nautical miles, respectively.

Appendix B

Decontamination

Even in theory the gas mask is a dreadful thing. It stands for one's first flash of insight into man's measureless malignity against man.

—Reginald Farrer
The Void of War, 1918

Decontamination is the reduction or removal of CBRN contamination from persons and equipment by physical or chemical processes. Emergency response and WMD-CST personnel can independently or collectively implement technical and emergency decontamination and verification procedures to ensure that contamination is not spread to cold-zone operations. The WMD-CST commander appoints an officer in charge (OIC)/noncommissioned officer in charge (NCOIC) of the decontamination line, which should be manned by two to four individuals as the situation warrants. All contaminated equipment is decontaminated or properly packaged for disposal before leaving the site. The degree of decontamination or method of packaging is determined by the WMD-CST commander and the IC. The WMD-CST decontamination site is established to reduce/remove and localize CBR contamination from team members, exteriors of CBRNE sample containers, detection and identification equipment, and decontamination site equipment. All personnel, equipment, and apparatus exiting the hot zone should be considered contaminated and should, therefore, be decontaminated. The decision to implement all or part of a decontamination plan should be based on a field analysis of the hazards and risks involved. This analysis generally consists of referring to technical reference sources to determine the general hazards (reactivity, flammability, toxicity) and then evaluating the relative risks.

PLANNING

B-1. The WMD-CST does not have a dedicated decontamination section; however, it has an organic/internal personnel and equipment decontamination capability. WMD-CSTs can provide limited decontamination support to emergency responders. The amount and extent of support provided is contingent on the supplies available and the duration of the needed support. The WMD-CST can also provide limited decontamination line augmentation and advice on decontamination to emergency responders. The WMD-CST does **not** have the capability to perform mass casualty decontamination.

B-2. The entire process of decontamination should be directed toward the confinement of the contaminant within the hot zone and the decontamination corridor to maintain the safety and health of response personnel, the public, and the surrounding environment.

B-3. Although decontamination is typically performed following site entry, the determination of proper decontamination methods and procedures must be considered before and during the incident as part of the overall incident planning and the hazard and risk evaluation process. Entry into the hot zone should not be attempted until appropriate decontamination methods are determined and established based on the hazards present.

B-4. Before initiating decontamination, the following questions should be considered:

- Can decontamination be conducted safely (visibility, access, waste management)?
- Are existing resources adequate and immediately available to perform decontamination of personnel and equipment? If not, where can they be obtained and how long will it take to get them?
- What agents are to be decontaminated?
- What are the existing and forecast meteorological conditions (wind direction, wind speed, temperature)?
- What is the terrain type?
- What verification methods are to be used? Does this need to be coordinated with other federal/state/local responders?

B-5. Physical removal is the most important principle in decontamination. It generally involves the physical removal of a contaminant from a contaminated person or object and the containment of the contaminant for appropriate disposal. While these methods can reduce the concentration of the contaminant, the chemical properties are usually unchanged. Examples of physical decontamination methods include the following:

- Absorption.
- Brushing and scraping.
- Isolation and disposal.
- Washing.

B-6. Chemical decontamination methods are used on equipment and generally involve changing the contaminant through some type of chemical reaction to render the contaminant less harmful. Chemical methods destroy or neutralize the agent. Examples of chemical methods include the following:

- Adsorption.
- Chemical degradation/neutralization.
- Disinfection or sterilization.
- Solidification.

B-7. If contact with a contaminant can be controlled, the risk of exposure is reduced and the need for decontamination is minimized. The following actions can prevent or reduce contamination:

- Adopting work practices that minimize contact with hazardous substances.
- Using limited-use or disposable protective clothing and equipment.
- Implementing appropriate traffic management systems to reduce the opportunity for vehicular cross contamination.

PERSONAL PROTECTIVE EQUIPMENT

B-8. Determine the physical and chemical compatibility of decontamination solutions before using them. Any decontamination method that permeates, degrades, damages, or otherwise impairs the safe function of PPE or endangers the wearer should not be used.

B-9. During PPE doffing, carefully remove clothing and equipment so that the outer surfaces do not touch or make contact with the wearer's skin. After removing equipment harnesses, continue through the decontamination process. Containerize and identify protective equipment for HAZMAT disposal according to established procedures. Ensure that personnel are decontaminated before they cross the liquid control line.

B-10. Water or other solutions used during decontamination must be confined, collected, and containerized for proper disposal. The WMD-CST must coordinate with the ICS to identify hazardous waste containerization and disposal methods.

B-11. Decontamination methods vary in their effectiveness depending on the substance. If decontamination does not appear to be effective, select and implement a different method. Determining the effectiveness of decontamination during field operations is based on the following:

- Contamination levels are reduced as personnel move through the decontamination corridor.
- Contamination is confined to the hot zone.
- Contamination is reduced to a level that is as low as reasonably achievable (ALARA).
- Contamination is reduced to a level that is adequately safe for unprotected personnel, the public, and the surrounding environment.

B-12. Methods that may be useful in assessing the effectiveness of decontamination include—

- Visual observation (stains, discolorations, corrosive effects).
- Monitoring devices (photo ionization detector [PID], improved chemical-agent monitor [ICAM], radiac meter detector tube, pH paper strip).
- Wipe samples.

B-13. Personnel assigned to the decontamination team wear the appropriate level of PPE. PPE can be upgraded or downgraded as additional information is obtained concerning the type of HAZMAT involved, the degree of the hazard, and the probability of exposure of WMD-CST personnel.

B-14. Personnel who may have been exposed to an agent are provided with as much information as possible about the delayed health effects of the HAZMAT involved in the incident. If necessary, schedule follow-up examinations with medical personnel. Update medical and exposure records as soon as the mission allows. For more information regarding the decontamination process and cleanup, see *FM 3-11.5*.

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Appendix C

Modeling

You press the button, we do the rest.

—Eastman Kodak™ Company

This appendix provides guidance on the employment of hazard modeling capabilities organic to the WMD-CST. The proper application of the WMD-CST hazard modeling capabilities is a combat multiplier that allows commanders to visualize response areas in a dynamic way. The products of this capability form a substantial portion of the WMD-CST preoperational, operational, and postoperational plans and documentation.

CAPABILITIES

C-1. Technology has changed military mapping, data collection, and mission planning processes. As computers, software, and accessibility have grown, new methods of map making and terrain analysis have been developed.

C-2. When creating a COP, all response operations information is referenced to a common foundation of geospatial information (GI). GI refers to the homogeneous geolayers that represent the earth's surface in the form of points, lines, polygons, and raster imagery. Geospatial information and services (GI&S) involve collecting, storing, disseminating, and manipulating this type of information. GI&S aid in visualizing AIs to plan and execute operations, navigate, and manage logistics effectively. GI&S support planning and have an important role in the full range of military operations; commanders should not conduct response operations without up-to-date GI.

C-3. Ultimately, GI&S combine the resources of national and commercial capabilities to assist the WMD-CST community in its mission to identify, assess, advise, and assist the IC. The WMD-CST modeler using GI&S can provide the commander with a clear understanding of the current situation (in relation to the terrorist threat and the local geography) and provide a vision for the end state (which represents mission accomplishment). The modeler molds GI into map products; tactical decision aids; user-defined, topographic analysis products or data sets; and precise geodetic positioning products. These products can then be digitally transmitted or graphically displayed to enhance visualization before and during a response mission.

MINIMUM OPERATIONAL REQUIREMENTS

C-4. The hazard modeler must ensure that adequate preparation has been completed to properly support a WMD-CST mission. As part of the preoperational checks, the modeler ensures that all assigned hardware, software, and pertinent licenses are maintained and up to date. Without an accurate, up-to-date hazard prediction and assessment capability and associated documentation, confidence in the modeling products is questionable. The Hazard Prediction and Assessment Capability (HPAC) and the ArcGIS™ come with their own data layers; this national-level data should only be used for general purposes. State and local spatial data are more accurate and up to date; however, caution should be exercised when using this data. The modeler must ensure that all layers used meet or exceed national geodetic standards outlined by the Federal Geographic Data Committee. The following are critical preoperational requirements:

- **Hardware.** Modeling requires a computer capable of storing, manipulating, and displaying large volumes of spatial information. Such computing capability must be able to evolve with the constant flux of information technology.
- **Software.** GI&S software is designed to store, manage, and manipulate geospatial information. Environmental Systems Research Institute (ESRI) software is the foundation software used by the

WMD-CST; other extensions may be needed to perform the geoprocessing requirements of the WMD-CST.

- **License.** The modeler manages all necessary licenses. The following is a sample list of potential licenses managed:
 - ESRI, ArcGIS™.
 - Consequence assessment tool set.
 - Areal location of hazardous atmosphere.
 - HPAC.
 - Joint Warning and Reporting Network (JWARN)/Joint Effects Model (JEM).
- **Geodatabase.** The modeler requires current and relevant spatially enabled data, all of which can be obtained by various sensors, local government, national resources, intelligence assets, and reconnaissance. Foundation data layers consist of—
 - Transportation.
 - Hydrology.
 - Political boundaries.
 - Census data.
 - Critical infrastructure.
 - Air photo or satellite imagery.
 - Digital elevation.
 - Plumes generated.
- **Data dictionary or metadata.** A metadata record is a file of information which captures the basic characteristics of an information resource. It represents the who, what, when, where, why, and how of the resource. Geospatial metadata is used to document geographic digital resources such as GI files, geospatial databases, and earth imagery. When building a geodatabase, the modeler must maintain a written record of the layers collected and stored on the server. The record contains the following mandatory information:
 - Title.
 - Originator of the layer.
 - Date the layer was created.
 - Resolution of the information.
 - Format (raster, vector, imagery).
 - POC.

PREOPERATIONAL PHASE

C-5. Preoperational activities of the hazard modeler make up a large portion of the assessment performed by the WMD-CST. Preoperational response planning and the integration of information into larger response plans revolves around gathering detailed information about potential response areas, analyzing the data, determining the most likely occurrences (accidental or planned), and determining likely WMD-CST responses. These steps parallel the doctrinal IPB process. Exercising the process makes the WMD-CST more aware of its operational environment and prepares it for the operational phase.

OPERATIONAL PHASE

C-6. During the operational phase, the modeler conducts the following functions:

- Collection of geointelligence pertaining to the event and its location. The modeler uses the data stored in the geodatabase generated in the predeployment phase to assist in creating a COP. One of the most important issues is to obtain the geocoordinates of the site. The modeler uses this data to begin generation of plume models for vulnerability analyses and site characterization.
- Creation of strip maps to the site location. These maps identify the preliminary plume direction and indicate approach restrictions based on potential air quality hazards.

- Collection of information by any means available (cellular phone, wireless internet, ERG) while en route to the site. The information collected is used to streamline the required plume models.
- Adjustment of the plume models based on new information. It is recommended that the NMSO validate the plume models prior to releasing the information to the ICP.
- Determination of an evacuation route for all members of the WMD-CST in the event of a wind change. To facilitate force protection, strip maps showing evacuation routes must be made available.
- Maintenance of updated plume models. Additional information from the suspected area of contamination allows the modeler to further improve plume models.
- Deployment of an on-site weather station for real-time weather information. The internet is used to monitor larger weather patterns.
- Creation of a COP of deployed forces and their distribution—including staging areas—on the incident site.

POSTOPERATIONAL PHASE

C-7. In the postoperational phase, the modeler functions as a central POC for operational information flow.

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Appendix D

Communications Section

Communications dominate war; broadly considered, they are the most important single element in strategy, political and military.

—Alfred Thayer Mahan

This appendix provides information regarding the mission, organization, key equipment, capabilities, employment considerations, and operational phases of the communications section, UCS, and ADVON vehicle. The communications section, USC, and ADVON vehicle provide tactical and emergency communications support to the WMD-CST commander and as requested by the site IC. The communications section also acts as the command and control hub, establishing a COP for planning and executing an incident response by providing voice, data, and video communications through a variety of networks designed to support WMD-CST operations and civil and military agencies.

MISSION

D-1. The mission of the communications section is to act as a common support communications node at an incident site to maintain interteam and intrateam communications. The communications section conducts the following primary tasks:

- Assists with requests to expedite the arrival of additional state and federal assets to help save lives, prevent human suffering, and mitigate property damage.
- Provides voice, data, and video communications through a variety of networks designed to support WMD-CST operations and civil and military agencies.
- Establishes and maintains communications within the section and with higher headquarters, other responding elements, and reachback SMEs.
- Maintains COMSEC equipment and keying material to ensure secure communications.
- Establishes secure communications links, as required and maintains classified documents.
- Augments IC communications as available and within its capabilities.
- Coordinates with civil and military agencies for follow-on support.

ORGANIZATION

D-2. The communications section is a two-member team comprised of a communications section chief and an information system operator-analyst. (See Figure D-1, page D-2.)

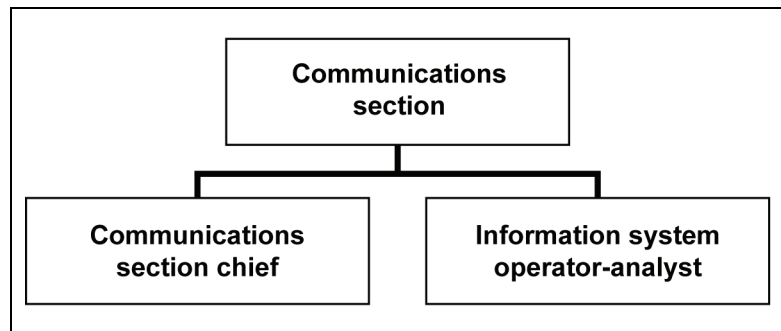


Figure D-1. Communications Section

KEY EQUIPMENT

D-3. The UCS is a self-contained, stand-alone C-130 air-mobile, fielded communications system employed in training and tactical environments. The UCS operates in urban and undeveloped areas using portable and fixed equipment. The UCS (see Figure D-2) provides real-time voice, data, and video communications (unclassified through secret information) among the following information elements:

- WMD-CST members.
- Local and state emergency response agencies.
- LFAs.
- Supporting military activities.



Figure D-2. UCS

D-4. The UCS is equipped with state-of-the-art radio, satellite, and telephone communications subsystems that provide dedicated line of sight (LOS) and non-LOS and secure and nonsecure intrateam and intravehicle voice and data reachback. The UCS has voice, data, and video reachback capabilities with the WMD-CST operations center; incident command post; various military forces; federal, state, and local law enforcement; and emergency services units that are supporting the incident response. These communications subsystems are operated in handheld, base station, and vehicle configurations capable of interoperating with military and commercial radio communications systems in various terrain and urban environments. (See Figure D-3 for connectivity requirements supported by the UCS.)

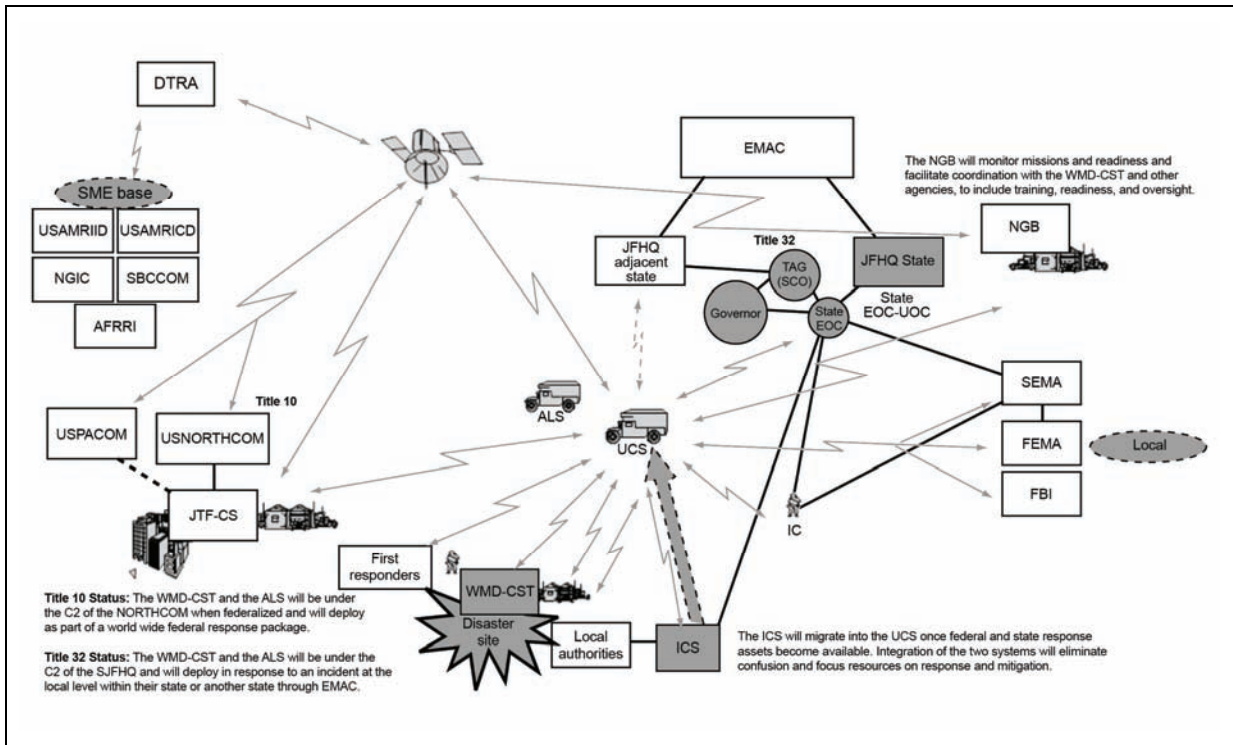


Figure D-3. UCS Nodal Connectivity

D-5. The UCS is equipped with the following systems:

- A self-contained power generation and distribution system.
- A radio frequency (RF) communications subsystem, including VHF.
- An LOS voice net with a base station, radio repeater system, and handheld radios that are compatible with the base station and UHF LOS voice net with three base stations.
- A telephone subsystem (nonsecure) and an international maritime satellite (INMARSAT) terminal that provides wide-area telephone connectivity and secure phone, secure telephone equipment, and desktop terminals to support tactical planning and reporting.
- An automatic data processing (ADP) subsystem, including LAN/wireless area network (WAN) connectivity to military and commercial systems that provide secure and nonsecure operations that are all fully interoperable with standard DOD and federal architectures and protocols.
- Communications ports for direct cable link to the ALS.
- An ancillary equipment subsystem.
- A location-reporting subsystem, including an automated force-tracking tool capable of reporting latitude, longitude, and altitude.
- Rechargeable batteries dedicated to C2 information systems.
- An air conditioning/heating system.
- A storage area.

D-6. The ADVON vehicle is a suburban sport utility vehicle with capabilities similar to the UCS, but with limited secure capabilities. It is a rapidly deployable, ground, mobile communications system with an integrated communications suite that is interoperable with the UCS and first responder agencies. The ADVON vehicle provides WMD-CSTs with the primary means of voice, data, and video communications support until the UCS arrives and is fully established. (See Figure D-4, page D-4.) After the UCS is established, the ADVON vehicle is used as a backup means of communication. Both en route and on-scene capabilities are provided.



Figure D-4. ADVON Vehicle

Note. At a minimum, the ADVON team is comprised of the commander and the CST modeler (operations NCO), who are in the command section.

D-7. En route ADVON capabilities allow mobile voice and data INMARSAT, satellite telephone communications, a media center with onboard navigational information, and intrateam communications. The ADVON package is in a minimally modified, General Services Administration, suburban platform vehicle.

D-8. On-scene ADVON capabilities provide WMD-CST commanders with a rapidly deployable, high-speed data communications system that operates within a wireless network and provides an RF crossband repeater for merging disparate radio systems. The vehicle-based power system provides alternating-current (AC) and direct-current (DC) power to communications equipment components and ancillary equipment using a communications equipment suite battery that is isolated from the vehicle battery. The power system allows connection to a shore-based AC power source during extended fixed-site operations. (Figure D-5 depicts the nodal connectivity that the ADVON vehicle can provide at the incident site.)

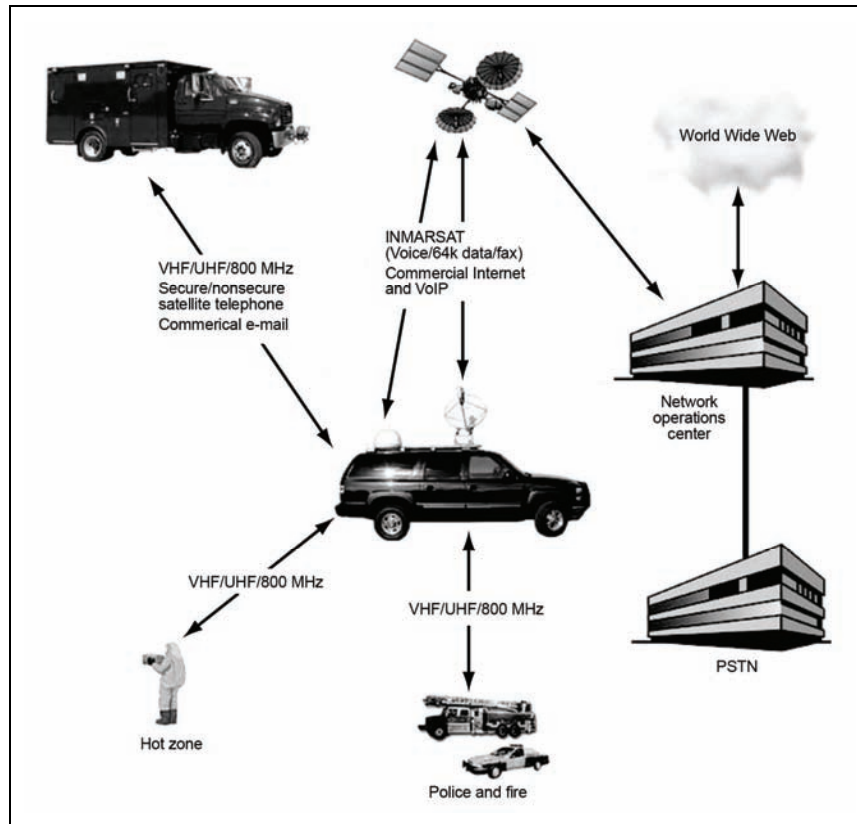


Figure D-5. ADVON Nodal Connectivity

CAPABILITIES

D-9 The following capabilities are associated with the communications team:

- Advising civil authorities of the capability of potential additional support assets and assisting with requests for such assets.
- Providing incident-related technical and situational awareness information to and from nationwide sources while at home station, en route, and on site through organic communications capabilities.
- Linking to and augmenting civil responder communications systems as required.
- Maintaining real-time operational secure and nonsecure communications with higher headquarters and reachback networks.
- Rapidly deploying via organic vehicles and/or nonorganic transportation assets.
- Commanding and controlling WMD-CST elements and limited augmentation assets and coordinating administrative and logistic support to CST members.
- Participating in advanced planning, coordination, and training processes with potential supported or supporting local, state, and federal agencies; other WMD-CSTs; and DOD response elements.
- Executing capabilities according to applicable state and federal laws within a state or territory or at a CONUS military installation.

D-10. The following capabilities are associated with the UCS and ADVON vehicle:

- Providing internal C2 for the WMD-CST.
- Facilitating information flow from local authorities up to state and federal agencies.
- Assisting emergency response officials and organizations.

- Providing communications support to the IC with radio, telephone, and data links to higher civilian authorities, military authorities, SMEs, and team members.
- Integrating and interoperating with the ICS as part of the UCS structure to reduce confusion, improve safety, organize and coordinate actions, and facilitate effective management of the incident.
- Interfacing with state and local civil responders to support unity of effort and provide situational awareness by reducing first responder information gaps and communication shortfalls.

EMPLOYMENT CONSIDERATIONS

D-11. The following employment considerations apply to the communications team:

- The team is a two-member, crew-served system.

Note. The WMD-CSTs are required to conduct 24-hour continuous operations independently for up to 72 hours. Additional UCS operators are recommended if continuous operations extend beyond 18 hours. Commanders should plan and implement adequate work/rest cycles.

- The team is one deep in most specialty functions. Factors such as ongoing training (including required schools), mission preparation requirements, leave, illness, and personal emergencies reduce the number of personnel available for missions where there is no advance notice.

D-12. The following employment considerations apply to the communications section equipment (including the UCS and ADVON):

- The vehicles are not equipped with an overpressure system and must be located within the cold zone.

DANGER

Failure to locate these vehicles in the cold zone could expose the crew to potential downrange hazards.

- Insufficient fresh air exchange inside a shelter can cause carbon monoxide poisoning. Symptoms may be nausea, dizziness, or headache. Use an exhaust hose extension for the generator exhaust so that carbon monoxide and vehicle exhaust do not enter the shelter.

DANGER

Exhaust entering a shelter can lead to carbon monoxide poisoning, which can be hazardous or fatal.

- High-powered radio and satellite transmissions are required.
- A generator is required for the system's internal power.
- The system must be replaced if contaminated.
- While in operations the UCS and ADVON vehicles must be physically secured at all times.
- COMSEC must be maintained when working with classified information and material.
- The commander has the discretion to determine whether or not encryption should be used during WMD-CST response operations

Note. According to *AR 25-2*, WMD-CSTs are not required to be encrypted when conducting activities with civil agencies.

- The UCS is grounded according to the applicable UCS manufacturer's manual.
- Communications personnel maintain current certifications per DOD guidance.

OPERATIONAL PHASES

D-13. A mission typically consists of three operational phases: preoperational, operational, and postoperational.

PREOPERATIONAL PHASE

D-14. During the preoperational phase, the communications section—

- Ensures that communications, COMSEC, and classified cryptological information (CCI) equipment is serviceable and ready to respond.
- Maintains WMD-CST software for backup purposes.
- Coordinates remote communications and distributed learning (dL) activities.
- Conducts UCS proficiency and new-technology training.
- Conducts communications surveys of possible infrastructure targets.
- Provides communications logistics to support unit and section requirements.
- Coordinates, integrates, and incorporates the UCS into any incident.
- Accounts for and maintains essential communications equipment.
- Maintains databases and information support systems.
- Fulfills required duties for UCS accreditation.

OPERATIONAL PHASE

D-15. During the operational phase, the communications section—

- Establishes a communications plan.
- Maintains communications with supporting agencies.
- Configures its equipment for any means or mode of travel.
- Conducts preventive maintenance checks and services (PMCS).
- Ensures that alternate power supplies and power systems are available.
- Plans for the production of the WMD-CST OPORD (signal portion) and signal operating instructions (SOI).
- Implements the site communications plan that supports the commander's intent.
- Provides communications support during the mission.
- Determines incident-specific communications requirements.
- Assesses existing capabilities.
- Manages other communications-related matters, such as assigned frequencies.
- Develops call signs and radio nets from the SOI.
- Provides push-to-talk communications equipment or handheld radios to assigned team personnel to support internal communications requirements.
- Conducts a 100 percent COMSEC and CCI inventory. The communications team chief prepares for the emergency destruction of COMSEC and CCI.

POSTOPERATIONAL PHASE

D-16. During the postoperational phase, the communications section—

- Cleans and inventories communications equipment, including COMSEC and CCI equipment.
- Disposes of lithium batteries according to the unit SOP.
- Submits required closing reports prior to departure.
- Notifies the COMSEC custodian of changes in COMSEC status.
- Completes required inspections.
- Addresses equipment readiness issues.
- Repacks equipment and vehicles and prepares them for movement and future missions.
- Closes communications nets upon returning to the home station, as directed by the commander.

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Appendix E

Troop-Leading Procedures

Let all things be done decently and in order.

—I Corinthians, 14–40
Bible, King James Version

This chapter describes the steps involved in troop-leading procedures.

STEP 1: RECEIVE THE MISSION

E-1. The leader may receive a WARNO, OPORD, or FRAGO. The leader immediately analyzes the mission using METT-TC factors to answer the following questions:

- What is the **mission**?
- What is known about the **enemy**?
- How will **terrain and weather** affect the operation?
- What **troops and support** are available?
- How much **time** is available?
- What **civilian considerations** should be addressed?

E-2. The leader should use no more than one-third of the time available for planning and issuing the OPORD. The remaining two-thirds of the time should be reserved for subordinates to plan and prepare for the operation. Leaders should also consider other factors, such as available daylight, rehearsals, and travel time. In scheduling preparation activities, the leader should use reverse planning to ensure that enough time is provided for the unit to complete each required task before departure.

STEP 2: ISSUE A WARNING ORDER

E-3. The leader provides initial instructions in a WARNO. The WARNO contains enough information to begin preparation as soon as possible. Unit SOPs should prescribe who is to attend all WARNO briefings and the actions that must be taken upon receipt of the WARNO. Examples include checking analytical equipment, issuing rations and water, and checking communications equipment.

E-4. There is no specific format for the WARNO. One possibility is to use the five-paragraph OPORD format. The leader issues the WARNO with all the information available at the time and provides updates as often as necessary. The leader never waits for information to fill a specific format.

E-5. If available, the following information may be included in a WARNO:

- Mission or nature of the operation.
- Participants in the operation.
- Time of the operation.
- Time and place for issuing the OPORD.

STEP 3: MAKE A TENTATIVE PLAN

E-6. The leader develops an estimate of the situation to use as the basis for the tentative plan. The estimate is the MDMP, consisting of seven steps:

- **Step 1:** Mission receipt.
- **Step 2:** Mission analysis.

- *Step 3:* COA development.
- *Step 4:* COA analysis.
- *Step 5:* COA comparison.
- *Step 6:* COA approval.
- *Step 7:* Orders production.

E-7. The decision represents the tentative plan. The leader continuously updates the estimate and refines the plan accordingly, then uses the plan as the starting point for coordination, reconnaissance, task organization (if required), and movement instructions. The leader works through the problem-solving sequence in as much detail as time allows. METT-TC factors are considered as the basis of the estimate.

STEP 4: START THE NECESSARY MOVEMENT

E-8. The main unit body may need to begin movement while the leader and the advanced party is still performing liaison with the ICS. A movement officer may bring the unit forward to a staging area while waiting for further guidance. During this time, subordinate leaders prepare their sections for the upcoming mission. This step could occur anytime during the troop-leading procedures.

STEP 5: RECONNOITER

E-9. If time allows, the leader conducts a personal reconnaissance to verify the terrain analysis, adjust the plan, confirm the usability of routes, and time any critical movements. If time does not allow, the leader must perform a map reconnaissance.

STEP 6: COMPLETE THE PLAN

E-10. The leader completes the plan based on the reconnaissance and any changes in the situation. The leader should review the mission as it was received to ensure that the plan meets the requirements of the mission and the commander's intent.

STEP 7: ISSUE THE COMPLETE ORDER

E-11. Section leaders normally issue oral OPORDs. To aid subordinates in understanding the concept for the mission, leaders should issue the order within sight of the objective. When this is impossible, they should use a terrain model or sketch. Leaders must ensure that subordinates understand the mission, the commander's intent, the concept of the operation, and their assigned tasks. Leaders may require subordinates to repeat all or part of the order or demonstrate their understanding of the operation on the model or sketch. They should also quiz Soldiers to ensure that they understand the mission.

STEP 8: SUPERVISE

E-12. The leader supervises unit preparation for the mission by conducting rehearsals and inspections. Rehearsals include having section members brief their planned actions in execution sequence to the section leaders. Leaders should conduct rehearsals on terrain that resembles the actual ground and in similar light conditions. The unit or sections may begin rehearsals of battle drills and other SOPs before receiving the OPORD. Once the order has been issued, the unit can rehearse mission-specific tasks. Section leaders should conduct initial inspections shortly after receiving the WARNO.

E-13. The leader uses rehearsals to—

- Practice essential tasks (improve performance).
- Reveal weaknesses or problems in the plan.
- Coordinate the actions of subordinate elements.
- Improve Soldier understanding of the concept of the operation (foster confidence in Soldiers).

E-14. Some important tasks to rehearse include—

- Actions in the area of suspected contamination.
- Decontamination procedures.
- Rescue operations and emergency triage.
- Actions on unexpected enemy contact.

E-15. Inspections include—

- Weapons and ammunition, if applicable.
- Uniforms and equipment.
- Soldier understanding of the mission and specific responsibilities.
- Communications.
- Rations and water.
- Deficiencies noted during earlier inspections.

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Appendix F

Assessment

If I am able to determine the enemy's dispositions while at the same time I conceal my own, then I can concentrate and he must divide.

—Sun Tzu
The Art of War, 600–501 Before Christ (BC)

This appendix guides the user through a format for conducting WMD-CST assessments using the IPB process; an assessment checklist is provided in Figure F-1. Information on U.S. citizens is not gathered during a WMD-CST assessment. The WMD-CST is prohibited from collecting, processing, retaining, or distributing information regarding the activities of U.S. citizens as set forth in *Executive Order 12333*.

Define the environment
<input type="checkbox"/> Limits of the AO (ground, air, water)
<input type="checkbox"/> Limits of the AI (ground, air, water)
<input type="checkbox"/> Terrain
<input type="checkbox"/> Weather
<input type="checkbox"/> Population centers
<input type="checkbox"/> Weather effects on CBRNE
<input type="checkbox"/> Weather effects on response operations
<input type="checkbox"/> Extent of the incident (during and postincident assessment only)
<input type="checkbox"/> Choke points (traffic congestion and limited avenues of approach)
<input type="checkbox"/> Permissive or hostile environment to DOD assets (primarily used for assessment conducted during an incident)
<input type="checkbox"/> High-risk and potential HVTs (event, political or governmental organization, or critical infrastructure). This is not normally applicable for an assessment conducted on a specific HVT or TAI.
<input type="checkbox"/> High-risk and potential TAIs (facilities, areas, unoccupied structures [sports arenas], unoccupied infrastructures). This is not normally applicable for an assessment conducted on a specific HVT or TAI.
<input type="checkbox"/> Law enforcement capabilities (municipal, county, state, special teams)
<input type="checkbox"/> Fire department capabilities (HAZMAT, USAR)
<input type="checkbox"/> Water supplies
<input type="checkbox"/> Emergency services capabilities
<input type="checkbox"/> Medical infrastructure
<input type="checkbox"/> Hospital capabilities
<input type="checkbox"/> Populations and census data
<input type="checkbox"/> Current intelligence reports (threat TTP)

Figure F-1. Assessment Checklist

Define the environment
<ul style="list-style-type: none"> <input type="checkbox"/> Gaps in the current intelligence summary <input type="checkbox"/> DOD and non-DOD assets to fill voids in the assessment data <input type="checkbox"/> Electrical power resources <input type="checkbox"/> Landline phone resources <input type="checkbox"/> Utilities and services <input type="checkbox"/> Logistical infrastructure <input type="checkbox"/> Sources for food, water, and supplies organic to the AO <input type="checkbox"/> Location, activity, and capability of care distribution sites contained in federal, state, and local emergency response plans and/or the IC's OPORD <input type="checkbox"/> Potential rotary- and fixed-wing LZs
Describe the environmental effects on operations
<ul style="list-style-type: none"> <input type="checkbox"/> Environment within the identified AO and AI <input type="checkbox"/> Terrain and weather <ul style="list-style-type: none"> ✓ Limitations for the WMD-CST ✓ Limitations for the threat ✓ Opportunities for the WMD-CST ✓ Opportunities for the threat <input type="checkbox"/> Geography and infrastructure <ul style="list-style-type: none"> ✓ Limitations for the WMD-CST ✓ Limitations for the threat ✓ Opportunities for the WMD-CST ✓ Opportunities for the threat <input type="checkbox"/> Output <ul style="list-style-type: none"> ✓ Population density/status overlay ✓ Weather analysis matrix ✓ MCOO (This product includes HVTs, hospitals, and critical infrastructures [EOCs, fire departments, schools]; an individual overlay can be constructed for each of these.) <input type="checkbox"/> CBRNE COA overlay (light/heavy, day/night plumes) <input type="checkbox"/> Threat TTP COA overlay (based on previous terrorist attacks and real-world intelligence)
Evaluate the threat
<ul style="list-style-type: none"> <input type="checkbox"/> Historical data relevant to the threat <input type="checkbox"/> Threat models (Identify possible threat strategies, tactics, procedures, and weapons. Depict how threat forces prefer to conduct operations under ideal conditions.) <input type="checkbox"/> Evaluation (Evaluate the strengths, weaknesses, and vulnerabilities of the threat, including an evaluation of typical HVTs.)

Figure F-1. Assessment Checklist (continued)

<i>Determine threat COAs</i>
<input type="checkbox"/> Develop three likely threat COAs (ingress/egress routes, preferred or likely targets, method or means of attack, possible goals of the threat)
<input type="checkbox"/> WMD-CST plan
<i>Develop end-state products</i>
<input type="checkbox"/> Detailed terrain and infrastructure analysis
<input type="checkbox"/> Climate summaries
<input type="checkbox"/> Study of the threat TTP&E
<input type="checkbox"/> Event matrix synchronized with sensor and background or sample collection plan

Figure F-1. Assessment Checklist (continued)

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Appendix G

Reports

Reports are not self-executive.

—Florence Nightingale

The WMD-CST must receive and transmit timely and accurate information to effectively support a response. The completion of reports during and immediately following a response is very important. This appendix provides guidance on reports, report formats, and procedures to standardize and minimize communications and properly frame events at an incident site.

Note. FM 6-99.2 is the Army capstone manual for standardized report and message formats. It provides a standard, readily available reference from which users can extract report and message templates.

Note. U.S. Northern Command (USNORTHCOM) Operational Reporting System (NORS) procedures and reports are aligned with the joint reporting structure (JRS) and governed by *Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3150.03B*.

REPORTS AND FORMS

G-1. Table G-1 describes the uses of various types of reports and forms. This table should not be considered all-inclusive.

Table G-1. Uses of Reports and Forms

Event	Type of report or form	Uses
SA provided to higher HQ in regards to unit actions and activities	Commander's SITREP (Figure G-1, page G-6)	Used to provide timely information on critical situations and military operations
Notified of an RFI	RFI (Figure G-2, page G-8)	Used to request information
Response to a request for information	RRI (Figure G-3, page G-9)	Used to reply to a request for information (If the information is contained in a previous message, the RRI should reference that message in Line 6.)
Sharing of general administrative information	GENADMIN (Figure G-4, page G-10)	Used to pass information not found in any other USMTF; used for free text messages
Information to higher headquarters on unit level of preparedness after a mission has recently been completed	CLOSEREP (Figure G-5, page G-11)	Used to inform a commander of the status of unit movement and the capability of the unit to conduct future operations
During the occurrence of a serious incident (See AR 190-45.)	SIR (Figure G-6, page G-12)	Used to provide early notice to the highest levels of command that a serious incident has occurred or may have occurred
Significant events and incidents, including CBRNE-related events	OPREP-3, including, but not limited to, pinnacle reports (Figure G-7, page G-15)	Used to report significant events and incidents to the highest levels of command
Terrorist threats (See AR 525-13, Appendix D.)	OPREP-3 (Figure G-7, page G-15)	Used when a command receives credible information concerning a <i>planned</i> terrorist attack against U.S. Army personnel (Soldiers, civilian employees, or their Family Members), facilities, or other assets
Terrorist incidents (See AR 525-13, Appendix D.)	OPREP-3 (Figure G-7, page G-15)	Used when a terrorist incident or a suspected terrorist incident occurs that involves U.S. Army personnel (Soldiers, civilian employees, or their Family Members) or facilities
Note. See FM 6-99.2 for U.S. Army report and message formats.		

AFTER-ACTION REPORT

G-2. The data contained in the after-action report is critical for postmission analysis, equipment performance reviews, mission cost reimbursement, and lessons learned. Within five duty days after terminating an operation, WMD-CSTs complete an after-action report that provides a thorough review of unit operations from the first alert through the return to home station. Equipment usage and cost accounting associated with the deployment are included.

Note. After-action reports, which contain comprehensive discussions of lessons learned, are forwarded by major Army commands to HQ, Department of the Army (HQDA) (DAMO-ODL-FP) and the Center for Army Lessons Learned within 30 days of an actual reported terrorist threat or terrorist incident according to *AR 525-13, Appendix D*.

TERMINATION REPORT

G-3. Before leaving the incident site, the WMD-CST commander provides the ICS with a detailed summary (termination report) of WMD-CST activities while on-scene. This report includes, at a minimum, the WMD-CST commander's follow-on recommendations with appropriate supporting documents (computer models, detailed sample analysis results, instrument readings, a site safety plan, an IAP, an itemized list of expended equipment, a list of all contacted supporting agencies, and a description of any hazardous or nonhazardous waste left behind).

Note. Include a copy of the termination report as an enclosure to the after-action report.

INCIDENT COMMAND SYSTEM REPORTS

G-4. The ICS is used by local, state, and federal emergency response communities to manage operations at an incident site. Federal law (*29 CFR 1910.120*) requires the use of the ICS for response to HAZMAT incidents. ICS reports allow for and provide commonality and interoperability among emergency response agencies. The IC should identify which ICS reports are to be used by all agencies on-scene during an incident. WMD-CST commanders incorporate ICS reports into their internal operations and maintain copies as references and historical data.

Note. Include copies of all ICS reports (submitted or used) as enclosures to the after-action report.

REQUEST FOR ASSISTANCE

G-5. An RFA from civil authorities is coordinated through the NRP process. Requests for WMD-CST support generally originate from officials in an affected community through an EOC. The state EMA, working in close coordination with the JFHQ-S JOC, processes RFAs. The governor or a designated representative can approve a request and have the WMD-CST deploy to the incident site. Federal requests may originate from any federal agency, but they must be validated by the DCO. An *NGB Form 500* (Figure G-8, page G-16) must be prepared, and all questions must be answered to ensure the validity of the request. The WMD-CST can help develop the RFAs that are forwarded to the appropriate coordinating officer.

REPORT FORMATS

G-6. Report and message formats identified in *FM 6-99.2* consist of three main parts:

- **Heading.** The heading is the administrative portion of the format. Its purpose is to identify the message source, destination, type, and importance. The heading contains the message addressee,

originator, and precedence. It also includes the message classification, if required. The completed heading is normally included when sending a hard copy message. It must also be included in voice messages.

- **Body.** The body contains the information the originator wants to send to the addressee. In a properly prepared message, the information is in the line-by-line format established for the message type. When sending voice messages, the line number is normally transmitted. The line name is not transmitted unless the name itself is necessary information.
- **Conclusion.** The conclusion consists of the message authentication. An authentication is normally an alphanumeric identifier from the unit SOI. The last line of every format is the authentication line (the conclusion) of the message. Upon receiving a complete message that is properly authenticated, the addressee signifies receipt with a response.

RESPONSIBILITIES

G-7. WMD-CSTs use *FM 6-99.2* report and message formats for all tactical communications. WMD-CSTs do not modify these formats unless authorized by the unit commander for critical information requirements.

G-8. The WMD-CST or section submitting the reports must ensure that they are timely, concise, and include sufficient information to allow action addressees to fully understand the situation and provide information to other levels as required. The report must provide time-sensitive information on which to base an appropriate response to any significant event or incident that has occurred or is in progress.

G-9. WMD-CST commanders must ensure that accurate and detailed operational mission records are maintained for at least two years. All reports transmitted (tracking log)/submitted (hard copy or electronic) during tactical operations should be included as part of mission records. In addition, WMD-CST commanders retain copies of all ICS reports used during an incident as references and historical data and compile these with the final after-action report.

Note. Copies of all orders, OPLANs, alert notifications, OPORDs, and execution orders issued to the WMD-CST and published by the JFHQ-S should be furnished to the NGB JOC for appropriate distribution.

SUBMISSION SEQUENCE

G-10. During operations, the reporting sequence is from the WMD-CST to the JFHQ-S JOC for initial/internal distribution and to the NGB JOC for external transmission. The NGB JOC assembles the provided information and disseminates/transmits it according to regulatory requirements. The development, handling, and distribution of ICS reports in support of the IC requirements must be addressed in the command and signal portion of the OPORD/OPLAN.

Note. The JFHQ-S JOC ensures that the NGB JOC is kept in the communications/reporting loop as information is disseminated.

Note. A change in status of the WMD-CST from *Title 32 USC* to *Title 10 USC* affects reporting procedures/requirements. The OPORD/OPLAN specifies the reporting chain.

MEANS OF COMMUNICATION

G-11. The WMD-CST organic secure communications assets are the primary means used to communicate classified information.

Note. OPREP-3 reports are completed by the fastest means available, consistent with security constraints. Reporting methodology is a voice report “as soon as possible” by appropriate secure and/or nonsecure means followed by an amplified record copy communication.

CLASSIFICATION

G-12. WMD-CSTs use the classification guide found in *NGR 500-3/ANGI 10-2503*. For additional assistance, see *AR 380-5* and *AR 25-55*. The WMD-CST assigns the proper security classification to each report and includes downgrading or declassification instructions according to *DOD Regulation 5200.1R*.

TIMELINES

G-13. The WMD-CST transmits reports according to the timelines specified in applicable OPLANs/OPORDs and/or found in *NGR 500-3/ANGI 10-2503*. Timeline requirements are also outlined in *AR 190-45* in regards to OPREP-3 reports, commander’s SITREPs, and SIRs.

FROM: Identification of WMD-CST and its home state.

THRU: JFHQ-S JOC supporting the mission (report may also go through a JTF-S)

TO: NGB-JOC

FOR:

CLASSIFICATION:

Commander's Situation Report [SITREP]

REPORT NUMBER: C035 {USMTF # C400}

GENERAL INSTRUCTIONS: Use to keep the commander's higher and lower staff updated and advised on the reporting commander's critical situation. References: *FM 100-15*, *FM 3-90.6*, and *FM 3-90.2*.

LINE 1 – DATE AND TIME (DTG)

LINE 2 – UNIT (Unit making report)

LINE 3 – REFERENCE (Provide reference, report, originator, and DTG)

LINE 4 – ORIGINATOR (Unit identification code of the unit originating the report)

LINE 5 – REPORTED UNIT (Unit identification code of the reported unit)

LINE 6 – HOME LOCATION (UTM or six-digit grid coordinate with MGRS grid zone designator for the home location of the reported unit)

LINE 7 – PRESENT LOCATION (UTM or six-digit grid coordinate with MGRS grid zone designator for the present location of the reported unit)

LINE 8 – ACTIVITY (Brief description of reported unit's current activity)

LINE 9 – EFFECTIVE (Commander's evaluation of the reported unit's combat effectiveness)

LINE 10 – OWN SITUATION DISPOSITION/STATUS (A summary updating changes to or not previously reported major combatant and support force locations; significant mission readiness degradation on units; current deployments; proposed deployments; changes in task force designations; organization or operational control (CHOP); and projected requirements for additional forces)

(Continued on next page)

Figure G-1. Sample SITREP Format

LINE 11 – LOCATION (UTM or six-digit grid coordinate with MGRS grid zone designator)

LINE 12 – SITUATION OVERVIEW (A brief overall assessment of the situation, to include circumstances or conditions which increase or materially detract from the capability and readiness of forces assigned or under operational control of the command or service)

LINE 13 – OPERATIONS (A brief description and results of offensive and defensive operations carried out by major combatant elements during the period of the report; information on allied forces' operations; summary of plans for combat operations during next 24 hours including objectives and probable enemy reaction; deviations or variations from previously reported intentions/plans)

LINE 14 – INTELLIGENCE/RECONNAISSANCE (Brief overview of the situation, including operations, order of battle, capabilities, and threat changes; reference: any significant spot intelligence reports [SPIREPs] or intelligence reports [INTREPs] submitted in previous 24 hours)

LINE 15 – LOGISTICS (Significant deficiencies affecting support for planned operations; problem areas beyond the commander's or services' capability to overcome or alleviate in a timely manner)

LINE 16 – COMMUNICATIONS/CONNECTIVITY (Significant outages, traffic volume, incompatibilities, and quantitative equipment deficiencies; an assessment of the mission impact caused by communications outages and degradations should be provided by the commander's J-6/J-3 staff and contained in this section)

LINE 17 – PERSONNEL (Factors affecting readiness of forces/units; mobilization status; daily battle casualties [Example: KIA, WIA, MIA] aggregated by service and impact of all casualties sustained [battle, nonbattle, critical skills, key personnel upon the commands' mission capability])

LINE 18 – SIGNIFICANT POLITICAL/MILITARY/ DIPLOMATIC EVENTS (Events not reported by OPREP-3 PINNACLE but which could result in U.S. and local and international public reaction; results/decisions of key allied or other foreign government meetings; civil unrest indications of civil defense measures contemplated or implemented; large-scale military exercises; events emphasizing interests of key segments of the society)

LINE 19 – CDR'S EVAL (Summary of key points from paragraphs 12 through 19 highlighting areas requiring JCS and NCA actions or decisions; continuity of operations [COOP] implementation intentions on execution)

LINE 20 – NARRATIVE (Free text for information required for clarification of report)

LINE 21 – AUTHENTICATION (Report authentication)

Figure G-1. Sample SITREP Format (continued)

FROM: Identification of WMD-CST and its home state.

THRU: JFHQ-S JOC supporting the mission (report may also go through a JTF-S)

TO:

FOR:

CLASSIFICATION:

Request For Information [RFI]

REPORT NUMBER: R055 {USMTF # F014}

GENERAL INSTRUCTIONS: Use to request information from requesting unit's command post or other units. Reference: *FM 5.0*.

LINE 1 – DATE AND TIME (DTG)

LINE 2 – UNIT (Unit making request)

LINE 3 – REQUEST (Desired information [specific order or request])

LINE 4 – PRIORITY (Requestor's priority: ONE, TWO, THREE, or FOUR)

LINE 5 – BY (DTG information required)

LINE 6 – LTIOV (DTG of latest time of intelligence/information value)

LINE 7 – NARRATIVE (Free text for additional information required for clarification of report)

LINE 8 – AUTHENTICATION (Report authentication)

Figure G-2. Sample RFI Format

FROM: Identification of WMD-CST and its home state.

THRU: JFHQ-S JOC supporting the mission (report may also go through a JTF-S)

TO:

FOR:

CLASSIFICATION:

Response To Request For Information [RRI]

REPORT NUMBER: R060 {USMTF # F015}

GENERAL INSTRUCTIONS: Use to reply to requests for information. If the information is contained in a previous message, the RRI should reference that message in Line 6. References: *FM 34-3* and *FM 5.0*.

LINE 1 – DATE AND TIME (DTG)

LINE 2 – UNIT (Unit making report)

LINE 3 – REQUEST (Request number of originator)

LINE 4 – RESPONSE (Answer to requested information)

LINE 5 – DTG (DTG of originator request)

LINE 6 – NARRATIVE (Free text for additional information required for clarification of report)

LINE 7 – AUTHENTICATION (Report authentication)

Figure G-3. Sample RRI Format

FROM: Identification of WMD-CST and its home state.

THRU: JFHQ-S JOC supporting the mission (report may also go through a JTF-S)

TO: NGB-JOC

FOR:

CLASSIFICATION:

General Administrative Message [GENADMIN]

REPORT NUMBER: G001 {USMTF # F002}

GENERAL INSTRUCTIONS: Use to pass information not found in any other report and message format. Use for free text message as required. Reference: *FM 5.0*.

LINE 1 – DATE AND TIME (DTG)

LINE 2 – UNIT (Unit making report)

LINE 3 – REFERENCE (If applicable, DTG of referenced report or document)

LINE 4 – SUBJECT (Subject matter of this report)

LINE 5 – NARRATIVE (Free text for additional information required for clarification of report)

LINE 6 – AUTHENTICATION (Report authentication)

Figure G-4. Sample GENADMIN Format

FROM: Identification of WMD-CST and its home state.

THRU: JFHQ-S JOC supporting the mission (report may also go through a JTF-S)

TO: NGB-JOC

FOR:

CLASSIFICATION:

Closure Report [CLOSEREP]

REPORT NUMBER: C030

GENERAL INSTRUCTIONS: Use to inform commander of status of movement and capability of the unit to conduct future operations. Submit upon completion of movement as directed by commander. References: *FM 3-90.2* and *FM 3-90.6*.

LINE 1 – DATE AND TIME (DTG)

LINE 2 – UNIT (Unit making report)

LINE 3 – SP (UTM or six-digit grid coordinate with MGRS grid zone designator to the start point and SP time if required)

LINE 4 – RP (UTM or six-digit grid coordinate with MGRS grid zone designator to the release point and RP time if required)

LINE 5 – COMMAND POST (Command post location)

LINE 6 – CLOSING DTG (Closing DTG)

LINE 7 – ACCIDENTS (Accidents/incidents/enemy activity encountered)

LINE 8 – ETA TO CONTINUE OPERATIONS (Estimated time unit will be reconstituted and ready to continue operations)

LINE 9 – SENSITIVE ITEMS STAT (Weapons and sensitive items inventory complete YES/NO/ANY LOSS)

LINE 10 – NARRATIVE (Free text for additional information required for clarification of report)

LINE 11 – AUTHENTICATION (Report authentication)

Figure G-5. Sample CLOSEREP Format

FROM: Identification of WMD-CST and its home state.

THRU: JFHQ-S JOC supporting the mission (report may also go through a JTF-S)

TO: NGB-JOC

FOR:

CLASSIFICATION:

Accident Report/Serious Incident Report [SIR]

REPORT NUMBER: A001

GENERAL INSTRUCTIONS: Use to convey flash traffic to the commander and command post relating to an accident or serious incident within the command. Use FLASH precedence on CMD nets. For all other stipulations and instructions, refer to AR 190-45 and AR 385-10.

LINE 1 – DATE AND TIME (DTG of report)

LINE 2 – UNIT (Unit making report)

LINE 3 – CATEGORY (Category 1 or 2)

LINE 4 – TYPE (Type of incident)

LINE 5 – TIME OF INCIDENT (DTG of incident)

WEEKEND/HOLIDAY (Indicate YES or NO and include holiday name)

LINE 6 – LOCATION (UTM or six-digit grid coordinate with MGRS grid zone designator)

LINE 7 – PERSONNEL (Personnel involved)

a. (SUBJECT)

(1) (Name, injury, fatality)

(2) (Pay grade)

(3) (SSN)

(4) (Race)

(5) (Sex)

(6) (Age)

(7) (Position [CDR, PSG, gunner])

(8) (Security clearance)

(9) (Unit, station, and MACOM assigned)

(10) (Duty status [leave])

(Continued on next page)

Figure G-6. Sample Accident Report/SIR Format

- b. (VICTIM)
- (1) (Name, injury, fatality)
- (2) (Pay grade)
- (3) (SSN)
- (4) (Race)
- (5) (Sex)
- (6) (Age)
- (7) (Position [CDR, PSG, gunner])
- (8) (Security clearance)
- (9) (Unit, station, and MACOM assigned)
- (10) (Duty status [Leave])

Repeat lines 7a (1-10) through 7b (1-10) up to four times to transmit multiple data sets. Assign sequential line numbers to succeeding iterations; for example, first iteration a (1) through a (10) or b (1) through b (10); second iteration a (11) through a (20) or b (11) through b (20); third iteration a (21) through a (30) or b (21) through b (30); fourth iteration a (31) through a (40) or b (31) through b (40).

LINE 8 – SUMMARY (Summary of incident)

LINE 9 – PUBLICITY (Adverse or anticipated publicity)

LINE 10 – COMMANDER (Commander reporting)

LINE 11 – POC (Unit POC/duty position)

LINE 12 – DOWNGRADE (Downgrading instructions)

LINE 13 – NARRATIVE (Free text for additional information required for clarification of report)

LINE 14 – AUTHENTICATION (Report authentication)

ACCIDENT SUPPLEMENT (GROUND [GRND]/AIRCRAFT [AC])

LINE 14A –POC (e-mail, phone, DSN)

LINE 14B –MACOM (TRADOC, FORSCOM, USAREUR)

LINE 14C – ACCIDENT CLASS (GRND/AC— A or B AC— C)

LINE 14D –WEATHER (Visibility, light level, precipitation, wind)

(Continued on next page)

Figure G-6. Sample Accident Report/SIR Format (continued)

LINE 14E – NIGHT VISION DEVICE (YES [type, nomenclature; for example, NVG-AN/PVS-5, Abrams Thermal Viewer] or NO)

LINE 14F – MILITARY INSTALLATION (Nearest site)

LINE 14G – EXPLOSIVE, HAZARDOUS MATERIAL (Involved: YES or NO; Secured: YES or NO)

LINE 14H – ACCIDENT SITE SECURED IAW AR 385-10 (YES or NO)

LINE 14I – ACCIDENT SITE DISTURBED (YES or NO)

LINE 14J – PHOTOS OF DISTURBING SCENE (YES or NO)

LINE 14K – FLIGHT DATA RECORDER INSTALLED (YES or NO)

LINE 14L – LOCAL ACCIDENT INVESTIGATION BOARD APPT (YES or NO)

LINE 14M – NEAREST AIRFIELD (4,000 ft minimum runway)

LINE 14N – NEAREST COMMERCIAL AIRFIELD (Name, town, state)

LINE 14O – TYPE OF EQUIPMENT (M1 Abrams, AH64, 30KW generator)

LINE 14P – AC SERIAL NUMBER (Serial, tail number)

LINE 14Q – TYPE MISSION (Training, service, single ship, multiship)

LINE 14R – NAP OF THE EARTH (YES or NO)

LINE 14S – FLIGHT RULES (VFR/IFR)

Figure G-6. Sample Accident Report/SIR Format (continued)

FROM: Identification of WMD-CST and its home state.

THRU: JFHQ-S JOC supporting the mission (report may also go through a JTF-S)

TO: NGB-JOC

FOR:

CLASSIFICATION:

Operation Report [OPREP]

REPORT NUMBER: 0005

GENERAL INSTRUCTIONS: Use to report operational situations, problems, recommended or intended courses of action, and other items not reported elsewhere. Send as determined by higher headquarters or by necessity of subordinate headquarters. References: *FM 100-15*, *FM 71-100*, and *FM 5.0*.

LINE 1 – DATE AND TIME (DTG)

LINE 2 – UNIT (Unit making report)

LINE 3 – COMMAND POST (CP/LZ locations for TAC CP, main CP, and rear CP)

LINE 4 – FLOT (FLOT at least three grids)

LINE 5 – FEBA (FEBA at least three grids)

LINE 6 – OPSUM (Brief summary of reporting unit’s activity and task organization)

LINE 7 – ENEMY (Enemy activity in reporting unit’s area of interest and operation)

LINE 8 – UNIT STAT (Unit statistics)

PERSONNEL

EQUIPMENT

CLASS OF SUPPLY

LINE 9 – EVALUATION (Reporting commander’s overall evaluation, to include mission; commander’s overall evaluation of reporting unit’s ability to accomplish its mission)

LINE 10 – NARRATIVE (Free text for additional information required for clarification of report)


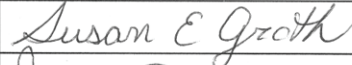



LINE 11 – AUTHENTICATION _____ (Report authentication)

Figure G-7. Sample OPREP Format

REQUEST FOR NATIONAL GUARD ASSISTANCE			
The proponent agency is NGB-J3/DO. The prescribing directive is NGR 500-3/ANGI 10-2503.			
This form contains information that is considered FOR OFFICIAL USE ONLY and is EXEMPT FROM MANDATORY DISCLOSURE under the Freedom of Information Act. Exemption (b)(2)(High) applies as the form is used to request assistance for employment of National Guard Civil Support Teams in support of the National Guard Homeland Security mission.			
1. DATE / TIME OF REQUEST: (YYYYMMDD / HHMM Z) 2007/08/23 /1401 Z	2. PRIORITY: <input type="checkbox"/> FLASH <input checked="" type="checkbox"/> IMMEDIATE <input type="checkbox"/> PRIORITY <input type="checkbox"/> ROUTINE <input type="checkbox"/> EXERCISE		
3. RECEIVED BY: MAJ Jeff Korondo	OFFICE: ATSN-ZY	PHONE: (573) 563-7364	EMAIL: jeff.k.korando@ngb.mil
4. REQUESTED BY: LTC Michael Dutchuk	OFFICE: ASTN-DD	PHONE: (673) 927-9133	EMAIL: michaeldutchuk.chem.mil
REQUEST SPECIFICATIONS			
5. CAPABILITY REQUIRED (What assistance is needed?) : Assistance is needed in assessing and identifying CBRN contamination hazard areas.			
6. SITUATION (Why is assistance needed?) : No organic capability.			
7. LOCATION (Where is assistance needed?) : ADDRESS: 1704 Minnow Drive CITY: Sarasota STATE: MO ZIP: 69925			
8. TIME (When is assistance needed?) : START DATE / TIME: 20070823/1630Z END DATE / TIME: TBD			
9. SUPPORTED INCIDENT COMMANDER (Who needs assistance?) : NAME: Mr. Budd Gilfillen OFFICE: ATSN/FR PHONE: (573) 563-7669 EMAIL: bgillifi@usar.com ADDRESS: 1700 Minnow Drive CITY: Sarsota STATE: Mo ZIP: 69925			
REQUIREMENT VALIDATION			
<input checked="" type="checkbox"/> WAS RECEIVED FROM PROPER AUTHORITY	10. REQUIREMENT VALIDATED BY:		
<input checked="" type="checkbox"/> SUPPORTS THE LOCAL/STATE RESPONSE	NAME: <u>Allen J. Doucet</u>		
<input checked="" type="checkbox"/> IS LEGAL, ETHICAL, AND MORAL	SIGNATURE: <u>Allen J. Doucet</u>		
<input checked="" type="checkbox"/> IS APPROPRIATE FOR UNIT TASKED	DATE / TIME: <u>2007/08/23 1600 Z</u>		

NGB 500, 20060112 (EF) (IMT-V1)

Figure G-8. Sample NGB Form 500

MISSION NUMBERS			
11. NATIONAL GUARD MISSION NUMBER: 0004923	12. STATE MISSION NUMBER: 5496	13. FEDERAL MISSION NUMBER: 1000254	
NOTIFICATIONS			
NOTIFIED	DATE / TIME NOTIFIED	NAME OF INDIVIDUAL NOTIFIED	SIGNATURE OF INDIVIDUAL NOTIFIED
14. UNIT	20070823/505	EINES, LEE	
15. DOMS	20070823/506	Groth, Susan	
16. TAG	20070823/506	Spence, Jason	
17. NGB-JOC	20070823/507	SWAN, DAVID	
18. STATE EMA	20070823/1507	FINLEY BEVERLEY	
19. ADDITIONAL REMARKS: N/A-			

Sample

NGB 500, 20060112 (REVERSE) (EF) (IMT-V1)

Figure G-8. Sample NGB Form 500 (continued)

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Appendix H

Unique Situations

No man is entitled to the blessings of freedom unless he be vigilant in its preservation.

—General Douglas MacArthur

WMD-CSTs may encounter diverse environments and unique situations that have an impact on mission planning and execution. Each WMD-CST operates in an environment that depends on its geographical location. Since WMD-CSTs maintain interoperability to support each other, each team must become familiar with operational considerations associated with environments that may not impact the AO and conduct training in these environments after thorough mission analysis. This appendix presents some of these situations and environments and addresses them through a standard set of operational considerations, environmental effects, equipment capabilities and limitations, communications, logistical considerations, training, and safety. When planning for operations in any of the following environments, commanders should take advantage of existing checklists, SOPs, and lessons learned from WMD-CSTs that routinely conduct operations in these environments due to their geographical locations.

DESERT, SUBTROPICAL, EXTREME HEAT AND COLD, HIGH ALTITUDE

H-1. Selected operational considerations that commanders should take into account before establishing operations are—

- Environmental effects.
 - Extreme climate conditions may limit hot-zone entry time and increase personnel recovery time (work/rest cycles) due to hydration requirements and heat- or cold-related injuries.
 - Snow, ice, or freezing rain may increase response time and limit maneuverability.
 - Potential degradation of PPE is possible due to extreme environments.
 - Decontamination solution contact time may change. (See *FM 3-11.5, Appendix C.*)
 - Climate conditions and operational restrictions may require the use of a dry decontamination technique. Consider the use of a dual-purpose (wet and dry) decontamination line and techniques that limit decontamination cycle times.
 - High altitudes may affect self-contained breathing apparatus (SCBA) and respiratory fitness.
 - Agent volatility and the spread of contamination may increase due to the presence or lack of natural barriers (open desert, dense tropical vegetation).
 - Sampling protocols and procedures for preservation (bioassay usage) may change, liquid samples may freeze, and sample transport procedures may change.
 - Decontamination footprints (terrain, linear environments) may be limited.
 - Waste disposal/termination operations may need to be modified.
 - Incident location may require air delivery of personnel and equipment due to the lack of developed infrastructure or postincident ground maneuver restrictions.
 - Viable samples may be absent in certain environments.

- Equipment capabilities and limitations.
 - Operating temperature ranges and humidity sensitivity issues may limit the utility of organic detection equipment. (See specific technical manuals.)
 - Increased equipment maintenance may be required in dusty or sandy conditions.
 - Maneuverability of organic wheeled vehicles may decrease in sandy terrain.
 - Oxygen readings may decrease in substantially high-altitude environments.
- Communications.
 - Heat and cold affect communications equipment and battery life.
 - Desert environments may maximize the wireless communication range due to the line of sight. The range may be limited in subtropical/high-altitude environments due to dense vegetation and mountainous terrain, requiring the extensive use of repeater systems.
 - Proper line of sight for satellite dish emplacement must be obtained.
- Logistics.
 - Air-conditioning equipment for personnel and temperature-sensitive equipment/samples.
 - Water supplies for consumption and decontamination.
 - Shelter from the elements.
 - Logistical shortages and resupply mechanisms (transportation, medical resources, power generation) to support sustained operations due to the distance from infrastructures.
 - Organizational clothing and individual equipment requirements for extreme heat and cold.
 - Increased battery usage in extreme environments.
- Training.
 - Accessibility for WMD-CST training in desert, arctic, subtropical, and jungle environments.
 - Training that supports very short entry times and strict work/rest cycles.
 - Reverse-cycle training that supports operations in desert environments where it may be prudent to operate during hours of darkness to limit the effects of heat on personnel and/or exposure to volatile agents.
 - Modifications to SOPs and load plans.
 - Rotary/fixed-wing transport to remote locations.
 - Mountaineering/high-angle operations.
 - High-altitude medical awareness training.
 - High-angle rescue operations.
- Safety.
 - Increased medical monitoring and recovery time.
 - Hydration plans and work/rest cycles.
 - Frequent casualty evacuation drills.
 - Snow and ice slip, trip, and fall hazards.
 - Medical resources for high-altitude operations.
 - Increased medical monitoring for altitude sickness (acute mountain sickness), high-altitude pulmonary edema, high-altitude cerebral edema, cold weather injuries). (See *FM 3-97.61*.)
 - High-altitude/high-angle rescue equipment.
 - Acclimation requirements for personnel.
 - Portable heaters for operations in cold weather.

URBAN, HIGH RISE, SUBTERRANEAN, COLLAPSED STRUCTURE, CONFINED SPACE

H-2. Selected operational considerations that commanders should take into account before establishing operations are—

- Environmental effects.
 - Irregular/swirling wind patterns in metropolitan areas (effects on cross contamination, unit emplacement, and modeling projections).
 - Modeling projections for the spread of contamination given subway air flow patterns.
 - Absence of natural light in subterranean and confined spaces.
 - Extended reconnaissance times for multistory dwellings with no pinpoint source of contaminant.
 - Congested traffic patterns and limited access in and out of metropolitan areas, which may necessitate the air delivery of WMD-CST personnel and equipment.
 - Inner city operations that may require linear or widely dispersed unit emplacement techniques.
 - Casualty evacuation complications.
 - Movement tracking of entry teams in a subterranean environment.
 - Stratification environments (sewers, confined-space environments).
 - Unpredictable dissemination of contamination from collapsed structures.
- Equipment capabilities/limitations.
 - Radiological survey conditions (interference with building materials, shielding, historical background readings); shielding through the use of buildings that may be advantageous during unit emplacement.
 - Restricted vehicular maneuverability and wide dispersal that may increase movement time from unit locations to target sites for entry personnel in PPE, limiting hot-zone operational time and increasing air time.
 - False readings/alarms and oversaturation of monitoring equipment in confined spaces.
- Communications.
 - Use of repeater systems in complex structures (high-rise buildings, stadiums, shopping malls, subterranean environments).
 - Secure communications/operational security in high-density population areas.
 - Internal communication challenges (high-noise environments, working subway systems).
- Logistics.
 - Effects of halting commercial enterprise due to WMD-CST operations in metropolitan areas.
 - Mass casualty decontamination and medical treatment of civilian casualties, which have an effect on WMD-CST operations, security, and force protection.
 - Special equipment sets for confined-space operations.
 - Casualty evacuation/rescue equipment.
 - Additional lighting requirements for confined-space and subterranean situations.
- Training.
 - Required confined-space training and annual recertifications.
 - Emergency vehicle operations course.
 - Increased awareness/training with TIM (and subsets thereof) common to the environment.
 - Urban transportation network familiarization.
 - Public works training for familiarity with various infrastructure systems and the identification of agencies and personnel responsible for/knowledgeable in their employment.
 - Limited availability of key infrastructures for training, which may require innovative training scenarios that replicate some of the environmental conditions.

- Preincident networking and liaison activities with a multitude of diverse agency stakeholders in metropolitan areas.
- Preincident identification of major venue safety plans, evacuation plans, and mass casualty response procedures.
- Air load planning and the movement of WMD-CST personnel and equipment.
- Aerial resupply techniques.
- Safety.
 - PPE damage/breach in collapsed structures and confined-space environments.
 - Claustrophobia.
 - Personnel and equipment movement up and down stairs.
 - Unpredictable wind patterns and the rapid spread of contamination.
 - Force protection and security in high-density population centers.

MARITIME

H-3. Selected operational considerations that commanders should take into account before establishing operations are—

- Environmental effects.
 - Dry versus wet decontamination and disposal issues.
 - High winds.
 - Alternate decontamination procedures (if target vessel does not present a suitable footprint area).
 - Alternate load plans.
 - Combined reconnaissance and sampling entry due to limited access.
 - Language barriers on foreign vessels.
 - Awareness of international water zones and U.S. Coast Guard (USCG) geographical spans of control seaward and inland.
 - Perimeter monitoring team (PMT) procedures (if target vessel has sufficient footprint space). PMT may need to monitor before boarding from shore to ship.
 - Decentralized C2 in shore-to-ship incidents.
 - Sampling technique modifications.
- Equipment capabilities/limitations.
 - False readings/alarms with monitoring equipment.
 - Increased equipment maintenance in wet/saltwater environments.
 - Monitoring in stratification/confined-space environments.
 - Streamlining basic equipment load for the shore-to-ship party.
 - Methods of transport (rotary-wing, rigid inflatable hull, tug, barge) from shore to ship that dictate boarding-party size and equipment haul capacity.
 - Confined-space rescue equipment availability.
- Communications.
 - Use of repeaters.
 - Limitations of wireless-data transmissions in the depths and holds of a marine platform that may alter abort criteria or require repeaters.
 - Internal communication challenges (high-noise environments, engine rooms).
 - Use of onboard/fixed communications systems that may augment organic assets on-scene.
 - COMSEC.
- Logistics.
 - Limited resupply capabilities.
 - Time constraints for shore-to-ship mission continuity.
 - Marine platform man-down extraction equipment.

- Waterproof containment for equipment.
- Training.
 - Marine platform familiarization course. USCG and maritime academies are excellent resources for this basic skills/overview orientation for the entire unit.
 - Vertical delivery training (sponsored by most USCG stations). It provides WMD-CSTs with the necessary training in water survival and personnel/equipment delivery techniques to facilitate maritime operations.
 - USCG national strike team TTP for marine response and joint training/exercising opportunities.
 - USCG open-water survival course.
 - Man-overboard and casualty evacuation battle drills.
 - Confined-space training.
 - USCG interagency training.
 - International chamber of shipping—guide to helicopter/ship operations.
 - Unit physical fitness program that incorporates waterborne skills enhancement and confidence training.
- Safety.

Note. See *FM 55-501* and *FM 55-502*.

- Casualty evacuation. Casualty evacuation onboard marine platforms is resource-intensive, given the interior construction of most vessels. Alternate medical response procedures may be required for an emergency evacuation situation.
- Sea sickness (aspiration in SCBA).
- Force protection. The platform must not present an “opposed entry” situation.
- High-risk boarding issues via pilot’s door and “Jacob’s ladder” routes of entry.
- Safety lines for personnel working on-deck.
- USCG-approved personal flotation and cold-water protection devices (“mustang suits”).
- Operations on a ship underway or static.

SENSITIVE

H-4. Jurisdictional and interoperability considerations could impact working in sensitive locations. Sensitive locations could include—

- Embassies (continental United States [CONUS]).
- Border-crossing points.
- Indian reservations.
- Restricted (classified) areas.
- Military or federal property.

H-5. Selected considerations that could impact working on federal property are—

- Weapons control.
- C2.
- Jurisdiction.
- Restricted areas.
- Nuclear exclusion zones.

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Appendix I

Symbology

You can ask me for anything you like, except time.

—Napoleon

Military symbology allows commanders and staffs to graphically display certain elements of the operational picture. Situational maps, overlays, and annotated aerial photographs are used to express an OPLAN, OPORD, concept, or friendly or hostile (enemy) situation. The combination of unit and equipment symbols, control measures and other military symbols creates an indispensable tool for quickly portraying military operations.

I-1. In *FM 1-02*, symbology is broken down into unit and equipment symbols, graphic control measures, installation symbols, and stability operations symbols. It does not include every possible symbol, but provides rules for building military symbols and allows flexibility to create symbols to meet operational needs.

I-2. The symbols for a WMD-CST, a UCS, and an ALS are shown in Figure I-1. Use *FM 1-02* and these symbols to build additional WMD-CST symbols as required.

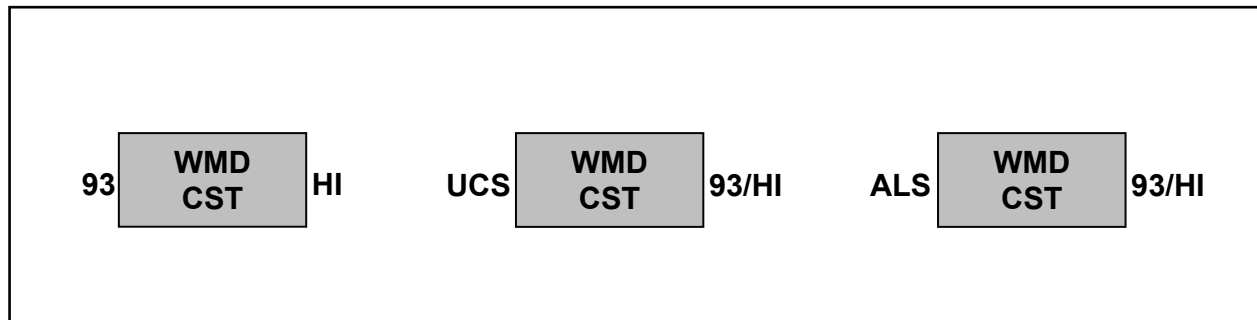


Figure I-1. Building Blocks for WMD-CST Symbols

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Appendix J

Medical and Analytical Section

I am among those who think that science has great beauty. A scientist in his laboratory is not only a technician: he is also a child placed before natural phenomena which impress him like a fairy tale.

—Marie Curie

This appendix provides information regarding the mission, organization, key equipment, capabilities, and employment considerations of the medical and analytical section. This appendix provides information on the ability of the medical and analytical section with the ALS to conduct field laboratory analyses of suspected CBRNE incidents, provide medical support to the WMD-CST, and conduct medical operations in support of an incident.

MISSION

J-1. The medical and analytical section mission is to conduct field laboratory analysis using the ALS to detect and characterize an unknown CBRNE sample and provide emergency health care, medical treatment, and Class VIII supplies for contingency situations for team members. The medical and analytical section conducts the following primary tasks:

- Provides assessment through reachback capability to designated state and federal agencies with additional expertise.
- Conducts a lab analysis of incident-related samples, secures and prepares samples for transport and transfer, and maintains samples within the chain of custody.
- Provides immediate medical treatment support for WMD-CST members (basic life support, advanced life support, and advanced trauma life support) before, during, and after incident response operations.
- Provides medical advice and consultation to the WMD-CST commander, the IC, and (as directed) public health agencies and local hospitals on the management and risks of suspected hazards.
- Conducts medical reachback coordination with state, local, and regional facilities during incident response operations.
- Provides professional and technical advice to the IC and health care agencies on the medical implications of a CBRN incident, the effects of suspected hazards, and casualty prediction, decontamination, and treatment protocols.
- Conducts medical intelligence and analysis.
- Coordinates with civilian and federal health care facilities for follow-on support.

ORGANIZATION

J-2. The medical and analytical section consists of a four-member team comprised of a physician assistant (PA), a medical operations officer (MOO), an NMSO, and a medical NCO. (See Figure J-1, page J-2.)

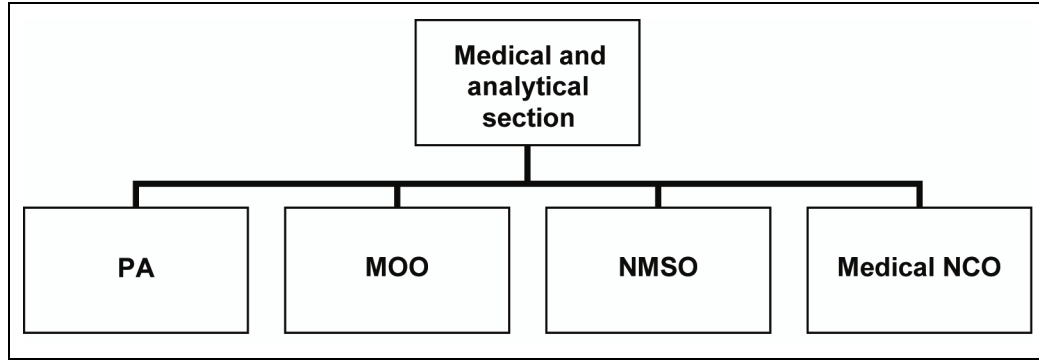


Figure J-1. Medical and Analytical Section

KEY EQUIPMENT

J-3. The ALS (Figure J-2 and Figure J-3) is the mobile, analytical platform operated by the analytical team (NMSO and medical NCO). It is self-contained, is fully functional with C-130 air transportability, and is reliable in a wide range of extreme climates. It contains the highest level of engineering controls to protect the operators and the environment. It includes a robust containment system and contaminated-sample, air filtration unit; provides proper waste disposal of residues, samples, and equipment; and established spill and release response and reporting procedures. (See Figure J-2 and Figure J-3.)



Figure J-2. ALS Exterior

J-4. The ALS provides advanced technologies with enhanced sensitivity and selectivity in the identification of CBR agents and substances through data received and interpretation. The ALS provides a science-based analysis of CBRN samples to gain and maintain an understanding of the contaminated environment. Standardized procedures are followed to support informed decisions by the local IC and state and federal agencies that provide follow-on response to a CBRN incident. Within the compartments of the ALS, operators have the ability to prepare, extract, analyze, and store environmental samples and to document environmental conditions. They may also prepare samples for possible law enforcement evidence in the event of a criminal or terrorist incident. The ALS is equipped with—

- Class III containment glove box.
- Gas chromatography/mass spectrometry.
- A fluorescent microscope.
- Infrared spectrometry.
- Immunoassay tickets.
- An electro chemical luminescent detector.
- Polymerase chain reaction.
- A refrigerator–freezer.
- Generator power or shore power option dependent on employment site



Figure J-3. ALS Interior

J-5. When linked to the UCS, the ALS provides the critical capability of linking on-site operational data analysis with strategic reachback to national laboratory response networks and SMEs. This enhanced communications system is an essential component of awareness during a complex natural disaster or terrorist incident.

CAPABILITIES

- J-6. The following capabilities are associated with the medical and analytical section:
- Detecting and characterizing unknown samples of suspected CBRN agents and substances present at an incident site.
 - Providing an on-site, mobile analytical platform to perform analysis and characterization of unknown samples and providing assessment through reachback capability to designated state and federal agencies with additional technical expertise.
 - Assessing current and potential hazards to personnel, animals, and selected critical infrastructure features that result from identified agent and substance presence.
 - Advising civil authorities as to initial casualty medical management and casualty minimization measures.
 - Providing preventative medicine, medical surveillance, and emergency medical technician level medical care for assigned personnel.
 - Participating in advanced planning, coordination, and training processes with potential supported or supporting local, state, and federal agencies; other WMD-CSTs; and/or DOD response elements.
 - Executing the above listed capabilities and applicable state and federal laws within a state, territory or at a CONUS military installation when requested.
- J-7. The following capabilities are associated with the ALS:
- Detecting and characterizing an unknown sample of a suspected CBRN agent/substance present at an incident site.
 - Providing the capability to perform comprehensive search, survey, surveillance, and sampling missions for a WMD incident.
 - Providing rapid presumptive identification of chemical-biological (CB) agents/substances at an incident site.
 - Interfacing with state and local civil responders (via UCS) to support the unity of effort and provide situational awareness by reducing first responder information gaps and communications shortfalls.

EMPLOYMENT CONSIDERATIONS

- J-8. The following are employment considerations for medical and analytical section personnel:
- The ALS is a two-member, crew-served system.

Note. The WMD-CSTs are required to conduct 24-hour continuous operations independently for up to 72 hours. Additional ALS operators are recommended if continuous operations extend beyond 18 hours. Commanders should plan and implement adequate work/rest cycles.

- The team is one deep in most specialty functions. Factors such as ongoing training (including required schools), mission preparation requirements, leave, illness, and personal emergencies reduce the number of personnel available for missions where there is no advance notice.
 - A sustainment package for formularies and medical supplies is required for continuous or extended operations.
 - A qualified NMSO is responsible for analysis and determination of the final results.
 - An operator actively processing samples usually has both hands occupied; therefore, the sampling process must be observed and supported by the second operator.
 - Operators must maintain and sustain personnel qualifications and procedures through regular proficiency analytical testing.
 - All results and reports generated by the ALS must be reviewed by the WMD-CST commander.
- J-9. The following are employment considerations for medical and analytical section equipment, including the ALS:

- The ALS is not equipped with an overpressure system and must be located within the cold zone.
- As a mobile laboratory system, good laboratory practices must be observed in the ALS.

WARNING

Eating, drinking, or smoking is not permitted in the ALS vehicle because it may result in equipment damage.

- Insufficient fresh air exchange inside the shelter can cause nausea, dizziness, and/or headache. Use the exhaust hose extension for generator exhaust so that carbon monoxide does not enter the shelter.

DANGER

Carbon monoxide inside the shelter may be hazardous or fatal to personnel.

- The ALS vehicle must be parked on a near-level parking gradient, not exceeding a 20° slope.
- Extra supplies are required for continuous or extended operations.
- The ALS should never be operated by a single operator.

DANGER

ALS operation by a single operator could result in death or permanent injury.

- The agent/substance database library is not all-inclusive of HAZMAT.
- There are a limited number of reagents for biological agents.
- Proper and timely calibrations on all equipment must be according to the unit SOP.

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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

AAR	after-action review
AC	hydrogen cyanide; aircraft; alternating current
ADP	automatic data processing
ADVON	advanced echelon
AFSC	Air Force specialty code
AFRRI	Armed Forces Radiobiology Research Institute
AI	area of interest
ALARA	as low as reasonably achievable
ALS	Analytical Laboratory System
AMEDP	allied medical publication
ANGI	Air National Guard instruction
AO	area of operation
APOD	aerial port of debarkation
APOE	aerial port of embarkation
appt	appointment
AR	Army regulation
ARNG	Army National Guard
attn	attention
BC	before Christ
BG	brigadier general
BZ	3–quiucldinyl benzilate
C2	command and control
CB	chemical-biological
CBIRF	Chemical/Biological Incident Response Force
CBR	chemical, biological, and radiological
CBRN	chemical, biological, radiological, and nuclear
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CCDR	combatant commander
CCI	classified cryptological information
CCIR	commander’s critical information requirement
CDC	Centers for Disease Control and Prevention
cdr	commander
CFR	Code of Federal Regulations
CG	commanding general; phosgene
CHOP	change of operational control
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual

CLOSEREP	closure report
CM	consequence management
cmd	command
CN	chloroacetophenone
COA	course of action
COMSEC	communications security
CoMSUPCEN	Consequence Management Support Center
CONPLAN	contingency plan
CONUS	continental United States
COOP	continuity of operations
COP	common operational picture
COTS	commercial, off-the-shelf
CP	command post
CS	tear gas (2-chlorobenzalmalononitrile)
CSSC	civil support skills course
CST	civil support team
CX	phosgene oxime
DA	Department of the Army; diphenylchloroarsine
DC	direct current
DCO	defense coordinating officer
DD	day (two-digit)
dL	distributed learning
DM	adamsite
DO	domestic operations
DOD	Department of Defense
DODD	Department of Defense directive
DOMS	director of military support
DP	diphosgene
DPG	Defense Planning Guidance
DSN	Defense Switched Network
DTG	date-time group
DTRA	Defense Threat Reduction Agency
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact
EMS	emergency medical services
EOC	emergency operations center
EPLO	emergency preparedness liaison officer program
ERG	Emergency Response Guidebook
ERP	emergency response plan
ESRI	Environmental Systems Research Institute
ETA	estimated time of arrival

eval	evaluation
FBI	Federal Bureau of Investigation
FEBA	forward edge of the battle area
FEMA	Federal Emergency Management Agency
FLOT	forward line of own troops
FM	field manual; frequency modulation
FMI	field manual-interim
FORSCOM	U.S. Army Forces Command
FPCON	force protection condition
FRAGO	fragmentary order
FTX	field-training exercise
FY	fiscal year
ft	foot or feet
G	German
GA	tabun
GAO	Government Accountability Office
GB	sarin
GD	soman
GENADMIN	general administrative (message)
GI	geospatial information
GI&S	geospatial information and services
GIS	geographic information system
grnd	ground
H	mustard gas
HAZMAT	hazardous material
HD	a sulfur mustard gas blister agent
HF	high frequency
HH	hour (two-digit)
HL	mustard gas and lewisite
HN	nitrogen mustard
HPAC	hazard prediction and assessment capability
HQ	headquarters
HQDA	Headquarters, Department of the Army
HSPD	Homeland Security Presidential directive
HVAC	heating, ventilating, and air conditioning
HVT	high-value target
IAP	incident action plan
IAW	in accordance with
IC	incident commander
ICAM	improved chemical-agent monitor
ICP	incident command post

ICS	Incident Command System
IED	improvised explosive device
IFR	instrument flight rules
IM	information management
INMARSAT	international maritime satellite
INTREP	intelligence report
IPB	intelligence preparation of the battlefield
J-2	intelligence staff officer
J-3	operations staff officer
J-6	communications staff officer
JAG	judge advocate general
JCS	Joint Chiefs of Staff
JEM	Joint Effects Model
JFHQ	Joint force headquarters
JFHQ-S	joint force headquarters–state
JOC	joint operations center
JP	joint publication
JRS	joint reporting structure
JTF	joint task force
JTF-CS	joint task force–combat support
JTF-S	joint task force–state
JWARN	Joint Warning and Reporting Network
K	kilobyte
KIA	killed in action
L	lewisite
LAN	local area network
LFA	lead federal agency
LNO	liaison officer
LOS	line of sight
LTC	lieutenant colonel
LTIOV	last time information of value
LZ	landing zone
MACDIS	military assistance for civil disturbances
MACOM	major command
MAJ	major
MANSCEN	Maneuver Support Center
MCOO	modified combined obstacle overlay
MDMP	military decision-making process
METL	mission-essential task list
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, and civil considerations
MGRS	military grid reference system

MHz	megahertz	
MIA	missing in action	
MM	month (two-digit); minute (two-digit)	
MO	Missouri	
MOA	memorandum of agreement	
MOO	medical operations officer	
MOS	military occupation specialty	
MOU	memorandum of understanding	
Mr.	mister	
MSCA	military support to civil authorities	
MTP	mission training plan	
N	(time of) notification	
NATO	North Atlantic Treaty Organization	
NBC	nuclear, biological, and chemical	
NCO	noncommissioned officer	
NCA	National Command Authorities	
NCOIC	noncommissioned officer in charge	
NFPA	National Fire Protection Association	
NG	National Guard	
NGB	National Guard Bureau	
NGIC	National Ground Intelligence Center	
NGR	National Guard regulation	
N-hour	notification hour	
NIMS	National Incident Management System	
NMSO	nuclear medical science officer	
NORS	U.S. Northern Command Operational Reporting System	
NRP	National Response Plan	
NSSE	national security special event	
OIC	officer in charge	
O/O	on order	
OPCEN	operations center	
OPLAN	operations plan	
OPORD	operations order	
OPREP	operations report	
OPSUM	operation summary	
OPTEMPO	operating tempo	
ORC	operational readiness cycle	
OSC	on-scene commander	
OSHA	Occupational Safety and Health Administration	
PA	physician assistant	
pam	pamphlet	

PDD	Presidential decision directive
PID	photo ionization detector
PIR	priority intelligence requirement
PL	public law
PMCS	preventative maintenance checks and services
PME	professional military education
PMT	perimeter monitoring team
POC	point of contact
PPE	personal protective equipment
PS	chloropicrin
PSG	platoon sergeant
PSTN	public switched telephone network
RDD	radiological dispersal device
RF	radio frequency
RFA	request for assistance
RFI	request for information
RMP	response management plan
ROE	rules of engagement
RP	release point
RRI	response to request for information
RSOI	reception, staging, onward movement, and integration
RUF	rules for the use of force
SA	situational awareness
SBCCOM	U.S Army Soldier and Biological Chemical Command
SCBA	self-contained breathing apparatus
SCO	state coordinating officer
SEMA	State Emergency Management Agency
SIR	serious incident report
SITREP	situation report
SJFHQ	U.S. Joint Forces Command's Standing Joint Force Headquarters
SME	subject matter expert
SOI	signal operating instructions
SOP	standing operating procedure
SP	start point
SPIREP	spot intelligence report
SQI	skill qualification identifier
SSN	social security number
STAT	statistics
T1	T-carrier 1
tac	tactical
TAG	technical assessment group

TAI	target area of interest
TBD	to be determined
TCL	target capabilities list
TDA	table of distribution and allowances
TIC	toxic industrial chemical
TIM	toxic industrial material
TLP	troop-leading procedure
TNCC	Trojan Network Control Center
TOC	tactical operations center
TRADOC	U.S. Army Training and Doctrine Command
TTP	tactics, techniques, and procedures
TTP&E	tactics, techniques, procedures, and equipment
UCMJ	Uniform Code of Military Justice
UCS	Unified Command Suite
UHF	ultrahigh frequency
UNAAF	unified action armed forces
UOC	utility operations center
U.S.	United States
USAMRICD	U.S. Army Medical Research of Chemical Defense
USAMRIID	U.S. Army Medical Research Institute for Infectious Diseases
USPACOM	U.S. Pacific Command
USAREUR	U.S. Army–Europe
USAR	U.S. Army Reserves
USC	U.S. Code
USCG	U.S. Coast Guard
USMTF	U.S. message text format
USNORTHCOM	U.S. Northern Command
USTRANSCOM	U.S. Transportation Command
UTL	universal task list
UTM	universal transverse mercator
V	venomous
VFR	visual flight rules
VHF	very high frequency
VoIP	voice over Internet protocol
VR55	thickened (soman)
WAN	wireless area network
WARNO	warning order
WIA	wounded in action
WMD	weapons of mass destruction
WMD-CST	weapons of mass destruction–civil support team
WOT	War on Terrorism

YYYY	year (four-digit)
Z	ZULU (time)
ZIP	zone improvement plan

SECTION II – TERMS

adjutant general

Army National Guard or Air National Guard officer responsible for management of the National Guard of a state or territory not on federal duty.

advanced echelon

A small forward element of the unit, dispatched to a probable new site of operation in advance of the main body for the purpose of arranging for the arrival of the unit and its equipment. Also called **ADVON**.

after-action review

A professionally structured review process, conducted after a training event, that allows participants and leaders to discuss and assess what happened, why it happened, and how to sustain strengths and improve weaknesses, focusing directly on the tasks, goals, and performance standards of the exercise to determine how to improve training proficiency. Also called **AAR**.

Analytical Laboratory System

A C-130 air-transportable system that uses commercial, off-the-shelf equipment to conduct analysis of chemical warfare agents, toxic industrial materials, and biological warfare agents at the incident site. It has the capability of establishing communications to local, state, and federal laboratories and other agencies for confirmatory analysis of the suspect agent. Also called **ALS**.

area of interest

(joint) That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current or planned operations. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission. Also called **AI**. (JP 2-03)

area of operations

(joint) An operational area defined by the joint force commander for land and maritime forces. Areas of operations do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders to accomplish their missions and protect their forces. Also called **AO**. (JP 3-0)

as low as reasonably achievable

A radiation safety principle for minimizing radiation doses and releases of radioactive materials by employing all reasonable methods.

assessment

(Army) The continuous monitoring and evaluation of the conditions of the current situation and progress of an operation. (FM 3-0)

biological agent

(joint) A microorganism that causes disease in personnel, plants, or animals or causes the deterioration of materiel. (JP 1-02)

biological operation

See **biological warfare**.

biological warfare

(joint) Employment of biological agents to produce casualties in personnel or animals or damage to plants. (JP 3-11)

biological weapon

(joint) Materiel that projects, disperses, or disseminates a biological agent, including arthropod vectors. (JP 1-02)

blister agent

(joint) A chemical agent which injures the eyes and lungs and burns or blisters the skin. Also called **vesicant agent**. (JP 1-02)

blood agent

(joint) A chemical compound, including the cyanide group, that affects bodily functions by preventing the normal utilization of oxygen by body tissues. (JP 1-02)

casualty

(Army) Any person who is lost to his organization by reason of having been declared dead, wounded, injured, diseased, interned, captured, retained, missing in action, beleaguered, besieged, or detained. (FM 8-55)

Center for Army Lessons Learned

A combined arms service that collects and analyzes data from a variety of current and historical sources, including Army operations and training events, and produces lessons for military commanders, staffs, and students.

chemical agent

(joint) Any toxic chemical intended for use in military operations. (JP 3-11)

chemical, biological, radiological, nuclear, or high-yield explosives incidents

(joint) An emergency resulting from the deliberate or unintentional release of nuclear, biological, radiological, or toxic or poisonous materials or the detonation of a high-yield explosive. (JP 3-26)

chemical warfare

(joint) All aspects of military operations involving the employment of lethal and incapacitating munitions/agents and the warning and protective measures associated with such offensive operations. Since riot control agents and herbicides are not considered to be chemical warfare agents, those two items will be referred to separately or under the broader term "chemical," which will be used to include all types of chemical munitions/agents collectively. (JP 3-11)

chemical weapon

(joint) Together or separately, (a) a toxic chemical and its precursors, except when intended for a purpose not prohibited under the Chemical Weapons Convention; (b) a munition or device specifically designed to cause death or other harm through toxic properties of those chemicals specified in (a) above, which would be released as a result of the employment of such munition or device; (c) any equipment specifically designed for use directly in connection with the employment of munitions or devices specified in (b) above. (JP 1-02)

choking agent

An agent that injures an unprotected person chiefly in the respiratory tract (the nose, the throat, and particularly the lungs) by irritating and inflaming, causing a choking sensation.

civil defense

All those activities and measures designed or undertaken to: (a) minimize the effects upon the civilian population caused or which would be caused by an enemy attack on the United States; (b) deal with the immediate emergency conditions that would be created by any such attack; and (c) effectuate emergency repairs to, or the emergency restoration of, vital utilities and facilities destroyed or damaged by any such attack. (JP 1-02)

civil support

(joint) Department of Defense support to U.S. civil authorities for domestic emergencies and for designated law enforcement and other activities. (JP 3-26)

combatant command

(joint) A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities. (JP 5-0)

command and control

(Army) The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of a mission. Commanders perform command and control functions through a command and control system. (FM 6-0)

commander's critical information requirement

(joint) An information requirement identified by the commander as being critical to facilitating timely decision making. The two key subcomponents are critical friendly force information and priority intelligence requirements. Also called **CCIR**. (JP 3-0)

commander's intent

(Army) A clear, concise statement of what the force must do and the conditions the force must establish with respect to the enemy, terrain, and civil considerations that represent the operation's desired end state. (FM 3-0)

common operational picture

(Army) A single identical display of relevant information within a commander's area of interest tailored to the user's requirements, based on common data and information shared by more than one command. Also called **COP**. (FM 3-0)

communications security

(joint) The protection resulting from all measures designed to deny unauthorized persons information of value that might be derived from the possession and study of telecommunications, or to mislead unauthorized persons in their interpretation of the results of such possession and study. Also called **COMSEC**. (JP 6-0)

consequence management

(joint) Actions taken to maintain or restore essential services and manage and mitigate problems resulting from disasters and catastrophes, including natural, manmade, or terrorist incidents. Also called **CM**. (JP 3-26)

Consequence Management Support Center

A Department of Defense hub for integrated logistics support that serves as a supply support activity for military and commercial equipment, kitting and shipping agent, and logistics operations center for both deployed and home-station units. It supports and sustains the weapons of mass destruction civil support teams through a central organization consisting of a supply support activity, an emergency resupply activity, and a support coordination center.

contamination

(joint) The deposit, absorption, or adsorption of radioactive material, or of biological or chemical agents on or by structures, areas, personnel, or objects. (JP 1-02)

control measure

A means of regulating forces or warfighting functions. (FM 3-0)

course of action

(joint) 1. Any sequence of activities that an individual or a unit may follow. 2. A possible plan open to an individual or a commander that would accomplish or is related to the accomplishment of a mission. 3. The scheme adopted to accomplish a job or mission. 4. A line of conduct in an engagement. 5. A product of the Joint Operation Planning and Execution System concept development phase and the course-of-action determination steps of the joint operation planning process. Also called **COA**. (JP 5-0)

crisis management

(joint) Measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or an act of terrorism. It is predominantly a law enforcement response, normally executed under federal law. (JP 3-26)

critical information

(joint) Specific facts about friendly intentions, capabilities, and activities vitally needed by adversaries for them to plan and act effectively so as to guarantee failure or unacceptable consequences for friendly mission accomplishment. (JP 1-02)

critical task

A task that must be performed during a major event to prevent occurrence, reduce loss of life or serious injuries, or mitigate significant property damage. Critical tasks are essential to the success of a homeland security mission and require coordination among a combination of federal, state, local, and tribal entities.

debarkation

(joint) The unloading of troops, equipment, or supplies from a ship or aircraft. (JP 1-02)

decontamination

(joint) The process of making any person, object or area safe by absorbing, destroying, neutralizing, making harmless, or removing chemical or biological agents, or by removing radioactive material clinging to or around it. (JP 1-02)

defense coordinating officer

(joint) The Department of Defense on-scene representative who coordinates defense support of civil authorities requirements with the federal coordinating officer or his or her designated representative. Also called **DCO**. (JP 3-41)

directive

(joint) 1. A military communication in which policy is established or a specific action is ordered. 2. A plan issued with a view to putting it into effect when so directed or in the event that a stated contingency arises. 3. Broadly speaking, any communication which initiates or governs action, conduct, or procedure. (JP 1-02)

embarkation

(joint) The process of putting personnel and/or vehicles and their associated stores and equipment into ships and/or aircraft. (JP 1-02)

force protection

(joint) Preventive measures taken to mitigate hostile actions against Department of Defense personnel (to include Family Members), resources, facilities, and critical information. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. (JP 3-0)

geospatial information and services

(joint) The concept for collection, information extraction, storage, dissemination, and exploitation of geodetic, geomagnetic, imagery (both commercial and national source), gravimetric, aeronautical, topographic, hydrographic, littoral, cultural, and toponymic data accurately referenced to a precise location on the earth's surface. These data are used for military planning, training, and operations, including navigation, mission planning, mission rehearsal, modeling, simulation, and precise targeting. Geospatial information provides the basic framework for operational environment visualization. It is information produced by multiple sources to common interoperable data standards. It may be presented in the form of printed maps, charts, and publications; in digital simulation and modeling databases; in photographic form; or in the form of digitized maps and charts or attributed centerline data. Geospatial services include tools that enable users to access and manipulate data, and also includes instruction, training, laboratory support, and guidance for the use of geospatial data. Also called **GI&S**. (JP 2-03)

hazardous material

Any material, including waste, that may pose an unreasonable risk to health, safety, property, or the environment when they exist in specific quantities and forms. Chemicals that have been determined by the Secretary of Transportation to present risks to safety, health, and property during transportation. Also called **HAZMAT**. (FM 3-100.4)

high-value target

(joint) A target the enemy commander requires for the successful completion of the mission. The loss of high-value targets would be expected to seriously degrade important enemy functions throughout the friendly commander's area of interest. Also called **HVT**. (JP 3-09)

homeland defense

(joint) The protection of United States sovereignty, territory, domestic population, and critical infrastructure against external threats and aggression or other threats as directed by the President. (JP 3-0)

immediate response

(joint) Any form of immediate action taken to assist civil authorities or the public to save lives, prevent human suffering, or mitigate great property damage under imminently serious conditions when time does not permit approval from a higher authority. (JP 3-26)

improvised explosive device

(joint) A device placed or fabricated in an improvised manner incorporating destructive, lethal, noxious, pyrotechnic, or incendiary chemicals and designed to destroy, incapacitate, harass, or distract. It may incorporate military stores, but is normally devised from nonmilitary components. Also called **IED**. (JP 3-07.2)

incident action plan

An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. Also called **IAP**.

incident commander

The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and releasing of resources. The incident commander has overall authority and responsibility for conducting and managing incident operations at the incident site. Also called **IC**.

incident command post

The field location where the primary tactical level, on-scene incident command functions are performed. The incident command post may be colocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light. Also called **ICP**.

incident command system

(joint) A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. The incident command system is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during small to large and complex incidents. The incident command system is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations. Also called **ICS**. (JP 3-41)

information management

(Army) The provision of relevant information to the right person at the right time in a usable form to facilitate situational understanding and decision making. It uses procedures and information systems to collect, process, store, display, and disseminate information. (FM 3-0)

information security

(joint) The protection of information and information systems against unauthorized access or modification of information, whether in storage, processing, or transit, and against the denial of service to authorized users. (JP 3-13)

infrastructure

(joint) All buildings and permanent installations necessary for the support, redeployment, and military forces operations (e.g., barracks, headquarters, airfields, communications, facilities, stores, port installations, and maintenance stations). (JP 4-01.8)

infrastructure protection

Proactive risk management actions intended to prevent a threat from attempting to or succeeding at destroying or incapacitating critical infrastructures.

intelligence

(joint) 1. The product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas. 2. Information and knowledge about an adversary obtained through observation, investigation, analysis, or understanding. (JP 2-0)

intelligence preparation of the battlefield

The systematic, continuous process of analyzing the threat and environment in a specific geographic area. Intelligence preparation of the battlefield is designed to support the staff estimate and military decision-making process. Most intelligence requirements are generated as a result of the intelligence preparation of the battlefield process and its interrelation with the decision-making process. Also called **IPB**. (FM 34-130)

intergovernmental organization

(joint) An organization created by a formal agreement (e.g., a treaty) between two or more governments. It may be established on a global, regional, or functional basis for wide-ranging or narrowly defined purposes. Formed to protect and promote national interests shared by member states. Examples include the United Nations, North Atlantic Treaty Organization, and the African Union. (JP 3-08)

ionizing radiation

Any electromagnetic or particulate radiation capable of producing ions, directly or indirectly, in its passage through matter.

joint operations center

(joint) A jointly manned facility of a joint force commander's headquarters established for planning, monitoring, and guiding the execution of the commander's decisions. Also called **JOC**. (JP 1-02)

lead federal agency

(joint) The federal agency that leads and coordinates the overall federal response to emergency. Designation and responsibilities of a lead federal agency vary according to the type of emergency and the agency's statutory authority. Also called **LFA**. (JP 3-26)

liaison officer

Member of the staff responsible for coordinating contact or maintaining intercommunications between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action. Also called **LNO**.

military decision-making process

A process that integrates the activities of the commander, staff and subordinate commanders in developing an operation plan or order. It establishes procedures for analyzing a mission; developing, analyzing, and comparing courses of action; selecting the best course of action; and producing an operation plan or order. Also called **MDMP**. (FMI 5-0.1).

mission-essential task list

A compilation of collective mission-essential tasks an organization must perform successfully to accomplish its wartime mission(s). Also called **METL**. (FM 7-0)

mission training plan

A training document that provides units a clear description of what and how to train to achieve critical wartime mission proficiency. It needs to be horizontally and vertically integrated, Also called **MTP**.

mitigation

Actions taken to prevent or reduce product loss, human injury or death, environmental damage, and property damage due to the release or potential release of hazardous materials.

modified combined obstacle overlay

(joint) A joint intelligence preparation of the operational environment product used to portray the effects of each operational environment dimension on military operations. It normally depicts militarily significant aspects of the operational environment, such as obstacles restricting military movement, key geography, and military objectives. (JP 2-01.3)

national disaster

An emergency situation posing significant danger to life and property that results from a natural cause.

National Incident Management System

(joint) A national crisis response system that provides a consistent, nationwide approach for federal, state, local, and tribal governments; the private sector; and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. Also called **NIMS**. (JP 3-41)

National Response Plan

A plan mandated by Homeland Security Presidential Directive-5 that integrates federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan. Also called **NRP**.

national security special event

An event of national significance. Also called **NSSE**.

nerve agent

(joint) A potentially lethal chemical agent which interferes with the transmission of nerve impulses. (JP 1-02)

nongovernmental organization

(joint) A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society. (JP 3-08)

nonpersistent agent

(joint) A chemical agent that, when released, dissipates and/or loses its ability to cause casualties after 10 to 15 minutes. (JP 3-11)

nuclear weapon

(joint) A complete assembly (implosion type, gun type, or thermonuclear type) in its intended ultimate configuration which, upon completion of the prescribed arming, fusing, and firing sequence, is capable of producing the intended nuclear reaction and release of energy. (JP 1-02)

on-scene commander

(joint) 1. An individual in the immediate vicinity of an isolating event who temporarily assumes command of the incident. 2. The federal officer designated to direct federal crisis and consequence management efforts at the scene of a terrorist or weapons of mass destruction incident. Also called **OSC**. (JP 3-50)

operating tempo

The rate at which units of the armed forces are involved in all military activities, including contingency operations, exercises, and training deployments. Also called **OPTEMPO**.

operational control

(joint) Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. When forces are transferred between combatant commands, the command relationship the gaining commander will exercise (and the losing commander will relinquish)

over these forces must be specified by the Secretary of Defense. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish the missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (JP 0-2)

operational exposure guidance

A flexible system of radiation exposure control that allows the commander to calculate the maximum amount of nuclear radiation that he considers a unit may be permitted to receive while performing a particular mission or missions in order to reduce casualties in radioactive fallout areas, yet still be able to accomplish the mission.

operational readiness cycle

The recurring structured progression of increasing unit readiness through the reset/train, ready, and available phases, culminating in full mission readiness and availability to deploy. Also called **ORC**.

operation order

(joint) A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. Also called **OPORD**. (JP 1-02)

operation plan

(Army) Any plan for the preparation, execution, and assessment of military operations. Also called **OPLAN**. (FM 5-0)

operations center

(joint) The facility or location on an installation, base, or facility used by the commander to command, control, and coordinate all operational activities. (JP 3-07.2)

operations security

(joint) A process of identifying critical information and subsequently analyzing friendly actions attendant to military operations and other activities to: (a) identify those actions that can be observed by adversary intelligence systems; (b) determine indicators hostile intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries; and (c) select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation. (JP 3-13.3)

pathogen

(joint) A disease-producing microorganism. (JP 3-11)

persistency

(joint) In biological or chemical warfare, the characteristic of an agent which applies to the duration of its effectiveness under determined conditions after its dispersal. (JP 1-02)

persistent agent

(joint) A chemical agent that, when released, remains able to cause casualties for more than 24 hours to several days or weeks. (JP 3-11)

personal protective equipment

Equipment to shield or isolate a person from chemical, physical, and thermal hazards that may be encountered at a hazardous materials incident. Personal protective equipment includes both personal protective clothing and respiratory protection. Also called **PPE**.

port of debarkation

(joint) The geographic point at which cargo or personnel are discharged. This may be a seaport or aerial port of debarkation; for unit requirements, it may or may not coincide with the destination. (JP 1-02)

port of embarkation

(joint) The geographic point in a routing scheme from which cargo and personnel depart. This may be a seaport or aerial port from which personnel and equipment flow to a port of debarkation; for unit and nonunit requirements, it may or may not coincide with the origin. (JP 4-01.2)

Posse Comitatus Act

(joint) Prohibits search, seizure, or arrest powers to U.S. military personnel. Amended in 1981 under Public Law 97-86 to permit increased Department of Defense support of drug interdiction and other law enforcement activities. (USC, Title 18, Section 1385)

priority intelligence requirement

(joint) An intelligence requirement, stated as a priority for intelligence support, that the commander and staff need to understand the adversary or the operational environment. Also called **PIR**. (JP 5-0)

procedures

(Army) Standard and detailed courses of action that describe how to perform a task. (FM 3-90)

push package

Preconfigured anticipatory resupply package.

radiological dispersal device

(joint) A device, other than a nuclear explosive device, designed to disseminate radioactive material in order to cause destruction, damage, or injury. Also called **RDD**. (JP 3-41)

radiological survey

(joint) The directed effort to determine the distribution and dose rates of radiation in the area. (JP 1-02)

release point (road)

(Army) A location on a route where marching elements are released from centralized control. Also called **RP**. (FM 3-90)

request for information

(joint) 1. Any specific time-sensitive ad hoc requirement for intelligence information or products to support an ongoing crisis or operation not necessarily related to standing requirements or scheduled intelligence production. A request for information can be initiated to respond to operational requirements and will be validated in accordance with the theater command's procedures. 2. The National Security Agency/Central Security Service uses this term to state ad hoc signals intelligence requirements. Also called **RFI**. (JP 2-01)

response

Activities that address the short-term direct effects of an incident, including immediate actions to save lives and personal property and to meet basic human needs, as well as the execution of emergency operations plans and mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes.

risk

(joint) Probability and severity of loss linked to hazards. (JP 3-33)

risk assessment

(joint) The identification and assessment of hazards (first two steps of risk management process). (JP 1-02)

risk management

(joint) The process of identifying, assessing, and controlling risk arising from operational factors, and making decisions that balance risk cost with mission benefits. (JP 3-0)

rules for the use of force

(joint) Directives issued to guide United States forces on the use of force during various operations. These directives may take the form of execute orders, deployment orders, memoranda of agreement, or plans. Also called **RUF**. (JP 3-26)

rules of engagement

(joint) Directives issued by competent military authority that delineate the circumstances and limitations under which United States forces will initiate and/or continue combat engagement with other forces encountered. (JP 1-02)

situation report

(joint) A report giving the situation in the area of a reporting unit or formation. (JP 1-02)

standing operating procedure

(joint) A set of instructions covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness. The procedure is applicable unless ordered otherwise. Also called **SOP**. (JP 1-02)

survey

(joint) The directed effort to determine the location and the nature of a chemical, biological, and radiological hazard in an area. (JP 3-11)

tactical control

(DOD) Command authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. Tactical control is inherent in operational control. Tactical control may be delegated to and exercised at any level at or below the level of combatant command. When forces are transferred between combatant commands, the command relationship the gaining commander will exercise (and the losing commander will relinquish) over these forces must be specified by the Secretary of Defense. Tactical control provides sufficient authority for controlling and directing the application of force or tactical use of combat support assets within the assigned mission or task. (JP 0-2)

tactics

The employment and ordered arrangement of forces in relation to each other. (CJCSI 5120.02)

target area of interest

(Army) The geographical area or point along a mobility corridor where successful interdiction will cause the enemy to abandon a particular course of action or require him to use specialized engineer support to continue. It is where he can be acquired and engaged by friendly forces. Also called **TAI**. (FM 3-90)

target capabilities list

Description of 36 capabilities required to perform almost 200 critical tasks.

task force

(joint) 1. A temporary grouping of units, under one commander, formed for the purpose of carrying out a specific operation or mission. 2. A semi-permanent organization of units, under one commander, formed for the purpose of carrying out a continuing specific task. 3. A component of a fleet organized by the commander of a task fleet or higher authority for the accomplishment of a specific task or tasks. (JP 1-02)

techniques

(joint) Nonprescriptive ways or methods used to perform missions, functions, or tasks. (CJCSI 5120.02)

terrorism

(joint) The calculated use of unlawful violence or threat of unlawful violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological. (JP 3-07.2)

threat

A foreign or domestic entity possessing both the capabilities to exploit a critical infrastructure's vulnerabilities and the malicious intent of debilitating defense or economic security. A threat may be an individual, organization, or nation.

toxic industrial chemical

(Army) Chemical compounds used or produced in industrial processes that are toxic to humans and animals or cause damage to plants. Also called **TIC**. (FM 3-11.4)

toxic industrial material

(Army) A generic term for toxic radioactive compounds in solid, liquid, aerosolized, or gaseous form. These may be used, or stored for use, for industrial, commercial, medical, military, or domestic purposes. Toxic industrial materials may be chemical, biological, or radioactive and described as toxic industrial chemical, toxic industrial biological, or toxic industrial radiological. Also called **TIM**. (FM 3-11.4)

toxin agent

(joint) A poison formed as a specific secretion product in the metabolism of a vegetable or animal organism as distinguished from inorganic poisons. Such poisons can also be manufactured by synthetic processes. (JP 1-02)

troop-leading procedure

The process a leader goes through to prepare his unit to accomplish a tactical mission.

Unified Command Plan

(joint) The document, approved by the President, that sets forth basic guidance to all unified combatant commanders; establishes their missions, responsibilities, and force structure; delineates the general geographic area of responsibility for geographic combatant commanders; and specifies function responsibilities for functional combatant commanders. (JP 0-2)

Unified Command Suite

A vehicle which is highly mobile, self-contained, stand-alone C-130 air mobile communications platform intended to provide both voice and data communications capabilities to civil support team commanders. Also called **UCS**.

universal task list

1. A menu of capabilities (mission-derived tasks with associated conditions and standards, i.e., the tools) that may be selected by a commander to accomplish the assigned mission. Once identified as essential to mission accomplishment, the tasks are reflected within the command mission-essential task list. 2. The tasks that need to be performed by all levels of government and a variety of disciplines to prevent, protect against, respond to, and recover from terrorist attacks, natural disasters, and other emergencies. Also called **UTL**.

vesicant agent

See **blister agent**.

vulnerability

(joint) 1. The susceptibility of a nation or military force to any action by any means through which its war potential or combat effectiveness may be reduced or its will to fight diminished. 2. The characteristics of a system that cause it to suffer a definite degradation (incapability to perform the

designated mission) as a result of having been subjected to a certain level of effects in an unnatural (manmade) hostile environment. 3. In information operations, a weakness in information system security design, procedures, implementation, or internal controls that could be exploited to gain unauthorized access to information or an information system. (JP 3-13)

warning order

(joint) 1. A preliminary notice of an order or action which is to follow. 2. A planning directive that initiates the development and evaluation of military courses of action by a supported commander and requests that the supported commander submit a commander's estimate. 3. A planning directive that describes the situation, allocates forces and resources, establishes command relationships, provides other initial planning guidance, and initiates subordinate unit mission planning. Also called **WARNO**. (JP 5-0)

weapons of mass destruction

(joint) Weapons that are capable of a high order of destruction and/or of being used in such a manner as to destroy large numbers of people. Weapons of mass destruction can be high explosives or nuclear, biological, chemical, and radiological weapons, but exclude the means of transporting or propelling the weapon where such means is a separable and divisible part of the weapon. Also called **WMD**. (JP 1-02)

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