WEAPONS OF MASS DESTRUCTION—CIVIL SUPPORT TEAM OPERATIONS

20 May 2014

DISTRIBUTION RESTRICTION: Distribution authorized to U.S. Government agencies and their contractors only due to the sensitive nature of information within this manual. This determination was made on 30 August 2009. Other requests for this document must be referred to Commandant, U.S. Army Chemical, Biological, Radiological, and Nuclear School.

DESTRUCTION NOTICE: Destroy by any method that will prevent disclosure of contents or reconstruction of the document.
FOREWORD

This publication has been prepared under our direction for use by our respective commands and other commands as appropriate.

PEGGY C. COMBS  
Brigadier General, USA  
Commandant  
U.S. Army Chemical, Biological, Radiological, and Nuclear School

JOE SCIABICA  
SES  
Director  
Air Force Civil Engineer Center

Weapons of Mass Destruction—Civil Support Team Operations

1. This change is based on accurately citing the code section under which the WMD-CST teams will serve, depending on their duty status. Title 10 USC 12310 is the Title 10 AGR statute. It was not established for WMD-CST incident response and is not a National Guard, 32 USC, full-time duty status. Personnel in 10 USC 12310 are not serving under the authority of the governor. As currently written, paragraph 1-15 is in error and misstates the law.

2. A bar (|) marks new or changed material.

3. ATP 3-11.46/AFTTP 3-2.81, 20 May 2014, is changed as follows:

<table>
<thead>
<tr>
<th>Remove Old Pages</th>
<th>Insert New ages</th>
</tr>
</thead>
<tbody>
<tr>
<td>pages 1-3 through 1-4</td>
<td>pages 1-3 through 1-4</td>
</tr>
</tbody>
</table>

4. File this transmittal sheet in front of the publication.

DISTRIBUTION RESTRICTION: Distribution authorized to U.S. Government agencies and their contractors only due to the sensitive nature of information within this manual. This determination was made on 30 August 2009. Other requests for this document must be referred to Commandant, U.S. Army Chemical, Biological, Radiological, and Nuclear School.

DESTRUCTION NOTICE: Destroy by any method that will prevent disclosure of contents or reconstruction of the document.
This page intentionally left blank.
By Order of the Secretary of the Army:

JAMES C. MCCONVILLE
General, United States Army
Chief of Staff

Official:

KATHLEEN S. MILLER
Administrative Assistant
to the Secretary of the Army
2003707

DISTRIBUTION:
Distributed in electronic media only (EMO).

PIN: 104210-002
This page intentionally left blank.
Weapons of Mass Destruction—Civil Support Team Operations

1. This change is based on accurately citing the code section under which the WMD-CST teams will serve, depending on their duty status. Title 10 USC 12310 is the Title 10 AGR statute. It was not established for WMD-CST incident response and is not a National Guard, 32 USC, full-time duty status. Personnel in 10 USC 12310 are not serving under the authority of the governor. As currently written, paragraph 1-15 is in error and misstates the law.

2. A bar (|) marks new or changed material.

3. ATP 3-11.46/AFTTP 3-2.81, 20 May 2014, is changed as follows:

<table>
<thead>
<tr>
<th>Remove Old Pages</th>
<th>Insert New ages</th>
</tr>
</thead>
<tbody>
<tr>
<td>pages 1-3 through 1-4</td>
<td>pages 1-3 through 1-4</td>
</tr>
</tbody>
</table>

4. File this transmittal sheet in front of the publication.

**DISTRIBUTION RESTRICTION**: Distribution authorized to U.S. Government agencies and their contractors only due to the sensitive nature of information within this manual. This determination was made on 30 August 2009. Other requests for this document must be referred to Commandant, U.S. Army Chemical, Biological, Radiological, and Nuclear School.
By Order of the Secretary of the Army

RAYMOND T. ODIERNO  
General, United States Army  
Chief of Staff

Official:  

GERALD B. O’KEEFE  
Administrative Assistant to the  
Secretary of the Army  
1509203

DISTRIBUTION:  
Active Army, Army National Guard, and United States Army Reserve: Distributed in electronic media only (EMO).
Weapons of Mass Destruction—Civil Support Team Operations

Contents

PREFACE.............................................................................................................. iv
INTRODUCTION................................................................................................... vi

Chapter 1 OPERATIONAL FRAMEWORK............................................................ 1-1
  Background ........................................................................................................ 1-1
  Weapons of Mass Destruction—Civil Support Teams ...................................... 1-3

Chapter 2 COMMAND AND CONTROL................................................................. 2-1
  Concept of Operation ....................................................................................... 2-1
  Command and Control Relationships .............................................................. 2-1
  State-to-State Agreements ............................................................................... 2-2
  Requests for Information .................................................................................. 2-3
  Requests for Support and Assistance ............................................................... 2-3
  Transition to Title 10 or Title 32 United States Code Status ............................ 2-3

Chapter 3 SPECTRUM OF SUPPORT................................................................. 3-1
  Organization ...................................................................................................... 3-1
  Capabilities ....................................................................................................... 3-2
  Key Equipment ................................................................................................. 3-3
  Employment Considerations ............................................................................ 3-4

Distribution Restriction: Distribution authorized to U.S. government agencies and their contractors only due to the sensitive nature of information within this manual. This determination was made on 30 August 2009. Other requests for this document must be referred to Commandant, U.S. Army Chemical, Biological, Radiological, and Nuclear School.

Destruction Notice: Destroy by any method that will prevent the disclosure of contents or reconstruction of the document.

Contents

Phases of Operation .............................................................................................................. 3-5

Chapter 4 LIAISON ........................................................................................................... 4-1

Federal Agencies .............................................................................................................. 4-1
State Emergency Management Agencies ................................................................. 4-2
Joint Force Headquarters—State ............................................................................. 4-2
Other State Department of Defense Units ............................................................... 4-2
Other Nonstate Department of Defense Units ......................................................... 4-2
Emergency Responders ............................................................................................. 4-3
Medical and Scientific Communities ........................................................................ 4-3
National Laboratory Response Considerations ..................................................... 4-4

Chapter 5 OPERATIONAL PLANNING ........................................................................ 5-1

Response Management Plan ....................................................................................... 5-1
Mission Request Validation ....................................................................................... 5-2
Unit Recall and Predeployment Planning .................................................................. 5-2
Movement Planning Guidance .................................................................................. 5-2
Plans and Orders ......................................................................................................... 5-2
Transit Timelines and Considerations for Movement ............................................ 5-3
Rapid- Reaction Airlift for Unplanned Events ......................................................... 5-3
Interagency Operations ............................................................................................... 5-3
Joint Operations ........................................................................................................ 5-5
Multiple Team Operations ........................................................................................ 5-6
Relief-in-Place Operations ....................................................................................... 5-8
Split-Unit and Strike Team Operations .................................................................... 5-10
Planning Considerations for Various Operations ................................................... 5-11
Special-Event Assessment Rating System ............................................................... 5-18

Appendix A LEGAL CONSIDERATIONS ...................................................................... A-1

Appendix B ASSESSMENT ............................................................................................. B-1

Appendix C COMMUNICATIONS SECTION ............................................................... C-1

Appendix D DECONTAMINATION .............................................................................. D-1

Appendix E LOGISTICS AND ADMINISTRATIVE SECTION .................................... E-1

Appendix F MEDICAL AND ANALYTICAL SECTION .............................................. F-1

Appendix G MODELING ............................................................................................. G-1

Appendix H OPERATIONS SECTION ........................................................................ H-1

Appendix I SURVEY SECTION .................................................................................. I-1

Appendix J REPORTS ................................................................................................. J-1

GLOSSARY .................................................................................................................. Glossary-1
REFERENCES ............................................................................................................. References-1
INDEX ....................................................................................................................... Index-1
Figures

Figure 1-1. Organizational structure of the WMD–civil support team..................................... 1-5
Figure C-1. Communications section organization................................................................. C-1
Figure C-2. OV-1 of the Unified Command Suite .................................................................. C-4
Figure D-1. Decontamination corridor .................................................................................. D-4
Figure D-2. Sample hazardous waste label .......................................................................... D-6
Figure E-1. Administration and logistics section ................................................................. E-1
Figure F-1. Medical and analytical section organization ...................................................... F-1
Figure F-2. Analytical Laboratory System exterior ............................................................... F-3
Figure F-3. Analytical Laboratory System interior ................................................................. F-4
Figure H-1. Operations section organization ....................................................................... H-1
Figure H-2. Mobile OPCEN ................................................................................................. H-2
Figure I-1. Survey section organization ............................................................................... I-1

Tables

Table 2-1. WMD–civil support team functional areas........................................................... 2-2
Table 5-1. Locations of WMD–civil support teams ................................................................. 5-2
Table 5-2. Environmental considerations ............................................................................ 5-12
Table 5-3. Special-event assessment ratings ....................................................................... 5-18
Preface

ATP 3-11.46/AFTTP 3-2.81 provides the foundation for weapons of mass destruction (WMD)–civil support team doctrine and focuses on the organization, mission, command and control (C2), and operations of the WMD–civil support team. It discusses employment concepts, planning considerations, capabilities, and the support that WMD–civil support teams can provide during a response.

The principal audience for this manual is the middle and senior leadership of the Army and Air Force (officers in the rank of major and above who command National Guard forces in major operations and campaigns or serve on the staffs supporting those commanders). It is also applicable to the enlisted and civilian leadership of the Army; Air Force; National Guard; and officials at local, tribal, state, and federal levels.

This manual is a dual-service publication and uses joint terminology where applicable. The United States (U.S.) Army uses the term *mission command* versus C2; however, C2 is still a valid joint term. (See ADP 1-02.)

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable U.S., international, and host nation laws and regulations. Commanders at all levels ensure that their Soldiers operate according to the law of war and the rules of engagement. (See FM 27-10.)

This manual uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ATP 3-11.46/AFTTP 3-2.81 is the proponent (the authority) are marked with an asterisk (*) in the glossary. Definitions for which ATP 3-11.46/AFTTP 3-2.81 is the proponent publication are boldfaced in the text. For definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

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 American Samoa, the Commonwealth of the Northern Mariana Islands, the Federal States of Micronesia, and the Republic of the Marshall Island are covered by the WMD–civil support teams through governor-to-governor requests. The term *adjutant general* does not refer exclusively to the adjutants general of the 50 states and territories, but also includes the commanding general 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 of ATP 3-11.46 is the United States Army Chemical, Biological, Radiological, and Nuclear School (USACBRNS). The preparing agency is the Maneuver Support Center of Excellence (MSCoE) Capabilities Development and Integration Directorate (CDID); Concepts, Organizations, and Doctrine Development Division (CODDD); Doctrine Branch. Send comments and recommendations on DA Form 2028 *(Recommended Changes to Publications and Blank Forms)* to Commander, MSCoE, ATTN: ATZT-CDC, 14000 MSCoE Loop, Suite 270, Fort Leonard Wood, Missouri 65473-8929 or by e-mail to usarmy.leonardwood.mscoe.mbx.edicodddengdoc@mail.mil; or submit an electronic DA Form 2028.
Send other military branch comments and recommendations directly to—

- **Air Force.**
  Headquarters Air Force Civil Engineer Support Agency
  ATTN: CEXR
  139 Barnes Drive, Suite 1
  Tyndall Air Force Base, Florida 32403-5319
  DSN 523-6169; Commercial (850) 283-6169

Unless stated otherwise, masculine nouns or pronouns do not refer exclusively to men.
Introduction

The potential for hostile activities directed against U.S. citizens and interests worldwide continues to be a serious threat. To counter this threat, the U.S. government implemented a number of measures to enhance the ability of the nation to deter, prevent, respond to, and recover from extremist activities within the United States, its territories, and its possessions. The establishment of the WMD–civil support team program is one of the measures implemented to support the defense of the homeland. Events such as hurricanes, wildfires, floods, debris recovery, and other natural or manmade incidents resulted in the John Warner National Defense Authorization Act for Fiscal Year 2007, expanding the operational mission of the WMD–civil support teams. An incident can be intentional (WMD attack, improvised explosive device) or accidental (release of a toxic industrial material from a facility).

The WMD–civil support team mission is to support civil authorities at a domestic incident site during specified events, such as during—

- The use or threatened use of a weapon of mass destruction (as defined in section 12304(i)(2) of this title) in the United States.
- A terrorist attack of threatened terrorist attack in the United States that results, or could result, in catastrophic loss of life or property.
- The intentional or unintentional release of nuclear, biological, radiological, or toxic or poisonous chemical materials in the United States that results, or could result, in catastrophic loss of life or property.
- A natural or manmade disaster in the United States that results in, or could result in, catastrophic loss of life or property.

The WMD–civil support team provides this support by identifying hazards, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for additional support. As the state governors’ 911 forces for all hazards, WMD–civil support teams provide direct support to the front lines of local, tribal, state, and federal emergency response organizations. WMD–civil support teams operate within the United States, its territories, and its possessions under 32 USC, status and may be federalized under 10 USC status.

The WMD–civil support teams are components of the National Guard chemical, biological, radiological, and nuclear (CBRN) response enterprise. The CBRN response enterprise is composed of WMD–civil support teams; chemical, biological, radiological, nuclear, and high-yield explosive enhanced force packages (CERFP), and homeland response forces. The WMD–civil support teams are the lead military force in support of domestic, CBRN, and catastrophic natural or manmade incidents.
Chapter 1
Operational Framework

This chapter contains information regarding the implementation of the WMD–civil support team program, the current operational framework in which WMD–civil support teams operate, and WMD–civil support team structure and manning.

BACKGROUND

1-1. In June 1995, Presidential Decision Directive 39 delineated the responsibilities for federal agencies in combating terrorism, including domestic incidents. Presidential Decision Directive 62 further defined responsibilities for specific agencies. Both directives call 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 incident (crisis management) and that cope with the consequences that follow (consequence management). The evolving threat requires leaders and planners to conduct assessments and (during deliberate and crisis action planning) analyze the impact of a CBRN incident on the security of the United States. In 1998, the Department of Defense (DOD) commissioned a tiger team to develop a strategic plan for response to incidents using WMD. The plan defined a future operational capability based on enhancing Reserve Component support of civil authorities in the United States by managing the consequences of WMD terrorism. Congress directed the federal government to enhance its capability to deter, prevent, respond to, and recover from terrorist incidents involving WMD and to provide direct support to the front lines of local and state emergency response organizations. Beginning in fiscal year 1999, Congress and DOD provided funding to train, organize, and equip WMD–civil support teams to develop a national DOD capability to meet the pressing demands of this emerging threat. In the John Warner National Defense Authorization Act for Fiscal Year 2007, Congress expanded WMD–civil support team operations to include response to the intentional or unintentional release of nuclear, biological, radiological, toxic, or poisonous chemical materials; or to a natural or manmade disaster in the United States resulting in, or that could result in, the catastrophic loss of life or property.

Note. The term CBRN includes toxic industrial materials, which includes toxic industrial chemical, biological, and radiological materials.

1-2. A total of 57 WMD–civil support teams are fielded, including at least one in each state (California, New York, and Florida have two each), three territories (Guam, Puerto Rico, and the U.S. Virgin Islands), and the District of Columbia. Since their inception, WMD–civil support teams have been actively involved in a number of high-profile missions, including operational responses to the 11 September terrorist attacks and subsequent anthrax incidents in 2001; assessments of the debris field resulting from the crash of the Space Shuttle Columbia in 2003; support for Hurricanes Katrina, Rita, and Wilma in 2005; and preevent assessments and standby for local, tribal, state, and national events. In addition, WMD–civil support teams actively train, plan, coordinate, and respond daily across the country to events of a much smaller scale.

1-3. The WMD–civil support teams operate within a domestic operational framework with a tiered emergency response system and the National Incident Management System.

TIERED EMERGENCY RESPONSE SYSTEM

1-4. In the United States, a 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 personnel. They are supported by emergency dispatch systems, emergency managers, and emergency management agencies. When local resources are overwhelmed 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–civil support teams are part of the state emergency response. If the state, including its National Guard, lacks sufficient assets in quantity or technical response capability to mitigate an incident, the governor may request outside (state or federal) assistance. If federal support is required and the President directs a federal response to the incident, WMD–civil support teams may become federalized as part of the federal response. The National Response Framework guides the cooperative process that orchestrates the actions of federal agencies. For an incident involving CBRN hazards, assets from all tiers of government may be needed in a nearly simultaneous response to maximize recovery.

**National Incident Management System**

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

1-6. The ICS is used by local, tribal, 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, tribal, state, and federal responders; however, the organizational structure remains the same. Federal law requires the use of an ICS for response to hazmat incidents (29 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 when available state assets are insufficient to meet incident mitigation requirements.

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

1-9. The state adjutant general employs the WMD–civil support team to support state response under the supported governor. Based on the guidance to prepare or respond to domestic incidents, states should develop state-to-state compacts to facilitate WMD–civil support team deployments between states. The adjutant general may also request additional WMD–civil support teams from the National Guard Bureau (NGB) according to Weapons of Mass Destruction Civil Support Team Management.

1-10. If an event involves DOD, the defense coordinating officer may call upon a WMD–civil support team for its consequence management capabilities.

1-11. Recognizing the threat or hazard is the first step in being able to defend against it. The National Strategy for Homeland Security, through HSPD-5, HSPD-7, HSPD-8, and HSPD-18, has shaped a nationwide common approach to incident management beginning well before the first 911 phone call is received. The Homeland Security Presidential Directives (HSPDs) direct increased emphasis on prevention, protection, response, and preparedness—which is only possible when a thorough understanding of the adversary and potential threats or hazards is developed and planning and training is conducted based on those threats or hazards.
Today, we face varied threats from enemies seeking to use WMD to cause widespread panic, destruction, and death. Some extremist organizations and rogue states have used significant financial resources and global support networks to pursue the acquisition of WMD.

All hazards resulting from natural or manmade incidents may also cause widespread panic, destruction, or death. A response to such catastrophic events may require the activation of the National Incident Management System.

WMD–civil support teams play a key role in deterrence, protection, response, and preparedness efforts through their ability to plan for and respond to incidents involving the intentional or unintentional incident of CBRN, natural, or manmade incidents. WMD–civil support teams assist in the development of contingency and emergency plans, including the identification of vulnerabilities, subsequent corrective actions, and recovery plans.

WEAPONS OF MASS DESTRUCTION–CIVIL SUPPORT TEAMS

The WMD–civil support teams are National Guard, 32 USC, full-time units designed to provide a specialized capability to respond to an incident. Responding under the authority of the governor, WMD–civil support teams provide significant capabilities to assist local and state agencies that may be overwhelmed or require specific technical capabilities that are not available. The WMD–civil support teams also have the capability to provide support for smaller-scale incidents where specific technical capabilities are required. WMD–civil support teams may also be federalized and deployed as part of a federal response to an incident in or outside their assigned state.

MISSION

The nature and scope of WMD–civil support team support vary widely based on the response, desires, and capabilities of civil authorities and numerous mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). In support of the goals and objectives of the ICS, the WMD–civil support team is normally integrated into the ICS structure so that the entire WMD–civil support team can operate under the ICS operations section or its branches. The desires and capabilities of the incident commander (IC) may dictate that the WMD–civil support team provide specific support to enhance or augment particular ICS operations or functions. This may require that the WMD–civil support team 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–civil support team members. WMD–civil support team commanders must plan for the flexible employment of the unit to fully utilize the capabilities of the WMD–civil support team and provide the maximum benefit to the IC. Once at an incident site, the WMD–civil support team performs the following functions:

- **Identification.** The WMD–civil support team uses its assets to detect, characterize, identify, and monitor unknown hazards. By leveraging multiple detection technologies, WMD–civil support teams generate the best possible analysis and presumptive identification in a field environment. Technical reachback 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 numerous, different CBRN hazards. The identification process directly links to the other WMD–civil support team functions (assess, advise, and assist). (See appendix A for further information regarding legal considerations.)

- **Assessment.** Assessments occur before, during, and after an incident with local, tribal, state, and federal response organizations to ensure that the WMD–civil support team is properly integrated into local and state emergency plans. The assessment capability supports deliberate and crisis action planning. The WMD–civil support team operations center (OPCEN) collects information from appropriate sources, identifies 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 incident, the severity or level of the threat, and target vulnerability. The OPCEN ensures that there is an awareness of threats or potential threats in each area of interest and area of operations. In addition to the threat, other areas assessed include response...
capabilities, personnel and equipment readiness and capabilities, physical response constraints, needs, and METT-TC. Standard 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–civil support team personnel during site surveys and liaison activities. Upon arrival at an incident site, the WMD–civil support team representative conducts liaison operations at the incident command post (ICP) and continues to assess the situation based on information provided by first responders and response organizations. WMD–civil support teams have the unique ability to assess incidents using the expertise of their personnel and leading edge technology equipment to provide accurate and timely sample collection and presumptive identification of hazards. The OPCEN conducts an incident analysis using the military decisionmaking process. Based on these assessments, the OPCEN recommends control measures—including emergency response planning, threat and hazard isolation, 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 threats and hazards to determine the residual threat or risk. The final phase of the assessment involves the evaluation of the impact on the local population, infrastructure, and environment. (See appendix B for further information about the assessment process.)

- **Advisement.** The WMD–civil support team advises the IC and emergency responders on the hazards and countermeasures associated with an all-hazard incident. Advice may cover methods used during all phases of the operations to protect and mitigate the 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 incident. The WMD–civil support team facilitates follow-on capabilities needed to support response measures at an incident site (units, equipment, and supplies), mitigation measures, recovery planning, and a transition plan to support the disengagement of military units.

- **Assistance.** The WMD–civil support team assists the IC by providing multifaceted assistance, including augmentation of the ICS, operational and planning support, hazard prediction modeling, liaison, downrange survey operations, decontamination support, medical operations, communications support, mitigation measures, recovery planning, and overall site characterization. By virtue of their background, specialized training, and scope of liaison across local, tribal, state, and federal agencies, WMD–civil support teams can assist with interoperability among responding agencies.

1-17. To facilitate mission accomplishment, prior planning and coordination must be accomplished to ensure the effective and efficient execution of identification, assessment, advisement, and assistance.

**Organization**

1-18. The WMD–civil support team is a federally funded organization administered by the state. Each WMD–civil support team is manned by 22 Army and Air National Guard Reserve personnel. WMD–civil support teams are organized into six sections (command, operations, administration and logistics, communications, medical and analytical, and survey) that encompass 14 functional specialties. (See figure 1-1.) WMD–civil support team members receive specialized training and state-of-the-art equipment appropriate for their assigned functional areas. Due to the level of specialization within the team and the level of coordination and interaction required at local, tribal, state, and federal levels, WMD–civil support teams have a larger ratio of senior personnel than normally found in a traditional military unit. A description of each of these sections is provided in chapter 3 and appendixes C through I.
1-19. The response management plan was developed per the Secretary of Defense directive to provide a contingency plan for response to a CBRN or catastrophic event in the United States and its territories and possessions. The response management plan ensures that a designated number of WMD–civil support teams are always ready to respond with sufficient resources to a request for assistance. WMD–civil support teams will normally be scheduled in one of the three national response statuses: Immediate (gold), reinforcing (silver), and follow-on (bronze). (See chapter 5 for additional information.)

1-20. States usually have their own emergency plan, as WMD–civil support teams are routinely requested to respond within their state or by order of the governor in a state-to-state response. (See chapter 5 for additional information.)

### CAPABILITIES

1-21. The following are WMD–civil support team capabilities:

- Detect and completely characterize an unknown sample of suspected WMD agents and substances present at an incident site.
- Provide an on-site, mobile, analytical platform to perform an analysis and characterization of unknown samples.
- Provide an assessment through reachback capabilities to designated state and federal agencies with additional technical expertise.
- Determine the current contaminated area; and assess current and potential hazards to personnel, animals, and selected critical infrastructure features resulting from identified agent or substance presence.
- Advise civil authorities on initial casualty medical management and casualty minimization measures.
- Advise civil authorities on initial agent and site containment and mitigation measures.
- Advise civil authorities on the capability of potential, additional support assets; and assist with requests for such assets.
- Provide incident-related technical and situational awareness information to and from nationwide sources while at the home station, en route, and on site through organic communications capabilities.
- Link to and augment civil responder communications systems as required.
- Maintain real-time, operational, secure and nonsecure communications with higher headquarters and the reachback network.
- Provide the decontamination of assigned personnel and equipment, and advise the IC on setting up a decontamination site.
- Provide (for assigned personnel only) preventive medicine, medical surveillance, and emergency medical care.
- Rapidly deploy by organic vehicles and/or nonorganic transportation assets (air, rail, road, water).
- Provide the C2 of WMD–civil support team elements and limited augmentation assets, and coordinate administrative and logistic support to the other elements of the WMD–civil support team.
- Participate in advanced planning, coordination, and training processes with potential supported or supporting local, tribal, state, and federal agencies; other civil support teams; and/or DOD response elements.
- Execute the above-listed capabilities according to applicable state and federal laws within a state or territory or at a continental U.S. DOD installation when requested.
Chapter 2

Command and Control

This chapter provides information on the manner in which the commander is most likely to employ the team and the C2 relationships inherent in WMD–civil support team responses.

CONCEPT OF OPERATION

2-1. The WMD–civil support teams can respond from their respective home stations by ground, air, rail, commercial line haul, or ship transportation. Specialized capabilities of personnel and equipment sets can be transported by rotary-wing assets, while full-capability sets can be airlifted by fixed-wing assets. The actual mode and speed of deployment are determined by METT-TC.

2-2. The adjutant general ensures that a written mission validation process is established within the state to validate requests for WMD–civil support teams. The adjutant general or designated authority must review the mission to ensure that assistance is properly requested from, or verified with, an official source that is feasible, legal, supportable, worth the risk, and appropriate for the current force protection condition.

2-3. The advanced echelon (ADVON) normally consists of a small C2 element with survey, analysis, communications capability, and organic transportation. It is an opportunity for section leaders to meet with key agencies and the IC to facilitate assessment, advice, assistance, and possible identification and support. The WMD–civil support team commander or representative receives the IC objectives and obtains updated situational information. The ADVON command element advises the IC or a representative on the WMD–civil support team assets, capabilities, and employment considerations. Based on this exchange, the WMD–civil support team commander or representative determines how to best support the IC. After assuming the mission, the commander or representative normally brings the main body forward and employs the unit to conduct WMD–civil support team operations. The command section establishes and maintains a liaison with the ICP and incident command staff branches as required. The assessment and initial actions are driven by METT-TC factors and vary depending on the size, type, scope, and location of the incident. The ADVON also conducts surveys, provides communication support and reachback, and determines the base of operations for the main body.

2-4. The main body consists of the remaining WMD–civil support team organic equipment and personnel. The main body normally occupies a staging area identified by the ADVON. After coordination with the ADVON is complete, the main body moves into the designated WMD–civil support team base of operations, commences occupation, and achieves initial operability. The WMD–civil support team continues to operate according to internal SOPs in support of the IC’s goals and objectives. Once these goals and objectives have been satisfied, the mission termination process begins.

2-5. WMD–civil support team mission termination is determined by the military chain of command or the IC. The WMD–civil support team executes the plans for transition or handoff of operations and procedures. The WMD–civil support team conducts redeployment operations and prepares for future missions.

COMMAND AND CONTROL RELATIONSHIPS

2-6. The WMD–civil support team is assigned to the state and operationally committed to an incident by the military chain of command. At the incident site, the WMD–civil support team operates in direct support of civil authorities. In this role, the WMD–civil support team supports the goals and objectives developed by the IC in the incident action plan (IAP). As the incident expands, the size and functions of the ICS change. The manner in which a WMD–civil support team is organized and the nature of a CBRN incident
or natural or manmade incident may determine a progressive series of C2 relationships during the course of
the incident response.

2-7. The chain of command for the WMD–civil support team depends on the duty status of the team. The
WMD–civil support team is organized and normally operates according to 32 USC, under which the
governor and adjutant general provide C2 for the unit. If federalized under 10 USC, the WMD–civil
support team is subject to employment according to applicable command relationships established by the
governing C2 headquarters.

2-8. A WMD–civil support team is normally requested by civil authorities, and it receives operational
assignments from the ICP. However, a WMD–civil support team may fall under the direct C2 of the joint
task force (JTF)–state.

2-9. Table 2-1 illustrates specifics regarding WMD–civil support team functional areas under 32 USC and
10 USC status.

<table>
<thead>
<tr>
<th>Functional Area</th>
<th>32 USC Status</th>
<th>10 USC Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Command and control</td>
<td>Governor</td>
<td>President</td>
</tr>
<tr>
<td>Duty location</td>
<td>United States and its territories</td>
<td>United States and its territories</td>
</tr>
<tr>
<td>Funding</td>
<td>Federal</td>
<td>Federal</td>
</tr>
<tr>
<td>Mission types</td>
<td>Training and other federally authorized missions</td>
<td>Training and other federally authorized missions</td>
</tr>
<tr>
<td>Military discipline</td>
<td>State military code</td>
<td>Uniform Code of Military Justice</td>
</tr>
<tr>
<td>Support to law</td>
<td>Yes, within authority extended by state law</td>
<td>Posse Comitatus Act</td>
</tr>
<tr>
<td>Liability</td>
<td>Federal</td>
<td>Federal</td>
</tr>
</tbody>
</table>

Legend:
USC United States Code

STATE-TO-STATE AGREEMENTS

2-10. The Emergency Management Assistance Compact is a congressionally ratified agreement providing
form and structure to interstate mutual aid. The Emergency Management Assistance Compact legislation
was approved by Congress in 1996 as Public Law 104-321. The Emergency Management Assistance Compact applies to National Guard personnel under state control—not in 10 USC status. The Emergency Management Assistance Compact does not apply to the interstate deployment of a WMD–civil support team. Legislation creating the WMD–civil support team program permits WMD–civil support teams to be deployed across state boundaries in 32 USC status without a formal written agreement, but based simply on a verbal agreement between the affected governors.

2-11. Most states developed state-to-state compacts or memorandums of agreement to facilitate regional
WMD–civil support team support and response. Establishing habitual supporting relationships permits
advanced planning and preparation, facilitating a more effective response. WMD–civil support team C2 is
conducted according to the provisions of the compact, memorandums of agreement, and the applicable
operations plan (OPLAN) or operations order (OPORD). Other key issues addressed in the OPLAN or
OPORD may include WMD–civil support team C2, sustainment requirements, and the reimbursement of
expenses.

2-12. Military leadership should plan for the reception of other WMD–civil support teams into the state
and for the departure of their own assigned WMD–civil support team to other states. This planning should
include routine collective training events outside the state to ensure interoperability between teams, in
addition to mission or operational responses.
2-13. 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–civil support teams under the national response management plan.

REQUESTS FOR INFORMATION

2-14. The WMD–civil support team commander provides valuable civil-military coordination information to other DOD response elements. Requests for information from DOD agencies outside the WMD–civil support team chain of command are directed to the joint force headquarters (JFHQ)–state joint operations center (JOC).

2-15. The JFHQ-state JOC tracks the movement and activities of the WMD–civil support team. During a response mission, the WMD–civil support team updates the JOC as required to ensure situational awareness. In some cases, the JOC may receive general information about WMD–civil support team activities on the scene, but may not be informed of the details. Some information obtained by the WMD–civil support team may be law enforcement-sensitive. This information must be cleared for release by civil authorities.

REQUESTS FOR SUPPORT AND ASSISTANCE

2-16. WMD–civil support teams are designed to be the lead military asset of the state. Local, county, tribal, and state officials may request support by submitting a request for assistance using NGB Form 500 (Request for National Guard Assistance) or a state-approved request form to the adjutant general or designated state authority according to the applicable state plan. The form must be submitted 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.

2-17. State requests for WMD–civil support team support generally originate from officials in an affected community. The state emergency management agency, working in close coordination with the JFHQ-state JOC, processes the request for assistance. The adjutant general or designated representative can approve the request and have the WMD–civil support team deploy to the incident site.

2-18. The NGB implements the response management plan when requested by the affected state or territory.

2-19. When a WMD–civil support team operates under 10 USC status, federal requests may originate from any federal agency, but are validated by the defense coordinating officer. When a WMD–civil support team operates under 32 USC status, federal agency requests are normally routed through the JFHQ-state.

TRANSITION TO TITLE 10 OR TITLE 32 UNITED STATES CODE STATUS

2-20. WMD–civil support team employment varies from mission to mission. During the transition from 32 USC to 10 USC status, the WMD–civil support team leadership must be cognizant of multiple factors to effectively continue operations. These factors include—

- **Logistic support.** WMD–civil support teams receive logistic support from other DOD resources.
- **Support relationships.** WMD–civil support teams are DOD assets, and they receive C2 guidance from a military headquarters identified in an applicable OPORD.
- **Other support.** While operating in 10 USC status, other functional areas may be impacted. These could include administrative support, priorities of work, rules for the use of force (RUF), medical support, and force protection. The *Posse Comitatus Act* may apply to WMD–civil support teams in 10 USC status, depending on the authority under which 10 USC was invoked.
2-21. The transition from 10 USC to 32 USC status involves—

- **Mission completion.** Upon mission completion, the WMD–civil support team immediately contacts the higher command for further guidance and instructions.

- **Incident from duty.** Command reverts to the state upon redeployment under 10 USC.

- **Redeployment.** When ordered to redeploy, the WMD–civil support team returns to its home station and conducts postoperation activities. Postoperation activities are governed by unit SOPs.
Chapter 3
Spectrum of Support

This chapter contains basic information on the WMD–civil support team capabilities, organizational sections, key equipment, dependencies, and operational phases.

ORGANIZATION

3-1. As discussed in chapter 1, each WMD–civil support team consists of six sections. Each of these sections has its own unique capabilities.

COMMAND SECTION

3-2. The command section provides internal C2 capabilities for the WMD–civil support team and offers a varied span of control for additional personnel, sections, or units attached to, or placed under, its operational control, depending on mission requirements. The command section also conducts liaison with itself and other agencies or DOD units at any echelon of command—including local, tribal, state, and federal levels. In addition, it plans for internal WMD–civil support team operations at the incident command level or for overall DOD and civil response. The command section also provides the on-scene integration of follow-on state and federal forces. Finally, the command section advises the IC regarding requests for subsequent state and federal support.

OPERATIONS SECTION

3-3. The operations section maintains the unit OPCEN and provides a common operational picture (COP) for the commander by tracking the status of missions and mission elements. The COP provides a single display of relevant information, facilitating collaborative planning and assisting all echelons in achieving situational awareness. The hazard modeling capability provides initial and subsequent plume data to predict the extent of contamination and the hazard to populated areas. The operations section can serve as an alternate or forward OPCEN for the JTF-state.

ADMINISTRATION AND LOGISTICS SECTION

3-4. This section provides administrative and logistic support to the WMD–civil support team, including supplies, provisions consumed during the course of an operation, personnel and property accountability, maintenance, and resupply requisitions. It also provides direct liaison with the appropriate support contractor, which is currently the consequence management support center. The consequence management support center is a DOD-established entity that is designed to support and sustain WMD–civil support teams by providing requisitions of critical resupply items, specific end items, and maintenance. The administration and logistics section often performs or augments personnel decontamination.

COMMUNICATIONS SECTION

3-5. The communications section provides the entire range of secure and nonsecure communications across a wide spectrum of emergency responder technologies in compliance with HSPD-5. The Unified Command Suite is the primary platform of delivery of these technologies to facilitate reachback for within and between the WMD–civil support teams and local, tribal, state, and federal agencies. In the absence or disruption of governmental civil communications systems, the Unified Command Suite may provide support for emergency communications until the civil systems are activated or restored. The communications section enables satellite reachback access, public switched telephone network access, commercial Internet access, facsimile transmissions, radio interoperability or cross-banding, and local area networks.
and wireless local area network access during a response to an incident. The ADVON vehicle possesses capabilities similar to the Unified Command Suite. (See appendix C for a brief description of the ADVON vehicle.)

**MEDICAL AND ANALYTICAL SECTION**

3-6. The medical and analytical section conducts field laboratory analysis using the Analytical Laboratory System to detect, identify, and characterize unknown CBRN agents or substances in multimedia environmental samples and to provide emergency health care and medical treatment for WMD–civil support team members.

3-7. The Analytical Laboratory System is the primary mobile, analytical platform for the field laboratory analysis of CBRN hazards at an incident site. The analytical element coordinates with state and federal agencies to integrate and standardize laboratory analysis and sample packaging procedures.

3-8. The medical element provides for the overall health care and treatment of the unit and administers the occupational health and safety program. The medical element coordinates with state and federal agencies to update the medical resource database. In addition, it coordinates local medical support from available treatment facilities, initiates reachback to CBRN subject matter experts (SMEs), coordinates medical air evacuation, and prepares and performs initial medical assessments.

**SURVEY SECTION**

3-9. The survey section conducts site survey and characterization to determine the presence and extent of contamination. The section collects and preserves incident-related samples for delivery to the Analytical Laboratory System according to chain-of-custody requirements and provides 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. The entry team provides initial agent identification information to the WMD–civil support team OPCEN. Under certain conditions, the survey section may augment decontamination operations.

**DECONTAMINATION OPERATIONS**

3-10. The WMD–civil support team structure does not support a dedicated decontamination section; however, it structures organic and internal personnel and equipment for technical decontamination operations during missions and exercises. WMD–civil support teams can provide limited decontamination to emergency responders. The amount and extent of decontamination is contingent upon the supplies available and the required duration of support. The WMD–civil support team can also provide emergency responders with decontamination advice and limited decontamination line augmentation. The WMD–civil support team cannot perform mass casualty decontamination.

**PLANNING, COORDINATION, TRAINING, AND EXERCISE SUPPORT**

3-11. The WMD–civil support team has a robust, preoperational capability to assist with emergency planning and coordination.

**CAPABILITIES**

3-12. The WMD–civil support team is capable of executing the assigned functions (identification, assessment, advisement, and assistance) for domestic, all-hazard events. The commander can task-organize the WMD–civil support team based on METT-TC factors, due to the specific capabilities of each section.

3-13. WMD–civil support teams provide highly trained, uniquely qualified individuals to assist in mission accomplishment for numerous events. In many instances, WMD–civil support team members and equipment skill sets support the JFHQ-state JOCS in specific technical roles. Limitations in the quantity and types of augmentation provided by the WMD–civil support team are established by the WMD–civil support team commander based on METT-TC.
3-14. Agreements must be in place to allow for the immediate recall of WMD–civil support team personnel should the WMD–civil support team receive a response warning order (WARNORD). Internal WMD–civil support team preparation for providing augmentation support to other organizations must address internal shifts in duties and responsibilities in anticipation of key leaders or individuals with special skills being assigned to augment support duties.

3-15. Due to the size and limited organic support capability, support assets tasked separately from the WMD–civil support team may require additional support to address sustainment issues. WMD–civil support team members assigned to the support mission need to fully understand command support relationships. The WMD–civil support team OPCEN monitors the employment of the support asset to ensure that appropriate use, adequate support, and force protection measures are utilized.

KEY EQUIPMENT

3-16. WMD–civil support teams are equipped with standard systems to perform their mission in support of local, tribal, state, and federal response officials. The unit is equipped with leading-edge technology detection devices, analytical tools, personal protective equipment (PPE), and individual protective equipment (IPE).

3-17. The PPE provided for the team includes Occupational Safety and Health Administration- and National Institute for Occupational Safety and Health-approved Level A, B, and C protective ensembles; a National Fire Protection Association 1994 Class II ensemble; a National Fire Protection Association 1992, a 1991 vapor protective ensemble; an air-purifying respirator; a self-contained breathing apparatus; and a closed-circuit breathing apparatus (rebreather).

3-18. The Unified Command Suite provides an enhanced architecture to ensure data and communications connectivity between federal, state, and local response agencies. It is self-contained, air-transportable (via C17 or larger), and capable of continuous fixed and mobile operations. Its system includes—
- High frequency, very high frequency, ultrahigh frequency, line-of-sight, and beyond line-of-sight operational radios.
- Secure and nonsecure Internet protocol router data, including printing and scanning.
- Secure and nonsecure telephone capability with facsimile.
- Time division multiple access scalable, near real time-accessible narrow-band satellite connectivity.
- 802.11 and microwave extendable, wireless local area network.
- Video teleconference.
- Global positioning system with position indication.
- A 15-kilowatt power generator.

3-19. The Analytical Laboratory System provides on-scene sample analysis and characterization for the IC. The climate-controlled laboratory includes—
- Polarized light microscope with fluorescent capabilities.
- Radiological analysis and interpretation.
- Gas chromatograph and mass spectrometer.
- Polymerase chain reaction for deoxyribonucleic acid (DNA) identification.
- Infrared spectrometer.
- Immunoassay tickets.
- Electrochemiluminescence technology.
- Class III biosafety cabinet (glove box).
- Secure and nonsecure interface to the Unified Command Suite for the transmission of digital sample information.
3-20. Survey detection equipment is designed to detect, identify, quantify, and sample known or suspected CBRN agents to include—

- On-scene detection, identification, and quantification of CBRN threats and hazards.
- The collection of airborne pathogens and spores in a concentrated liquid sample to be tested for diseases, viruses, and deadly toxins.
- The detection and measurement of alpha, X-ray, beta, gamma, and neutron radiation.
- Digital gamma spectroscopy and dose rate system that distinguishes natural and manmade isotopes and performs gamma spectrometry and nuclide identification.
- The spectral identification of hazard agents (which include toxic industrial minerals, white powders, forensic drugs, and precursors to these hazards) against National Institute of Standards and Technology; Atomic and Molecular Data Information System; and numerous, third party-verified libraries.

EMPLOYMENT CONSIDERATIONS

3-21. Although WMD–civil support teams are capable of a wide array of 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 employment considerations in mission planning include—

- **Personnel.** WMD–civil support teams are limited 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. Commanders should carefully manage state and nationally required response postures to ensure continued mission readiness.
- **Equipment.** WMD–civil support team equipment is very specialized and limited in quantity. Equipment consumed or otherwise rendered non-mission-capable requires external resupply or specialized maintenance.
- **Logistics.** WMD–civil support team equipment requires resupply from the appropriate support contractor (consequence management support center). The distance of the team from the support center and nearby airfields determines resupply timelines.
- **Transportation.** WMD–civil support teams are organically equipped for ground transportation on improved roads. Air, rail, and maritime deployments are within WMD–civil support team capability; however, such deployments are subject to the availability of necessary assets.
- **Decontamination.** WMD–civil support teams are capable mainly of technical decontamination. Limited capabilities and supplies exist for decontamination of first responders.
- **Medical support.** The organic medical capability of WMD–civil support teams, including formulary items, supports team personnel only and is insufficient for mass casualty treatment.
- **Detection and analytical capabilities.** WMD–civil support team equipment does not detect all CBRN substances and cannot perform human, clinical samples. Technologies constantly evolve, and WMD–civil support teams do not have all available technologies. Current technologies are time-consuming, and prioritization of effort is necessary.
- **Communications.** WMD–civil support teams have limited communications capabilities to support multiple, simultaneous entries. Additionally, information exchange requirements or connectivity may be limited by different communication architectures and reachback systems that are not interoperable with the Unified Command Suite.
- **Boundaries.** By law, WMD–civil support teams cannot deploy outside the United States or its territories or possessions.
- **Security.** WMD–civil support teams do not have an organic security capability. Additional assets are required to provide force protection.
- **Sustainment.** WMD–civil support teams are composed of personnel who are trained and equipped to conduct continuous operations for 72 hours using organic table of distribution and allowances assets. If extended operations past 72 hours are required, the NGB alerts additional
WMD–civil support teams or follow-on forces (CERFPs, homeland response forces) to provide augmentation or relief.

PHASES OF OPERATION

3-22. WMD–civil support teams conduct operations in three distinct phases—preoperational, operational, and postoperational. Certified WMD–civil support teams operate in one of the three phases, 365 days per year.

PREOPERATIONAL PHASE

3-23. The preoperational phase is a continuous process that begins with certification. During this phase, the WMD–civil support team prepares for the receipt and execution of validated mission orders. Key preparation activities consist of—

- Performing a thorough assessment of the area of operations.
- Developing and validating a mission-essential task list (METL) and preparing the yearly training plans, which include long-range, short-range, and near-term training plans to achieve and sustain individual and collective task proficiency.
- Executing the training plans to standard (for example, yearly planning guidance, a training and leader development guide, a unit collective tasks list, and Weapons of Mass Destruction Civil Support Team Management) with after action reviews (AARs) and retraining as necessary.
- Conducting the liaison activities necessary to ensure adequate information flow and familiarity with local, tribal, state, and federal officials potentially involved in incidents.
- 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 on all equipment as an integral part of training.
- Ensuring the mental and physical health and fitness of the team members.
- Managing personnel and equipment to ensure that the unit is properly postured and configured for rapid response according to Weapons of Mass Destruction Civil Support Team Management.

OPERATIONAL PHASE

3-24. The operational phase begins with the notification hour (N-hour) and ends when the team is formally relieved in place or released from the incident.

Deploying the WMD–Civil Support Team

3-25. The command element directs and supervises deployment activities and coordination. After validating the mission request, the command element conducts alert and recall procedures and contacts appropriate personnel within the ICS and the state JOC according to the unit SOP. The command element initiates mission analysis according to troop-leading procedures (TLP).

3-26. Among the initial considerations for deployment is the public profile desired by the IC. For some events or incidents, the IC may wish to deemphasize the military presence. This may dictate that WMD–civil support team personnel wear something other than DOD uniforms and operate vehicles and systems other than standard tactical equipment. For example, operations in support of the U.S. Secret Service may require civilian clothing or an alternate uniform. Weapons of Mass Destruction Civil Support Team Management provides additional guidance on alternate uniforms.

3-27. The command element 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 ensures that—

- 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 headquarters as required.
3-28. The WMD–civil support team should deploy an ADVON to conduct an 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.

3-29. 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 also maintain situational awareness and understanding through continued communications while en route to the unit-designated staging area.

3-30. The deployment of the WMD–civil support team occurs within a compressed time frame. Numerous deployment activities occur concurrently in each section. The OPCEN must track pertinent unit actions and the status of personnel and logistics during a response mission according to the unit SOP. In addition, the OPCEN plans and coordinates the ground, air, and maritime movement of personnel and equipment. Commanders conduct a risk assessment and safety briefs.

Conducting Interagency Coordination

3-31. The WMD–civil support team falls under the ICS operations section or its branches, but it may integrate by function into the ICS structure.

3-32. The unit should conduct interagency coordination by communicating with the IC or lead agency representatives and establishing a liaison to facilitate the exchange of information, including recommendations influencing the IC’s strategic and operational objectives. This enables the WMD–civil support team 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 available to the WMD–civil support team.

3-33. The WMD–civil support team should identify a liaison to the IC to provide assistance with the strategic plan and consequence management. This passes critical information, such as the capabilities and limitations of the response assets present, back to the OPCEN. The unit designates personnel to support the development of the WMD–civil support team portion of the IC’s IAP and unit OPLAN.

Establishing a Base of Operations

3-34. The unit coordinates with the ICP to identify and occupy an area of operations. The WMD–civil support team develops an occupation plan, which includes priorities of work based on analyses and civil authority considerations, according to the unit SOP. When appropriate, a perimeter monitoring team monitors and verifies that the area of operations is safe for occupation and is appropriate for WMD–civil support team response operations.

3-35. The unit establishes internal and external communications and selects appropriate decontamination locations to minimize the spread of contamination. Decontamination line personnel coordinate with the OPCEN to determine the level of PPE or IPE necessary and the decontamination procedures required based on the hazard. The unit establishes 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. The decontamination section decontaminates personnel and equipment exiting a contaminated area according to the IAP developed by the IC. Decontamination personnel continuously monitor the decontamination corridor and coordinate with the OPCEN for the disposal of hazardous waste according to ICP directives and local, tribal, state, and federal laws.

3-36. Some planning considerations include—

- Terrain.
- Footprint (space allocations) required for the deployed WMD–civil support team.
- Water availability.
- Egress routes.
- Target locations.
Developing a Site Safety Plan

3-37. WMD–civil support teams designate a safety officer for incidents to ensure the safety and well-being of personnel at the incident site. This individual coordinates safety aspects with the IC representatives to address site occupation for the civil support team before setup. This includes a sketch of where the civil support team intends to set up operations as part of the IAP. Additionally, the designated safety officer for the civil support team provides input into the IAP before entries into the hot zone. The site safety plans must also cover egress routes, rally points, and audible alarms for work stoppage. Close coordination between supporting elements is vital to ensure that all responders have situational awareness of operations and unit activities during a CBRN incident.

DANGER

Failure to locate vehicles in the cold zone could expose the crew to potential downrange hazards that may result in immediate death or permanent injury.

3-38. 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 that may result in immediate death or permanent injury.

Establishing and Maintaining the Operations Center

3-39. The role of the OPCEN as a coordination center and information clearinghouse is critical. As the unit prepares to conduct WMD–civil support team operations, the OPCEN analyzes information and maintains situational awareness by tracking mission progress and maintaining operational graphics. In addition, the OPCEN distributes information to appropriate parties; manages chain-of-custody procedures according to the direction of law enforcement authorities, the IAP, and the unit SOP; posts changes to the commander’s critical information requirements as directed by the command element; answers requests for information necessary for the development of sound plans; and submits sustainment and situation reports (SITREPs) to higher headquarters and the appropriate agencies within the ICS.

3-40. The OPCEN develops the operational 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 strategies. 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-and-rest cycles. The OPCEN should assist in the integration of follow-on response forces and mission-essential civilian personnel into the OPCEN.

3-41. Section leaders report non-mission-capable equipment to the OPCEN. Logistic or other designated personnel must coordinate the movement of unserviceable equipment to a maintenance facility and request appropriate support or replenishment through the OPCEN from the support contractor (Consequence Management Support Center) according to the Consequence Management Support Center and unit SOPs.
Chapter 3

Conducting Survey Operations

3-42. The survey section uses entry teams to perform site surveys, characterizations, and sampling operations within or around the suspected area of contamination. The survey section is equipped with multiple downrange technologies and can work as a separate entity or integrate with local, tribal, state, and federal responders at an incident site. Each WMD–civil support team has two survey teams and performs multiple entries or split operations, depending on the IC objectives and METT-TC.

Conducting Analytical Functions

3-43. Analytical functions begin as a component of the initial analysis performed upon receipt of the WMD–civil support team mission and continue through termination of the operation. Input from analytical personnel is important during mission planning to address potential health effects of the hazard; potential chemical, biological, and radiological risk assessments; updates to the commander on technical and scientific information about the hazard; guidance to minimize hazards; and assistance in the coordination of sample transfers with the ICP. The Analytical Laboratory System operator performs sample analysis according to the Analytical Laboratory System special text and appropriate technical references. Collaboration with state and federal CBRN SMEs is a key component of a thorough CBRN analysis.

Maintaining Medical Support

3-44. During the operational phase, the medical section plays an important role for the WMD–civil support team in support of the IC. Medical personnel perform liaison with local medical providers, hospitals, and emergency medical treatment personnel, ensuring the operation health of downrange personnel. Activities include medical monitoring, emergency procedures, and general medical support to responders.

3-45. The medical section establishes medical surveillance activities for unit personnel before, during, and after team members enter suspected areas of contamination. The medical section updates the OPCEN on the medical status of unit personnel throughout the response operation. Medical section representatives conduct briefings addressing the signs and symptoms of exposure to the suspected hazard.

3-46. Medical personnel should conduct medical interagency operations with the incident command medical staff and local or regional hospitals, poison control centers, state health departments, and epidemiology sectors to inform the commander, OPCEN, and team members of the symptoms, health risks, and treatment procedures of the initially suspected threat or hazard. This liaison should also address information gaps and requests for information 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.

Maintaining Communications

3-47. WMD–civil support team communications act as a common support node to provide real-time voice, data, and video communications (unclassified through secret information) at an incident site to maintain interteam and intrateam communications.

3-48. Activities include the establishment of internal WMD–civil support team communications, the linkage of communications equipment to the ICP, and the provision of reachback capabilities (wireless local area network, radio, satellite, telephone communications subsystems).

Conducting Decontamination Operations

3-49. The decontamination section operates according to 29 CFR 1910.120 to establish an effective and efficient decontamination corridor to control and contain contamination on personnel, equipment, and samples to continue operations beyond the hot zone.
Conducting Mission Termination Planning

3-50. Mission termination planning is the exit strategy for WMD–civil support teams. 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. Each section submits appropriate records, data, and information to the OPCEN according to the unit SOP.

3-51. After the WMD–civil support team meets the IC objectives, the unit conducts a termination briefing with the IC or staff representatives to address the final assessment and provides a consolidated termination report, which includes a review of assigned strategic objectives and a final analysis. The commander issues the order to cease WMD–civil support team operations at the incident site and begin redeployment activities.

WMD–Civil Support Team Redeployment

3-52. The OPCEN receives the redeployment directive from the unit command element and begins appropriate TLP for movement to the home station. The unit prepares personnel and ensures equipment accountability for movement.

3-53. Planning considerations include—
- Time and travel distances.
- Weather conditions.
- Work-and-rest cycles.
- Modes of travel.
- Safety requirements.

Postoperational Phase

3-54. The postoperational phase begins when the unit personnel and equipment arrive at the home station, and ends when the commander has validated unit reconstitution and personnel readiness. This phase consists of resupply, reconstitution, rehabilitation, and resumption of the mission cycle. Leaders initiate appropriate clinical support, counseling, and critical-incident stress management procedures as necessary. The OPCEN submits closure reports according to FM 6-99, *Weapons of Mass Destruction Civil Support Team Management*, the unit SOP, or NGB guidance. Once complete, the commander will return the unit to the preoperational phase.
Chapter 4
Liaison

This chapter contains information on conducting liaison activities essential to the successful planning and execution of WMD–civil support team missions. As the first military responder to CBRN, natural, or manmade catastrophic incidents, it is important that WMD–civil support teams be totally integrated into emergency response communities for their area of operations. The collaborative efforts of WMD–civil support teams that support local and state responders and the IC objectives can only be successful through the liaison effort of training and conducting exercises. Liaison activities occur throughout all three phases of the WMD–civil support team operations and ensure a seamless and synchronized effort between WMD–civil support teams and local, tribal, state, and federal first responders. By design, the unique staffing and expertise of WMD–civil support team personnel promotes outreach and liaison to multiple local, tribal, state, and federal agencies. For example, during a domestic incident in which terrorism is suspected, the Federal Bureau of Investigation may use local, state, and federal resources to assist in the investigation of a domestic WMD incident, including the WMD–civil support team, in full recognition of their status as a state level asset. Commanders should formalize liaison activities and synchronize them with the WMD–civil support team higher state headquarters. Liaison support must not compromise the ability of the WMD–civil support team to perform potential response missions.

FEDERAL AGENCIES

4-1. WMD–civil support team commanders perform liaison activities with appropriate federal agencies within their area of operations, including, but not limited to, the Department of Homeland Security, Environmental Protection Agency, Department of Energy, Secret Service, Department of State, and DOD. Some goals of this liaison are—

- Ensuring that federal agencies have an adequate understanding of WMD–civil support team capabilities, employment considerations, sustainment requirements, and employment means.
- Ensuring that WMD–civil support team mission requests and written validation processes are fully explained and that appropriate points of contact are identified.
- Identifying and deconflicting jurisdictional boundaries and limits of the area of operations.
- Ensuring that WMD–civil support team assets are appropriately included in applicable federal response plans.
- Providing WMD–civil support teams with a detailed understanding of the capabilities, employment considerations, and employment means of federal agencies.
- Generating possible TTP, equipment adaptations, and additional training requirements to support the federal agency.
STATE EMERGENCY MANAGEMENT AGENCIES

4-2. WMD–civil support team commanders conduct liaison activities with appropriate state emergency management agencies within their area of operations. Some goals of this liaison are—

- Promoting an understanding of WMD–civil support team capabilities, limitations, sustainment requirements, and employment means.
- Ensuring that WMD–civil support team requests and written mission validation processes are in place, coordinated, and approved.
- Ensuring that WMD–civil support team assets are appropriately incorporated into state emergency response plans.
- Fostering and improving working relationships with civil emergency management agencies.

JOINT FORCE HEADQUARTERS–STATE

4-3. In some cases, the operational higher headquarters for WMD–civil support teams is the JFHQ–state operations directorate of a joint staff. There may be overlap in the liaison process between WMD–civil support team response operations and the state domestic response. Some goals of the liaison with JFHQ–state are—

- Ensuring that higher headquarters is aware of the WMD–civil support team management guidance contained in *Weapons of Mass Destruction Civil Support Team Management* as it pertains to JFHQ–state.
- Promoting an understanding of WMD–civil support team capabilities, employment considerations, sustainment requirements, and employment means.
- Ensuring that internal processes for written mission request validations are in place.
- Coordinating for specific support required by the WMD–civil support team.
- Seeking input for METL development and the assessment process.
- Initiating and coordinating a memorandum of understanding with other JFHQs for WMD–civil support team support from other states.

4-4. WMD–civil support team personnel may augment JFHQ–state; however, the WMD–civil support team commander, based on METT-TC, establishes limitations in the quantity and types of support provided by the WMD–civil support team. Control measures addressing the quantity, use, and stationing of personnel should be in place and adhered to by the WMD–civil support team and supported units. Internal WMD–civil support team preparation for providing support addresses internal shifts in duties and responsibilities in anticipation of key leaders or individuals with special skills assigned to liaison support duties.

OTHER STATE DEPARTMENT OF DEFENSE UNITS

4-5. WMD–civil support teams commanders establish and maintain liaison with other state DOD units. Because WMD–civil support teams are joint units, WMD–civil support team commanders liaise with Army and Air National Guard headquarters and other subordinate units. This promotes cross talk, provides a common understanding of roles and requirements, and deconflicts issues. Some goals of this liaison are—

- Ensuring that higher headquarters is aware of pertinent WMD–civil support team management guidance contained in *Weapons of Mass Destruction Civil Support Team Management*.
- Coordinating training and exercise calendars.
- Clearly delineating the specific lines of WMD–civil support team support and control.

OTHER NONSTATE DEPARTMENT OF DEFENSE UNITS

4-6. WMD–civil support teams should establish and maintain liaison with nonstate DOD units having a role in, or a relationship with, applicable emergency plans. This may include various types and components of units and branches of DOD service, such as the United States Northern Command, 20th Support Command, Defense CBRN Response Force and C2 CBRN Response Element, Defense Coordinating...
Liaison

Element, U.S. Marine Corps Chemical/Biological Incident Response Force, United States Coast Guard (USCG), National Guard chemical, biological, radiological, nuclear, and high-yield explosives-enhanced response force package, homeland response force, and DOD installations within your area of operations. Some goals of this liaison are—

- Determining or verifying the capabilities and employment considerations of units.
- Briefing WMD–civil support team operations to the command.
- Determining if additional means of support are required, exchanged, enhanced, or expanded.
- Determining potential training opportunities.
- Sharing TTP and equipment.
- Providing input to the unit area of operations assessment and intelligence preparation of the battlefield processes.
- Providing input to the WMD–civil support team assessment process.

EMERGENCY RESPONDERS

4-7. Liaison activities with emergency responders range from in-depth discussions between members or key leaders, through joint and cooperative training and, ultimately, to formal requests for support or inclusion in emergency response plans. This is the primary liaison function for the WMD–civil support teams. Some goals of this liaison are—

- Determining or verifying the capabilities and employment considerations of jurisdictions.
- Discussing and briefing WMD–civil support team operations with responders and leadership.
- Determining potential joint missions, entries, or equipment exchanges.
- Determining additional means of support.
- Determining potential training opportunities.
- Sharing TTP and equipment.
- Leveraging training to increase WMD–civil support team and emergency responder knowledge.

4-8. During a response, WMD–civil support teams assist the IC staff and emergency responders by coordinating and conducting liaison activities with other response assets. WMD–civil support teams also assist in formulating and communicating appropriate requests for additional support. In addition, they may provide recommendations on the use of follow-on response assets and the allocation of existing resources.

MEDICAL AND SCIENTIFIC COMMUNITIES

4-9. WMD–civil support team medical teams should develop liaison contacts with medical and laboratory networks across the area of responsibility. A source of contact may be traditional National Guard medical units, as many members work for and with medical and treatment centers. Some goals of this liaison activity are—

- Identifying analytical and medical reachback SMEs.
- Gaining access to and reviewing existing state medical emergency response plans.
- Determining the extent of involvement that WMD–civil support team medical and analytical assets have in state emergency response plans.
- Becoming familiar with—
  - Centers for Disease Control and Prevention strategic national stockpile distribution plans.
  - Patient relocation plans.
  - Medical facilities designated by emergency plans to receive contaminated patients, but not environmental samples.
  - Local medical and evacuation procedures.
  - Analytical laboratory locations (state health, agriculture, environmental protection, crime).
  - Mental health facilities.
- Medical examiner and mortuary procedures.

**NATIONAL LABORATORY RESPONSE CONSIDERATIONS**

4-10. To facilitate the establishment of this WMD–civil support team interface with laboratory networks, WMD–civil support teams, in cooperation with their state National Guard leadership, should coordinate with state laboratories and local Federal Bureau of Investigation WMD coordinators within their jurisdiction to—

- Develop agency-specific operational and preoperational plans within existing relationships with the Federal Bureau of Investigation, local law enforcement, hazmat teams, and other clients.
- Fulfill the WMD–civil support team mission and state laboratory responsibilities.
- Familiarize laboratories with WMD–civil support team techniques to characterize substances.
- Familiarize WMD–civil support teams with the capabilities of state laboratories, including sample processing and handling procedures.
- Plan how to best integrate local, downrange screening, and sample collection efforts with the appropriate laboratory network procedures.
- Identify preferred samples (clinical, environmental) referred to the laboratory or any exclusion for samples referred elsewhere.
- Train in the use of appropriate standardized guidelines for specimen packaging (such as state laboratory-supplied packaging kits).
- Develop minimum sample quantities needed for full testing by the state laboratory and define conditions to limit field testing when available sample material fails to meet the minimum quantity established by state laboratory leadership.
- Define WMD–civil support team sample transfer procedures to avoid a delay in sending samples to the laboratory, including chain-of-custody procedures (law enforcement, courier).
- Formalize (consistent with state protocols) procedures for the rapid communication of field testing results to appropriate laboratories, including follow-on WMD–civil support team analytical results after the sample transfer has occurred.
- Plan (consistent with regulatory requirements, state plans, and laboratory notification policies) the WMD–civil support team facilitation of the timely reporting of state laboratory results to the IC.
- Integrate the WMD–civil support team as a timely recipient of emergency alerts (such as public health alerts) and critical information.
- Discuss the handling of public safety and the public health results and decisions.
- Share the WMD–civil support team standby and deployment schedule with the laboratory and plan joint exercises to improve the effectiveness of the WMD–civil support team and the laboratory.
Chapter 5

Operational Planning

Successful response operations rely heavily on conducting pre-event planning and coordination, integrating operations through joint training and exercises, and adapting operations to ensure the unity of effort. This chapter addresses the interoperability of the WMD–civil support team with other agencies. Emphasis is placed on operations that WMD–civil support teams are likely to perform, such as interagency, joint, and multiple WMD–civil support team response operations and split-unit, relief-in-place, and retrograde operations. This chapter also addresses unique support requests in planning, preparing for, and executing operations other than single WMD–civil support team response operations.

RESPONSE MANAGEMENT PLAN

5-1. The response management plan ensures that a designated number of WMD–civil support teams are ready to respond with sufficient resources to a request for assistance. WMD–civil support teams will normally be scheduled in one of the four national response statuses. According to Weapons of Mass Destruction Civil Support Team Management, the four categories are—

- **Gold–immediate response.** This requires that the WMD–civil support team deploy the unit from the home station.
- **Silver–reinforcing response.** This requires that the WMD–civil support team deploy the unit from the home station.
- **Bronze–follow-on response.** This requires that the WMD–civil support team deploy the unit from the home station. Units assigned in the follow-on response category are focused on individual training, equipment preparation, block leave, execution of the IC’s training guidance, and state-directed missions.
- **Black–no response.** Teams that are unable to respond will be identified in the no-response category. This includes uncertified WMD–civil support teams and those removed from the response management plan.

5-2. States normally have their own emergency plan, and WMD–civil support teams are routinely requested to respond within their state or by order of the governor in the case of a state-to-state response. When states assign response requirements beyond the response management plan, they carefully consider team degradation. The WMD–civil support team commander implements plans to assure the state leadership that the team is postured for mission response while in national gold and silver statuses.

5-3. In coordination with the NGB, state leadership should plan for the reception of other WMD–civil support teams into the state and for the departure of their own assigned WMD–civil support team to other states. In addition to mission or operational responses, this planning should also include routine collective training events outside the state to ensure interoperability between teams. To support this concept, states should exercise the Emergency Management Assistance Compact process to specifically facilitate WMD–civil support team coverage. (See table 5-1, page 5-2.)
Table 5-1. Locations of WMD–civil support teams

<table>
<thead>
<tr>
<th>Civil Support Team Response Sector</th>
<th>States in Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont</td>
</tr>
<tr>
<td>2</td>
<td>Delaware, District of Columbia, Illinois, Indiana, Maryland, Michigan, Ohio, Virginia, West Virginia, and Wisconsin</td>
</tr>
<tr>
<td>3</td>
<td>Alabama, Florida, Georgia, Kentucky, North Carolina, Puerto Rico, South Carolina, Tennessee, United States Virgin Islands</td>
</tr>
<tr>
<td>4</td>
<td>Arkansas, Iowa, Kansas, Louisiana, Minnesota, Mississippi, Missouri, Oklahoma, and Texas</td>
</tr>
<tr>
<td>5</td>
<td>Arizona, California, Colorado, Guam, Hawaii, Nevada, New Mexico, and Utah</td>
</tr>
<tr>
<td>6</td>
<td>Idaho, Montana, Nebraska, North Dakota, Oregon, South Dakota, Washington, and Wyoming</td>
</tr>
</tbody>
</table>

MISSION REQUEST VALIDATION

5-4. Missions received by the WMD–civil support team should be validated according to NGR 500-3/ANGI 10-2503. The state adjutant general ensures that a written validation process is established for requested WMD–civil support team mission support.

UNIT RECALL AND PREDEPLOYMENT PLANNING

5-5. Upon validation of a mission, the WMD–civil support team commander determines that the personnel and equipment be deployed in the initial response and may initiate a personnel recall, as appropriate. Based on the IC’s request, the commander considers mission planning and deployment preparation requirements to include deployment times and distances, individual rest plans in facilitating safe deployment and execution, footprint space, low-profile considerations, and personnel required to complete the mission. Responding WMD–civil support teams are authorized to load and transport the WMD–civil support team force package of personnel and equipment.

MOVEMENT PLANNING GUIDANCE

5-6. WMD–civil support teams are designed to respond primarily by ground movement using organic vehicles. However, they should plan for all forms of movement applicable to their area of operations (ground, air, rail, and water). Movement planning should encompass primary, alternate, contingency, and emergency means of transportation and should be accomplished with respect to METT-TC. Given the requirement for rapid response, the most expeditious method of movement should be selected. Movement plans should be validated by the agency or organization supporting the movement.

5-7. Most WMD–civil support team 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–civil support team equipment. Subsets of equipment are man-portable for rotary-wing movement; however, the use of subsets may limit mission capability.

PLANS AND ORDERS

5-8. A deployment may be ordered to initiate the execution of a mission or to stage a WMD–civil support team for possible execution of a mission. To expedite operations, orders may be issued verbally and confirmed in writing later.

5-9. WMD–civil support team deployments are accomplished using OPLANS, WARNORDs, or OPORDs. If there is more than 72 hours of planning time available, an OPLAN with an effective date for conversion to an OPORD is the mechanism used to deploy a team. If there is less than 72 hours of planning...
Operational Planning

5-10. OPLANs, OPORDs, WARNORDs, and fragmentary orders are distributed to all WMD–civil support teams specifically listed in the document, all JFHQ-state, and the National Guard Computer Center (NGCC). The JFHQ-state is responsible for distribution of the order within the appropriate state. The NGB is responsible for distribution of the order to entities within the NGB and to authorized agencies outside the NGB.

5-11. When deploying, the WMD–civil support team maintains a cost-capturing mechanism to track the specific response and generate a notification to appropriate local, tribal, state, and federal agencies to ensure that the response is supported operationally, logistically, and financially.

TRANSIT TIMELINES AND CONSIDERATIONS FOR MOVEMENT

5-12. In gold status, the WMD–civil support team ADVON deploys within 90 minutes of 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-state and NGB levels and are based on factors such as aircraft and crew availability, the time necessary for reconfiguring WMD–civil support team equipment, the time required for aircraft positioning, air load times, en route travel times (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 that could impact delivery of the unit. Ground transportation may be the most viable, cost-effective transport option available when movement is for administrative purposes, pre-positioning, or special events and operations.

RAPID-REACTION AIRLIFT FOR UNPLANNED EVENTS

5-13. Upon being alerted of an unplanned event, the WMD–civil support team and JFHQ-state, in concert with the NGB operations directorate of a joint staff, determine whether airlift would be more advantageous than ground deployment. If so, they identify and request airlift through the NGB NGCC.

5-14. The WMD–civil support team, which maintains current load plans for aircraft (C-17s or larger), provides the appropriate load plans to the NGB NGCC. Together, they review the plans to identify and coordinate airlift requirements, including hazmat declarations. WMD–civil support team and JFHQ-state airload 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.

5-15. The NGB NGCC informs Air National Guard Deployment Division airlift validators that airlift assets are required to support the deployment of a WMD–civil support team and provides details on the aerial port of embarkation and the aerial port of debarkation.

5-16. After load plans and hazmat documents have been verified and checked for correctness, the NGB operations directorate of a joint staff, in concert with the Air National Guard Deployment Division, contacts the U.S. Transportation Command to begin the aircraft sourcing process. As soon as the airlift has been secured, the NGB NGCC contacts the JFHQ-state and issues coordinating instructions, covering the numbers and types of aircraft and the details of the movement.

INTERAGENCY OPERATIONS

5-17. WMD–civil support teams respond to incidents, which may increase in scope and involve one or more local, tribal, state, or federal agencies. The term interagency operations refers to the synchronization that occurs between agencies to accomplish an objective. For example, interagency coordination may occur for a national special-security event, which may involve intergovernmental and nongovernmental organizations.
CONTROL MEASURES

5-18. Regardless of the response, WMD–civil support teams are always under the control of the established 10 USC, 32 USC, or state active duty DOD chain of command, but normally remain in direct support of the IC.

PLANNING, PREPARATION, AND EXECUTION

5-19. The preparation for a response begins before the receipt of a validated mission. The WMD–civil support team should incorporate lessons learned to develop and revise tentative plans. Planning for response operations involving one or more agencies requires that the WMD–civil support team perform liaison with these agencies. Participating with local, tribal, state, and federal agencies in response and exercise planning is a WMD–civil support team priority. Lessons learned from these training opportunities directly impact the development of response plans and unit SOPs.

Command and Control

5-20. The WMD–civil support teams liaise with local, tribal, state, and federal agencies likely to be involved in crisis and consequence management activities. WMD–civil support teams 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 WMD–civil support teams to better support integration with the other agencies. TTP enabling WMD–civil support teams to work more efficiently with federal agencies are developed, staffed, and added to unit SOPs. The AARs from other WMD–civil support teams performing interagency operations provide valuable insight and serve as a means to rapidly share lessons learned. In large-scale responses involving multiple agencies, WMD–civil support teams are employed under an established 32 USC or state active duty DOD chain of command unless federalized under 10 USC and employed as a federal asset.

Critical Information Management

5-21. Each WMD–civil support team identifies agencies within their area of operations that can provide information that is appropriate for WMD–civil support team planning and response support. A communications plan is developed, enabling updated information to be shared between the ICS, the DOD chain of command, and the responding WMD–civil support team.

Movement and Maneuver

5-22. The WMD–civil support team coordinates with responding local, tribal, state, and federal agencies to ensure situational awareness and to facilitate possible support. The WMD–civil support team also keeps the chain of command informed of planned, performed, and completed movements and operations.

Protection

5-23. The WMD–civil support teams should establish a level of protection for the area of operations based on METT-TC. Providing security forces is normally an interagency response function; however, protection remains the responsibility of the DOD command. The WMD–civil support teams conduct operations according to the RUF established and published by the DOD chain of command. WMD–civil support team personnel should be prepared to perform measures that are appropriate for the planned or anticipated force protection condition. The WMD–civil support team immediately provides a SITREP to inform the DOD chain of command of changes or modifications to the RUF. Protection is not limited to security forces, but it includes personal protective gear and monitoring and detection equipment.

Sustainment

5-24. The Consequence Management Support Center remains the primary supporting element for WMD–civil support team-specific equipment and supplies; therefore, the Consequence Management Support Center SOP is the primary guide for specialized WMD–civil support team support requirements in this type of response. However, WMD–civil support teams are often able to use available specialized support from
other agencies in lieu of organic support or the Consequence Management Support Center. Operations involving other agencies potentially provide additional sources of compatible supplies. Liaison activities are 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 WMD–civil support team. WMD–civil support teams that operate in an environment where additional support is available should capitalize on that support.

**JOINT OPERATIONS**

5-25. *Joint operations* is a general term to describe military actions conducted by joint forces and those Service forces employed in specified command relationships with each other, which of themselves, do not establish joint forces (JP 1-02). The term connotes activities, operations, organizations, and actions in which elements of two or more DOD departments participate. Joint DOD response operations can have many and varied forms that change as the response develops. In its simplest form, joint operations involve any two DOD units from different DOD departments working together. More complex scenarios include a response involving Service component active duty personnel and equipment and reserve personnel and equipment, in addition to National Guard assets.

**CONTROL MEASURES**

5-26. During most initial response operations, WMD–civil support teams are employed under an established 32 USC or state active duty DOD chain of command. The WMD–civil support team can be federalized under 10 USC and employed as a federal asset.

**PLANNING, PREPARATION, AND EXECUTION**

5-27. The WMD–civil support team should prepare to support joint operations. The preparation for responses involving joint forces is accomplished through liaison efforts, training opportunities, and modifications to OPLANS and unit SOPs. Successful joint operations require services to overcome differences in TTP and equipment and take advantage of similarities and differences in capabilities.

**Command and Control**

5-28. The WMD–civil support team conducts liaison activities with DOD units that are likely to be involved in crisis and consequence management activities. The goal is to better understand the internal response activities and methods of these units. WMD–civil support teams seek opportunities to participate in tabletop exercises with training objectives that support the integration of available DOD response assets. They develop and execute joint training based on plans and procedures practiced in previous tabletop exercises. The AARs from other WMD–civil support teams performing joint operations provide valuable insight and serve as a means to rapidly share lessons learned. The WMD–civil support teams also develop communications plans that facilitate the exchange of voice and digital information in support of C2.

**Critical Information Management**

5-29. Each WMD–civil support team identifies DOD agencies within their area of operations that can provide information that is appropriate for WMD–civil support team planning and response support purposes. A communications plan is developed, enabling updated hazard information to be shared between the ICS, the DOD chain of command, and the responding WMD–civil support team. The WMD–civil support team also shares pertinent data that has been gathered. The level of classification should be determined, noting that the WMD–civil support team classification guide is based on derivative classification.

5-30. Upon completion of operations, ensure that information and files are redacted of all non-DOD personnel information before being used in AARs, mission termination packets, or other follow-up reports according to Assistance, Inspections, Investigations and Follow-up.
Movement and Maneuver

5-31. WMD–civil support teams plan for coordination with joint forces to ensure situational awareness and to facilitate possible support. They capitalize on the capabilities and assets of joint forces for mobility support (air, land, and sea). WMD–civil support teams establish a standardized level of mobility through the employment of equipment and systems. Load plans and TTP are modified to maximize the use of the available mobility assets that joint forces can provide. The WMD–civil support team informs the chain of command of all movement and operations planned, performed, and completed.

Protection

5-32. WMD–civil support teams capitalize on the capabilities and assets of joint forces for survivability. Identified assets that are likely to be available during actual operations are used for training. WMD–civil support teams conduct operations according to the RUF established and published by the DOD chain of command. WMD–civil support team personnel prepare to perform measures appropriate for the planned or anticipated force protection condition.

Sustainment

5-33. The WMD–civil support team support contractor (Consequence Management Support Center) remains the primary supporting element for WMD–civil support team-specific commercial, off-the-shelf equipment and supplies. However, WMD–civil support teams are often able to use available support from other DOD organizations in lieu of organic support or the Consequence Management Support Center. Operations involving other DOD forces provide additional sources of compatible supplies. Liaison activities are performed to determine configurations, capabilities, and support available through joint forces elements that are likely to work with the WMD–civil support team. In addition, coordination with ICS representatives may indicate other sources of nonspecialized support available to the WMD–civil support team. WMD–civil support teams operating in an environment where additional support is available should capitalize on that support.

MULTIPLE TEAM OPERATIONS

5-34. A multiple WMD–civil support team operation refers to an event or response requiring two or more WMD–civil support teams. A multiple WMD–civil support team operation normally occurs in situations involving complex operations, operations involving large geographic areas, life safety in areas of dense population density, or operations that are time-critical or extend over long periods of time. If METT-TC dictates, multiple WMD–civil support teams can respond to and operate concurrently or sequentially at an incident. In such situations, the JFHQ-state JOC or JTF-state can act as the coordination element for WMD–civil support teams. Alternatively, a single WMD–civil support team can be designated as the coordination element, with the other WMD–civil support teams operating in support roles. When the WMD–civil support team acts as the coordinating element, it is likely to be colocated with the JFHQ-state JOC or JTF-state.

5-35. If a WMD–civil support team is designated as the coordination element, it is normally the WMD–civil support team whose area of operations encompasses the event or incident and, therefore, the team acts as a hub for all WMD–civil support team operations. The WMD–civil support team’s detailed knowledge of the area of operations; the local, tribal, state, and federal response elements; and the DOD assets within the state make the team suited for assisting in the integration of follow-on, WMD–civil support teams into the response effort. As the coordinating element, a WMD–civil support team performs vital liaison missions, including advising the JOC on capabilities, employment considerations, and appropriate or optimal employment of the responding WMD–civil support teams. It can also serve as a central source for WMD–civil support team employment information; the battle tracking of WMD–civil support teams involved in the response; and the coordination of assignments, relief, reports, and support. The WMD–civil support team coordination element assists in performing reception, staging, onward movement, and integration teams subsequently employed in the response.

5-36. Multiple WMD–civil support teams 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 incidents or combinations of incident effects covering multiple jurisdictions or political boundaries. Establishing and maintaining a unity of effort throughout these operations are vital. Information management systems should be adapted to ensure that data can be shared between WMD–civil support teams and the next higher headquarters. To facilitate a proper response, information gleaned from enemy actions, targets, and TTP should be immediately added to the WMD–civil support team COP. If the response escalates or appears to be of extended duration, additional WMD–civil support team support may be requested through appropriate channels and a combined and coordinated information management system may be needed.

CONTROL MEASURES

5-37. Clearly defined missions, areas of operations, and control measures are invaluable to the management of large-scale, multiple-team operations. The use of a WMD–civil support team as the coordination element greatly assists in the development of the COP and simplifies communications by providing a single source for ICS, JFHQ-state, NGB, and combatant commander’s information requirements. When a WMD–civil support team acts as a coordination element, the team may operate as a separate branch or division under the ICS or JTF, assuming the lead for force integration and coordination requirements for WMD–civil support teams. The coordination element should not operate as a separate JTF that exercises C2 over other WMD–civil support teams. Although a WMD–civil support team designated as a coordination element does not perform classic WMD–civil support team operations (survey, analytical, decontamination) as a whole, it can attach specific sections to other WMD–civil support teams if METT-TC dictates. Under no circumstances should a WMD–civil support team performing as the coordinating element compromise its ability to perform liaison and information management by the excessive cross attachment of personnel or sections.

PLANNING, PREPARATION, AND EXECUTION

5-38. Planning for operations involving multiple WMD–civil support teams cannot be completed before learning the specifics about an incident or event. However, each WMD–civil support team performs individual mission preparation according to the ICS mission assigned by the coordination element. WMD–civil support teams can also develop strategies, build scenarios, and train for multiple team operations well in advance of a mission. Procedures, SOPs, 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–civil support team as the coordination element helps ensure that each WMD–civil support team 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 multiple WMD–civil support team operation facilitates the rapid transfer of authority or responsibility of that mission. Successfully executing multiple WMD–civil support team operations requires initiative, flexibility, and an excellent understanding of the operation as a whole.

Command and Control

5-39. Commanders maintain C2 of their teams and submit appropriate reports and requests through the means and channels established by the coordination element. WMD–civil support teams finalize their mission planning and preparation for the establishment of adequate C2 while performing the operation. OPCENs from each WMD–civil support team maintain situational awareness of other operations and include appropriate elements of information in their own planning process. The coordination element communications team develops a joint communications plan, ensuring that voice and data interfaces are addressed. Units may employ liaison officers as needed.

Critical Information Management

5-40. Sharing gathered information among WMD–civil support teams operating under a multiple WMD–civil support team operation is critical in ensuring interoperability and a COP among the teams. A communications plan should be developed, enabling updated hazard information to be shared among the WMD–civil support teams involved in the operation. The coordination element performs the additional
function of ensuring timely and inclusive information sharing across the responding WMD–civil support teams. When a WMD–civil support team acts as a coordination element, it should perform liaison operations with the JFHQ-state JOC or JTF and actively assist in transferring information, reporting, and satisfying outstanding requests for information.

Movement and Maneuver

5-41. The METT-TC may call for the augmentation of personnel, equipment, or vehicles with uniquely trained WMD–civil support team members or equipment sets. The coordination element should be informed of movements and operations that are planned, performed, and completed by the WMD–civil support teams. Additional WMD–civil support teams arriving in support of the operation should report to the coordination element to ensure adequate reception, staging, onward movement, integration, and a unity of effort. WMD–civil support teams completing operations and anticipating incidents should inform the coordination element of their status to facilitate timely reporting and synchronized disengagement.

Protection

5-42. WMD–civil support teams should establish a plan and report the level of survivability achieved through the employment of WMD–civil support team equipment and systems. Shortfalls affecting survivability should be reported to the coordination element upon discovery and before commencing WMD–civil support team operations. WMD–civil support team personnel should be prepared to perform measures appropriate for the planned or anticipated force protection condition and to conduct operations according to the RUF published for the response. The coordination element should immediately disseminate changes or modifications of the RUF to responding WMD–civil support teams.

Sustainment

5-43. The Consequence Management Support Center SOP is the primary guide for specialized WMD–civil support team support requirements. Based on the due-in status for contractor support, METT-TC can dictate that the WMD–civil support teams 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.

RELIEF-IN-PLACE OPERATIONS

5-44. 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.

5-45. A relief-in-place operation varies in 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 relief effort, units exchange plans and liaison personnel, conduct briefings, perform detailed reconnaissance and site surveys and characterization, and publish orders with detailed instructions.

CONTROL MEASURES

5-46. Regardless of the technique used to perform the relief, the C2 of the WMD–civil support team and the support of the ICS should be maintained. When possible, relief activities are synchronized with the ICS shift changes to maintain a continuity of operations while minimizing disruption to the ICS.

PLANNING, PREPARATION, AND EXECUTION

5-47. When a WMD–civil support team 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. Detailed coordination between teams should occur to ensure the minimal disruption of the mission during the relief operation; this is the foundation for establishing a battle
rhythm and recurring handover process. The detailed preparation for mission assumption by the WMD–
civil support team relieving the initial response team is required. Successfully executing a relief operation
of this nature requires the flexible application of doctrinal principles and guidance. Ideally, the relief of a
WMD–civil support team is virtually transparent to members of the ICS.

5-48. To maintain the integrity of the ISO 17025 program, if the relieved team is ISO 17025-certified, the
relieving team must also be ISO 17025 certified or the incumbent science officer must certify the results.

Command and Control

5-49. WMD–civil support teams usually plan to conduct 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–civil support team to form a planning element to coordinate with the
relieving unit and to assist in the reception, staging, onward movement, and integration of the relieving
unit. This planning element should be separate from the ongoing response effort conducted by the on-scene
WMD–civil support team. The incoming unit receives the IC’s objectives, the IAP, and the site safety plan.
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 WARNORD 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.

Critical Information Management

5-50. When performing a relief-in-place operation, WMD–civil support teams develop a list of desired
hazard information. One of the critical tasks of a relief-in-place operation is the transfer of information
related to the response—including reporting requirements, liaison officer information, hazard prediction
products, photographs, maps, logs, unprocessed samples, results of laboratory analyses, records of readings,
and measurements—to the relieving unit. The relieving unit should receive a comprehensive incident
situation brief and a detailed SITREP from the commander being relieved. The incoming unit should also
be aware of the IC’s critical information requirements, goals and objectives, and information gaps. A
properly conducted relief-in-place operation permits the maintenance of a seamless, integrated COP.

Movement and Maneuver

5-51. To ensure a safe and seamless relief operation, the relieving commander should prepare a detailed
plan for assuming responsibility for the assigned area of operations. 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; and travel to, and reoccupation of, a staging area by the relieved unit. The
relocation and demobilization of the relieved unit occurs after the assumption of the mission by the
relieving unit.

Protection

5-52. WMD–civil support team personnel should be prepared to perform measures that are appropriate for
the planned or anticipated force protection condition and to conduct operations according to the RUF
published for the response. WMD–civil support team personnel should also be briefed on supporting
security forces.

Sustainment

5-53. 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 should develop an equipment transfer and property accountability plan agreed upon by
both commanders. Before the owning unit departs the incident site, responsibility for the equipment can be
transferred to the relieving team by means of a locally generated hand receipt or an equipment inventory list established according to AR 710-2. Contaminated equipment always remains on the site throughout the entire incident, and information about contaminated items is captured in an itemized list that is provided to the ICP before the relieved unit departs.

5-54. Vehicles and equipment that belong to the relieved unit and remain on the scene should be identified. Other major end items, such as the Analytical Laboratory System and Unified Command Suite, 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.

5-55. Planning should be coordinated with the Tactical Network Control Center to allow the Unified Command Suite of one WMD–civil support team to support the information provider procedures of another. Without prior coordination and testing, follow-on data communications support is difficult.

5-56. Coordinate transportation for the relieved unit if it is deemed unsafe for them to operate organic vehicles or if insufficient vehicles are available.

SPLIT-UNIT AND STRIKE TEAM OPERATIONS

5-57. A split-unit operation is performed when METT-TC requires that a single WMD–civil support team operate as two smaller, task-organized elements simultaneously conducting operations at two locations.

5-58. A strike team operation is performed when WMD–civil support team specialized capabilities are requested or required to complete a mission; therefore, WMD–civil support teams should develop packages of support that consist of modular components of the unit. METT-TC impacts determine the TTP and equipment that the team should employ to conduct the operation.

5-59. Without augmentation, the overall effectiveness and ability to perform sustained operations with a split-unit or strike team is dramatically reduced.

CONTROL MEASURES

5-60. Several factors are of critical importance throughout these operations—establishing and maintaining C2 of all elements, situational awareness of the overall operation, and unity of effort. It is necessary that one element of the WMD–civil support team maintain C2 of the entire unit while also allowing the subordinate element adequate autonomy to perform its own operations.

PLANNING, PREPARATION, AND EXECUTION

5-61. Split-unit operations present specific challenges and require appropriate planning. Primary preparatory tasks include documenting, validating, and establishing internal SOPs and practicing split-unit and strike team operations.

Command and Control

5-62. Establishing and maintaining C2 of a unit conducting split-unit operations or strike team operations are extremely challenging and may require the use of one or more of the following techniques:

- Employment of the ADVON as a forward command post for one location.
- Use of a WMD–civil support team section with adequate communications to act as the forward command post at one site.
- Establishment of a C2 element from an organic element, JTF-state, other responders, or a combination of these.
- Identification and employment of specialized capabilities to support validated missions.
Operational Planning

- 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–civil support team.
- Coordination for follow-on support or augmentation.

Critical Information Management

5-63. Updated hazard information should be shared between WMD–civil support team C2 elements. Regardless of the technique used to establish C2, threat information provided to or developed by the main C2 element should be rapidly shared with the subordinate C2 element and vice versa; the subordinate C2 element should maintain information flow and situational awareness throughout an operation.

Movement and Maneuver

5-64. During split-unit operations, the WMD–civil support team should 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 movement and maneuver of a strike team element is specific to the validated missions and is not intended for prolonged operations.

Protection

5-65. WMD–civil support team personnel should be prepared to perform measures that are appropriate for the planned or anticipated force protection condition and to conduct operations according to the RUF published for the response. The deployment of a WMD–civil support team as a split-unit or strike team operation requires that the ICS provide security for all elements. Units should configure equipment and vehicles for split-unit operations with little or no adjustments.

Sustainment

5-66. Split-unit and strike team operations are not intended to be long-term operations, and sustainment is minimal. Operations of short duration can be performed using organic capabilities; however, sustainment plans should be developed and embedded in split-unit operations plans, such as load plans, work-and-rest cycles, augmentation, and equipment employment and reconstitution. Specific planning should be accomplished to clearly define the particular support required to conduct multiple validated missions. In addition, the decontamination capabilities of both elements should be clearly defined. Split-unit and strike team operations sustainment coordination is performed with the appropriate portions of the ICS before deploying the WMD–civil support team element.

PLANNING CONSIDERATIONS FOR VARIOUS OPERATIONS

5-67. Table 5-2, page 5-12, is an example of environmental considerations that WMD–civil support team commanders should take into account before establishing operations. These considerations include—

- All environments.
- Infrastructure.
- Maritime.
- Sensitive locations.
- Natural disasters.
- Special events.
Table 5-2. Environmental considerations

<table>
<thead>
<tr>
<th>Environmental Effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extreme climate conditions may limit hot-zone entry time and increase personnel recovery time (work-and-rest cycles) due to hydration requirements and heat- or cold-related injuries.</td>
</tr>
<tr>
<td>Weather and terrain may increase response time and limit maneuverability.</td>
</tr>
<tr>
<td>Potential degradation of personal protective equipment or individual protective equipment is possible due to extreme environments.</td>
</tr>
<tr>
<td>Decontamination solution contact time may change. (See FM 3-11.5, appendix C.)</td>
</tr>
<tr>
<td>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.)</td>
</tr>
<tr>
<td>Decontamination footprints (terrain, linear environments) may be limited.</td>
</tr>
<tr>
<td>High altitudes may affect self-contained breathing apparatuses and respiratory fitness.</td>
</tr>
<tr>
<td>Agent volatility and the spread of contamination may increase due to the presence or lack of natural barriers (open desert, dense tropical vegetation). Sampling procedures and preservation procedures for bioassay usage may change, liquid samples may freeze, and sample transport procedures may change.</td>
</tr>
<tr>
<td>Sanitation issues and waste disposal operations may need to be modified in certain environments.</td>
</tr>
<tr>
<td>The incident location may require air delivery of personnel and equipment due to the lack of developed infrastructure or postincident ground maneuver restrictions.</td>
</tr>
<tr>
<td>Casualty evacuation complications may arise.</td>
</tr>
<tr>
<td>Hazmat presence will limit hot-zone entry time and likely increase difficulty or the time required to accomplish tasks due to personal protective equipment requirements.</td>
</tr>
<tr>
<td>Civil unrest may develop.</td>
</tr>
<tr>
<td>The spread of contamination due to airflow patterns may begin.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Equipment Capabilities and Employment Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating temperature ranges and humidity sensitivity issues may limit the utility of organic detection equipment. (See specific technical manuals.)</td>
</tr>
<tr>
<td>Increased equipment maintenance may be required in certain environments.</td>
</tr>
<tr>
<td>Battery life may be degraded in certain environments.</td>
</tr>
<tr>
<td>The maneuverability of organic, wheeled vehicles may decrease in certain environments.</td>
</tr>
<tr>
<td>Oxygen readings may increase or decrease in certain environments.</td>
</tr>
<tr>
<td>The grounding of equipment, including power generation equipment, may be difficult in certain environments.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
<tr>
<td>A line of sight for satellite dish emplacement and connectivity must be obtained to ensure reachback connectivity. Near-field or side-scatter interference should be avoided if possible.</td>
</tr>
<tr>
<td>Communications may be affected by improper grounding or near electrometric interference, including jamming capabilities. (It is unsafe to operate the Unified Command Suite in lightning storms, severe wind conditions, or ice storms.)</td>
</tr>
</tbody>
</table>
### Table 5-2. Environmental considerations (continued)

<table>
<thead>
<tr>
<th>Logistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Water supplies for consumption and decontamination.</td>
</tr>
<tr>
<td>• Shelter from the elements.</td>
</tr>
<tr>
<td>• Logistic shortages and resupply mechanisms (transportation, medical resources, power generation) to support sustained operations due to the distance from infrastructures.</td>
</tr>
<tr>
<td>• Organizational clothing and individual equipment requirements for extreme heat and cold.</td>
</tr>
<tr>
<td>• Preventative medicines and supply.</td>
</tr>
<tr>
<td>• Mortuary affairs support.</td>
</tr>
<tr>
<td>Training</td>
</tr>
<tr>
<td>• Review of national planning scenarios.</td>
</tr>
<tr>
<td>• Accessibility for WMD–civil support team training in desert, arctic, subtropical, and jungle environments.</td>
</tr>
<tr>
<td>• Training that supports very short entry times and strict work-and-rest cycles.</td>
</tr>
<tr>
<td>• 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 and the exposure to volatile hazards.</td>
</tr>
<tr>
<td>• Modifications to standing operating procedures and load plans.</td>
</tr>
<tr>
<td>• Rotary- and fixed-wing transport to remote locations.</td>
</tr>
<tr>
<td>• Mountain and high-angle operations.</td>
</tr>
<tr>
<td>• High-altitude medical awareness training.</td>
</tr>
<tr>
<td>Safety</td>
</tr>
<tr>
<td>• Acclimatization to the area of operations (weather, altitude, time).</td>
</tr>
<tr>
<td>• Awareness of indigenous plants, insects, and animals.</td>
</tr>
<tr>
<td>• Increased medical monitoring and recovery time.</td>
</tr>
<tr>
<td>• Hydration plans and work-and-rest cycles.</td>
</tr>
<tr>
<td>• Frequent casualty evacuation drills.</td>
</tr>
<tr>
<td>• Snow and ice slip, trip, and fall hazards.</td>
</tr>
<tr>
<td>• Medical resources for high-altitude operations.</td>
</tr>
<tr>
<td>• Increased medical monitoring for altitude sickness (acute mountain sickness, high-altitude pulmonary edema, high-altitude cerebral edema, cold-weather injuries). (See TC 3-97.61.)</td>
</tr>
<tr>
<td>• Visibility.</td>
</tr>
</tbody>
</table>

#### INFRASTRUCTURE

**(URBAN, HIGH-RISE, SUBTERRANEAN, COLLAPSED-STRUCTURE, CONFINED-SPACE)**

<table>
<thead>
<tr>
<th>Environmental Effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Utilization of integrated hazard monitoring and medical surveillance systems.</td>
</tr>
<tr>
<td>• Absence of natural light in subterranean areas and confined spaces.</td>
</tr>
<tr>
<td>• Extended site characterization times for multistory dwellings with no pinpoint source of a contaminant.</td>
</tr>
<tr>
<td>• Movement tracking of entry teams in a subterranean environment.</td>
</tr>
<tr>
<td>• Stratification environments (drainage systems, subways, sewers, confined spaces).</td>
</tr>
<tr>
<td>• Unpredictable dissemination of contamination from collapsed structures.</td>
</tr>
<tr>
<td>• Disruption of critical infrastructure and key resources and commercial enterprise from incident operations in metropolitan areas.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Equipment Capabilities and Employment Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Radiological survey conditions (interference with building materials, shielding, historical background readings); shielding through the use of buildings that may be advantageous during unit emplacement.</td>
</tr>
<tr>
<td>• Restricted vehicular maneuverability and wide dispersal that may increase movement time from unit locations to target sites for entry personnel in personal protective equipment or individual protective equipment, limit hot-zone operational time, and increase air time.</td>
</tr>
<tr>
<td>• False readings or alarms and oversaturation of monitoring equipment in confined spaces.</td>
</tr>
</tbody>
</table>
Table 5-2. Environmental considerations (continued)

<table>
<thead>
<tr>
<th>Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Use of wireless repeater systems in complex structures (high-rise buildings,</td>
</tr>
<tr>
<td>stadiums, shopping malls, subterranean environments).</td>
</tr>
<tr>
<td>• Secure communications and operational security in high-density population</td>
</tr>
<tr>
<td>areas.</td>
</tr>
<tr>
<td>• Internal communication challenges (high-noise environments, working subway</td>
</tr>
<tr>
<td>systems).</td>
</tr>
<tr>
<td>• Potential loss or saturation of a cellular network.</td>
</tr>
<tr>
<td>• Utilization of fixed-facility communication systems.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Logistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Disruption of commercial enterprise support to WMD–civil support team</td>
</tr>
<tr>
<td>operations in metropolitan areas.</td>
</tr>
<tr>
<td>• Special equipment sets for collapsed-structure operations in confined</td>
</tr>
<tr>
<td>spaces.</td>
</tr>
<tr>
<td>• Additional lighting requirements for confined-space and subterranean</td>
</tr>
<tr>
<td>environments.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Confined-space training and annual recertification.</td>
</tr>
<tr>
<td>• Collapsed-structure training.</td>
</tr>
<tr>
<td>• Emergency vehicle operations course.</td>
</tr>
<tr>
<td>• Increased awareness and training with toxic industrial material (and subsets</td>
</tr>
<tr>
<td>thereof) common to the environment.</td>
</tr>
<tr>
<td>• Urban transportation network familiarization.</td>
</tr>
<tr>
<td>• Public works training for familiarity with various infrastructure systems</td>
</tr>
<tr>
<td>and the identification of agencies and personnel responsible for, and</td>
</tr>
<tr>
<td>knowledgeable in, their employment.</td>
</tr>
<tr>
<td>• Limited availability of key infrastructures for training, which may require</td>
</tr>
<tr>
<td>innovative training scenarios that replicate some of the environmental</td>
</tr>
<tr>
<td>conditions.</td>
</tr>
<tr>
<td>• Preincident networking and liaison activities with a multitude of diverse</td>
</tr>
<tr>
<td>agency stakeholders in metropolitan areas.</td>
</tr>
<tr>
<td>• Preincident identification of safety plans, evacuation plans, and mass</td>
</tr>
<tr>
<td>casualty response procedures for major venues, critical infrastructures, and</td>
</tr>
<tr>
<td>key resources.</td>
</tr>
<tr>
<td>• Air load planning and the movement of WMD–civil support team personnel and</td>
</tr>
<tr>
<td>equipment.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Additional personal protective equipment (hard hats, knee pads, elbow pads)</td>
</tr>
<tr>
<td>or individual protective equipment.</td>
</tr>
<tr>
<td>• Personal protective equipment damage or breach while in a confined-space,</td>
</tr>
<tr>
<td>collapsed-structure environment.</td>
</tr>
<tr>
<td>• Personnel and equipment movement up and down stairs.</td>
</tr>
<tr>
<td>• Coordination with public works and mass transit for the shutdown of</td>
</tr>
<tr>
<td>potential hazards.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MARITIME</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Environmental Effects</strong></td>
</tr>
<tr>
<td>• Alternate decontamination site if target vessel does not present a suitable</td>
</tr>
<tr>
<td>footprint area.</td>
</tr>
<tr>
<td>• Combined site surveys and sampling entry due to limited access.</td>
</tr>
<tr>
<td>• Language barriers on foreign vessels.</td>
</tr>
<tr>
<td>• Awareness of international water zones and United States Coast Guard</td>
</tr>
<tr>
<td>geographical spans of control seaward and inland.</td>
</tr>
<tr>
<td>• Perimeter monitoring team procedures (if target vessel has sufficient</td>
</tr>
<tr>
<td>footprint space). A perimeter monitoring team may need to monitor the</td>
</tr>
<tr>
<td>perimeter before boarding from shore to ship.</td>
</tr>
<tr>
<td>• Decentralized command and control in shore-to-ship incidents.</td>
</tr>
<tr>
<td>• Familiarity with the vessel layout.</td>
</tr>
</tbody>
</table>
Table 5-2. Environmental considerations (continued)

<table>
<thead>
<tr>
<th>Equipment Capabilities and Employment Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Streamlined basic equipment load for the shore-to-ship party.</td>
</tr>
<tr>
<td>• Availability of emergency position-indicating radio beacons or personal locator beacons.</td>
</tr>
<tr>
<td>• Methods of transport (rotary-wing; rigid, inflatable hull; tug; barge) from shore to ship that dictate boarding-party size and equipment haul capacity.</td>
</tr>
<tr>
<td>• Confined-space rescue equipment availability.</td>
</tr>
<tr>
<td>Communications</td>
</tr>
<tr>
<td>• Wireless communication range due to the line of sight requiring the use of multiple repeaters.</td>
</tr>
<tr>
<td>• Limitations of wireless data transmissions in the internal compartments of a marine platform that may alter abort criteria or require additional repeaters.</td>
</tr>
<tr>
<td>• Internal communication challenges (high-noise environments, engine rooms).</td>
</tr>
<tr>
<td>• Use of onboard or fixed communications systems that may augment organic assets on-scene.</td>
</tr>
<tr>
<td>• Organic shore-to-ship communications that may be problematic.</td>
</tr>
<tr>
<td>Logistics</td>
</tr>
<tr>
<td>• Time constraints for shore-to-ship mission continuity.</td>
</tr>
<tr>
<td>• Marine platform man-down extraction equipment.</td>
</tr>
<tr>
<td>• Waterproof containment for equipment.</td>
</tr>
<tr>
<td>Training</td>
</tr>
<tr>
<td>• Marine platform familiarization course. United States Coast Guard and maritime academies are excellent resources for this basic skills orientation for the entire unit.</td>
</tr>
<tr>
<td>• Maritime-specific employment of detection and survey instrumentation. It teaches key strengths and weaknesses of instrumentation in this environment.</td>
</tr>
<tr>
<td>• Vertical delivery training (sponsored by most United States Coast Guard stations). It provides WMD–civil support teams with the necessary training in water survival and personnel/equipment delivery techniques to facilitate maritime operations.</td>
</tr>
<tr>
<td>• United States Coast Guard tactics, techniques, and procedures for Marine response and joint training and exercising opportunities.</td>
</tr>
<tr>
<td>• Man-overboard and casualty evacuation battle drills.</td>
</tr>
<tr>
<td>• United States Coast Guard interagency training, to include force protection.</td>
</tr>
<tr>
<td>• Unit physical fitness program that incorporates waterborne skills enhancement and confidence training.</td>
</tr>
<tr>
<td>Safety</td>
</tr>
<tr>
<td>• Casualty evacuation. Casualty evacuation onboard marine platforms are resource-intensive, given the interior construction of most vessels. Alternate medical response procedures may be required for an emergency evacuation situation, to include non-life-threatening situations.</td>
</tr>
<tr>
<td>• Sea sickness (aspiration in self-contained breathing apparatus).</td>
</tr>
<tr>
<td>• Force protection. The platform should not present an opposed entry situation.</td>
</tr>
<tr>
<td>• High-risk boarding issues via pilot’s door and Jacob’s ladder routes of entry. Safety tethers for personnel in high-risk locations.</td>
</tr>
<tr>
<td>• United States Coast Guard-approved personal flotation devices, cold-water protection and dry suits.</td>
</tr>
<tr>
<td>• Waterborne operations while docked, anchored, or at sea.</td>
</tr>
<tr>
<td>• Availability of lifeguards and rescue divers.</td>
</tr>
<tr>
<td>• Availability of vessels for multiple transports.</td>
</tr>
</tbody>
</table>
Table 5-2. Environmental considerations (continued)

<table>
<thead>
<tr>
<th>SENSITIVE LOCATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jurisdictional and interoperability considerations could impact working in sensitive locations. Sensitive locations could include—</td>
</tr>
<tr>
<td>• Border-crossing points.</td>
</tr>
<tr>
<td>• Tribal lands.</td>
</tr>
<tr>
<td>• Restricted (classified) areas.</td>
</tr>
<tr>
<td>• Department of Defense or federal property.</td>
</tr>
<tr>
<td>• Nautical boundaries.</td>
</tr>
<tr>
<td>• National Capital Region.</td>
</tr>
<tr>
<td>Selected considerations that could impact working on federal property are—</td>
</tr>
<tr>
<td>• Weapons control.</td>
</tr>
<tr>
<td>• Command and control.</td>
</tr>
<tr>
<td>• Jurisdiction.</td>
</tr>
<tr>
<td>• Restricted areas.</td>
</tr>
<tr>
<td>• Nuclear exclusion zones.</td>
</tr>
<tr>
<td>• United States Code operational limitations on WMD–civil support team employment.</td>
</tr>
</tbody>
</table>

Note: See TC 4-15.51.

<table>
<thead>
<tr>
<th>NATURAL DISASTERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>(VOLCANOES, FLOODS, HURRICANES, TORNADOES, TSUNAMIS, WILDFIRES, EARTHQUAKES, AND WINTER STORMS)</td>
</tr>
<tr>
<td>Response to natural incidents may extend the response time beyond 72 hours and require multiple WMD–civil support teams. The scope will rapidly exceed the regional compacts. A WMD–civil support team should be used within its core competencies as it relates to its personnel and equipment capabilities and specialties.</td>
</tr>
</tbody>
</table>

**Environmental Effects**

- Strike team operations requirement.
- Personal impact (resiliency).
- Limited resources—medical facilities, pharmaceutical, fuel, food.
- Critical infrastructure, key resources, public works, and force protection availability.
- Public affairs support.
- Personnel accountability impacting in the affected area and increasing response time.
- Second and third order effects of the incident (mudsides, aftershocks, diseases, molds).

**Equipment Capabilities and Employment Considerations**

- False readings/alarms with monitoring equipment due to fires, smoke, or ash.
- Extra generators and additional sensors, equipment, and resources.
- Limited access to water.
- Personal protective equipment or individual protective equipment selection and limitations.
- Streamlined basic equipment load.
- Methods of transport (rotary-wing; rigid, inflatable hull; tug; barge) that dictate size and equipment haul capacity.

**Communications**

- Standoff distances and geographic areas that adversely affect the wireless environment and require the use of multiple repeaters.
- Increased demands on satellite reachback communications.
- Civilian communications infrastructure that may not be operational (landlines, cellular phones, radios).
Table 5-2. Environmental considerations (continued)

<table>
<thead>
<tr>
<th>Logistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Support for detached personnel (food, fuel).</td>
</tr>
<tr>
<td>• Sustainment for greater than 72 hours.</td>
</tr>
<tr>
<td>• Coordination for organizational clothing and individual equipment for all climate conditions.</td>
</tr>
<tr>
<td>• Limited resupply capabilities.</td>
</tr>
<tr>
<td>• Additional resources.</td>
</tr>
<tr>
<td>• Time constraints for mission continuity.</td>
</tr>
<tr>
<td>• Waterproof containment for equipment.</td>
</tr>
<tr>
<td>• Portable environmental control units for operations.</td>
</tr>
<tr>
<td>• Casualty evacuation and rescue equipment.</td>
</tr>
<tr>
<td>• Medical facilities and resources.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Confined-space, collapsed-structure training.</td>
</tr>
<tr>
<td>• Liaison officer training.</td>
</tr>
<tr>
<td>• ICS training for specific functional areas (logistics, planning).</td>
</tr>
<tr>
<td>• Local, tribal, state, and federal natural disaster training.</td>
</tr>
<tr>
<td>• Rotary-wing and air load transport.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Displaced wildlife and increased vectors.</td>
</tr>
<tr>
<td>• Diseases, chemical by-products, and airborne inhalation hazards.</td>
</tr>
<tr>
<td>• Safety tethers for personnel in high-risk locations.</td>
</tr>
<tr>
<td>• Downed power lines, sinkholes, and infrastructure damage.</td>
</tr>
<tr>
<td>• Unfamiliarity of operational environment.</td>
</tr>
<tr>
<td>• Psychological and long-term health issues.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SPECIAL EVENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Anticipated attendance by dignitaries. Events attended by officials of the United States government or foreign dignitaries may create an independent federal interest to ensure that the event transpires without incident and that sufficient resources are brought to bear in the event of an incident.</td>
</tr>
<tr>
<td>• Size of the event. A large number of attendees and participants generally increases security requirements. In addition, larger events are more likely to draw the attention of terrorists or other criminals, particularly those interested in employing a WMD.</td>
</tr>
<tr>
<td>• Significance of the event. Some events have historical, political, cultural, or symbolic significance that may heighten concern about possible terrorist acts or other criminal activity.</td>
</tr>
<tr>
<td>• Duration of the event. State and local law enforcement and public safety agencies may possess the manpower and other resources to provide adequate security for a single, major event within their jurisdiction but is unable to do so for events over several days or weeks and at the same time continue to meet routine obligations in the greater community.</td>
</tr>
<tr>
<td>• Availability of state and local resources. Local and state expertise, experience, manpower, and other assets may be limited when needed to ensure comprehensive protection of major events that are of national or international significance.</td>
</tr>
<tr>
<td>• Multiplicity of jurisdictions. Extensive coordination may be required of law enforcement and public safety agencies from several jurisdictions to provide adequate protection of major events that are of national or international significance.</td>
</tr>
<tr>
<td>• Threat assessments. Terrorism, extensive illegal civil disobedience, and other criminal activities are a concern during major events that are of national or international significance.</td>
</tr>
</tbody>
</table>

Legend:
ICS       incident command system
WMD       weapons of mass destruction
**SPECIAL-EVENT ASSESSMENT RATING SYSTEM**

5-68. The special-event assessment rating system attempts to quantify several threat, vulnerability, and risk factors for each event to determine the potential attractiveness as a terrorist target. Each event is assigned a special event assessment rating I through V special-event assessment rating, with Rating I having the greatest potential to be targeted. (See table 5-3.)

<table>
<thead>
<tr>
<th><strong>Event</strong></th>
<th><strong>Staffing</strong></th>
<th><strong>Definition</strong></th>
<th><strong>Examples</strong></th>
<th><strong>WMD–Civil Support Team Support</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>SEAR I</td>
<td>FC</td>
<td>Events of significant national or international importance that may require extensive federal interagency security and incident management preparedness. The predeployment of federal assets and consultation, technical advice, and support to specific functional areas in which the state and local agencies may lack expertise or key resources may also be warranted.</td>
<td>United Nations General Assembly; Super Bowl; World Series; Major Sporting Events</td>
<td>Possible multiple teams, preplanning, joint hazard assessment team, crowd screening, remote monitoring, C4I liaison, hazard predictions, communications</td>
</tr>
<tr>
<td>SEAR II</td>
<td>FC</td>
<td>Significant events with national or international importance that may require direct national level federal support and situational awareness. The magnitude and significance of these events calls for close coordination between federal, state, and local authorities and may warrant the limited predeployment of United States government assets as well as consultation, technical advice, and support to specific functional areas in which the state and local agencies may lack key resources.</td>
<td>Marine Corps Marathon, Sturgis Motorcycle Rally,</td>
<td>Possible multiple teams, preplanning, joint hazard assessment team, crowd screening, remote monitoring, C4I liaison, hazard predictions, communications</td>
</tr>
<tr>
<td>SEAR III</td>
<td>Limited</td>
<td>Events of national or international importance that require only limited direct federal support to augment local capabilities. Generally, state and local authorities adequately support these events; however, the significance of these events generally warrants national situational awareness and, depending on the jurisdiction, may require limited, direct support from specific federal agencies.</td>
<td>Indianapolis 500, Daytona 500 Race</td>
<td>Strike team, full team, or multiple team deployment, preplanning; joint hazard assessment team; crowd screening; remote monitoring; C4I liaison, hazard predictions, communications</td>
</tr>
<tr>
<td>SEAR IV</td>
<td>By request</td>
<td>Events with limited national importance that are generally handled at the state and local level. Unusual circumstances may sometimes necessitate the employment of specific Federal resources to address unique needs of a particular event. Existing federal assistance programs are available to state and local jurisdictions hosting the event for training, exercise, and/or tailored program support.</td>
<td>National Football League Season, Albuquerque Balloon Festival</td>
<td>Strike team, full team, or multiple team deployment, preplanning, joint hazard assessment team, crowd screening, remote monitoring, C4I liaison, hazard predictions, communications</td>
</tr>
<tr>
<td>SEAR V</td>
<td>Not applicable</td>
<td>Events that may be nationally recognized but have local or state importance. Federal departments and agencies will receive notice of these events for situational awareness purposes, but in most cases minimal, if any, federal assets or resources will be expended to assist with management of these events.</td>
<td>National Association for Stock Car Auto Racing, National Basketball League, National Collegiate Athletic Association</td>
<td>Strike team, full or multiple team deployment; joint hazard assessment team; crowd screening; remote monitoring; C4I liaison; communications</td>
</tr>
</tbody>
</table>

**Legend:**
- C4I: command, control, communications, computers, and intelligence
- FC: federal coordinator
- SEAR: special-event assessment rating
- WMD: weapons of mass destruction
5-69. Joint hazard assessment teams are organized teams that provide technical support for planning and responding to threats at special events. Joint hazard assessment teams are normally composed of specialized personnel from different agencies and disciplines, such as fire, law enforcement, bomb squad, WMD–civil support team, and public health professionals. Joint hazard assessment teams may also include scientists and specialists from private organizations or contractors, depending on the type of event or the possible threats that could occur during the event.

5-70. Planning considerations include—

- Analyzing the threat.
- Planning for worst-case scenarios.
- Being cautious about using unproven technology that has not been validated in the field.
- Coordinating hazmat and WMD operations through the joint hazard assessment team.
- Maintaining a soft signature and low profile.
- Ensuring that the IAP incorporates procedures for positive detection.
- Ensuring that the IAP clearly defines the objectives for each operational period.
- Completing the IAP for each operational period and developing a written site safety plan.
- Credentialing.
- Being aware that access to organic vehicles may be impacted.
- Prestaging of PPE or IPE.
- Conducting additional training for specialized vehicles and equipment not standard to the unit.
- Using personal force protection equipment based on the threat.
- Coordinating C2 procedures.
- Initiating interagency and intraagency communication requirements and methods.
- Meeting training and exercise requirements.
- Planning for environmental effects.
- Planning for irregular or swirling wind patterns.
- Coordinating split-unit operations logistic support.
  - Limited footprint area.
  - Predetermined decontamination locations within the venue.
  - Alternate load plans.
  - Combined site surveys and sampling entry due to limited access.
  - Language barriers.
  - Detection technique modifications to eliminate disruption to the event.
  - Familiarity with the venue layout.
- Planning for equipment capabilities and employment considerations.
  - False readings and alarms with monitoring equipment.
  - Monitor of stratification environments.
  - Streamline of the basic equipment load for entry teams.
  - Confined-space rescue equipment availability.
  - Equipment on hand for all contingency missions.
- Coordinating communications activities.
  - Standoff distances and geographic area that adversely affect the wireless environment and may require the use of multiple repeaters.
  - Jamming and other wireless interference that may cause internal team communication issues.
  - Utilization of fixed facility communication and medical surveillance systems.
  - Overload of civilian networks.
  - Communications security (COMSEC) and radio frequency hazards.
• Planning for logistics considerations.
  ■ Adjust equipment, supply, and sensors requirements.
  ■ Pre-position logistics.
  ■ Precoordinate for nonorganic transportation assets.
  ■ Consider lodging constraints.
  ■ Coordinate for actual expense allowance exception.
• Conducting training activities.
  ■ Increase of joint agency training, to include force protection.
  ■ Venue familiarization.
  ■ Tabletop exercises.
  ■ Nonstandard equipment training (all-terrain vehicles, generators, boats, riot control agents).
  ■ Just-in-time training for nonstandard equipment to be operated in support of joint agency operations.
• Being cognizant of safety considerations.
  ■ Force protection.
  ■ PPE or IPE availability.
  ■ Crowds and protestors.
Appendix A

Legal Considerations

This appendix provides information regarding various legal issues that may occur while conducting WMD–civil support team 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 decisionmaker 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–civil support team 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–civil support team members in 32 USC status operate under the RUF of the state in which the incident occurs. When in 10 USC status, personnel engaged in law enforcement or security duties are governed by DODD 5210.56.

A-2. The way in which a WMD–civil support team receives rules governing the use of force depends on how it has been called to an incident, either through its respective state under 32 USC or through federalization under 10 USC. When responding under 32 USC, the RUF is governed by the state law under which the WMD–civil support team is operational.

A-3. When activated under 10 USC, the RUF is governed by DOD or federal directives or as determined on a case-by-case basis for specific missions by the lead federal agency. In all cases, the RUF provided should be reviewed by the appropriate DOD legal office or judge advocate general for applicability and legality.

Note. See CJCSI 3125.01C for additional guidance on the RUF for WMD–civil support teams activated under 10 USC.

MARITIME OPERATIONS

A-4. WMD–civil support teams 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 32 USC or 10 USC status. The United States makes maritime claim to three identified zones:

- The territorial waters around the United States that extend out 12 nautical miles.
- A contiguous zone that extends out 24 nautical miles.
- An exclusive economic zone that extends out 200 nautical miles.

A-5. WMD–civil support teams should coordinate with the state judge advocate and then the NBG judge advocate for guidance on maritime operations.

OUTSIDE THE CONTINENTAL UNITED STATES

A-6. WMD–civil support teams may not travel overseas to provide or attend training. WMD–civil support teams cannot perform WMD–civil support team duties or activities overseas. The WMD–civil support team enabling statute restricts WMD–civil support team duties to the United States, its territories, and the District of Columbia.
A-7. The WMD–civil support team overseas activities are often requested in concert with the State Partnership Program. Two issues are noteworthy: The direct training of our State Partnership Program foreign partners is prohibited. The State Partnership Program is limited to engagement and cannot provide direct course work. Per congressional direction, the State Partnership Program is being reviewed and a directive memorandum is being developed. Civil support team funds must be earmarked for duties in the United States and cannot be used to fund overseas activities for the benefit of others, especially foreign personnel.

EVIDENCE COLLECTION

A-8. WMD–civil support team downrange operations are defined by procedures to promote standardization and minimize sample collection errors and cross contamination. Although the samples may be used at a later time for legal purposes, WMD–civil support teams do not conduct evidence collection operations.

MEDICAL SUPPORT

A-9. Typically, medical personnel assigned to a WMD–civil support team should not perform medical monitoring on first responders unless specifically directed by the proper authority and if the situation warrants extending the normal scope of duties.

A-10. Health care provider privileges define the specific scope and type of patient care services (delineated clinical privileges) that WMD–civil support team medical personnel are authorized to provide. The privileging authority is the United States Army Reserve unit commander, National Guard unit commander, or state surgeon general. There are three categories of clinical privileges:

- **Regular.** Permission to independently provide medical and other beneficiary health care services. Regular privileges shall be granted for periods not to exceed 24 months.
- **Temporary.** Granted in situations in which time constraints will not allow a full review of credentials. Temporary privileges are valid for periods not to exceed 30 days. The granting of temporary privileges should occur infrequently and then only to fulfill pressing patient care needs. Temporary privileges may be granted with or without a temporary appointment to the medical staff.
- **Supervised.** Status of nonlicensed and noncertified providers who are not appointed to the medical staff or practice independently. Supervised privileges may be granted for periods not to exceed 24 months.

*Note.* See AR 40-68 for additional information concerning privileges and privileging.

A-11. Health care provider privileges can vary significantly, depending on the setting. Although temporary and supervised privileges may be needed in some cases, it is expected that health care providers maintain regular privileges with the facilities and activities they support. WMD–civil support team health care provider privileges at home station and in training settings are typically more restricted than their privileges in an operational setting. Health care providers practicing in multiple facilities must be privileged in each facility.

A-12. Home station considerations include the following:

- Credentialing and privileging documents must be complete, up to date, and submitted to the proper authorities according to AR 40-68 and applicable state laws.
- Occupational medical surveillance monitoring procedures and examinations at medical treatment facilities must be completed.
- Minor health complaints and issues must be coordinated.
- Health safety aspects of training operations must be overseen.
Legal Considerations

- Physician oversight must be available by electronic communication (according to state laws).
- The lack of routine care (sick call) facilities at home station armories must be addressed.
- Health care providers may provide emergency medical care to preserve life, limb, or eyesight as needed during emergency situations.

A-13. In-state training deployment considerations include the following:
- Physician oversight must be available by electronic communication (according to state laws) during training deployments.
- The health care provider may be authorized and privileged to provide care at remote sites in division support areas. This privilege is granted by a military treatment facility commander according to AR 40-68.
- Medical care must be coordinated for injuries (ambulatory and nonambulatory) and illnesses that occur during training.
- Health care providers may provide emergency medical care to preserve life, limb, or eyesight as needed during emergency situations.

A-14. In-state numbered mission deployment considerations include the following:
- The supervising physician must be in a federal status for the duration of deployment.
- Physician oversight must be available by electronic communication (according to state laws) during patient care functions.
- The health care provider must be authorized and privileged to provide emergency and nonemergency medical treatment at remote sites for the duration of the mission deployment.
- The scope of practice and the scope of employment and privileges must match to provide care and to be covered under the Federal Tort Claims Act.
- Health care providers must be able to provide emergency medical care to preserve life, limb, or eyesight as needed during emergency situations.

A-15. Out-of-state-training considerations include the following:
- Physician oversight must be available by electronic communication (according to state laws) during out-of-state training.
- The health care provider may be credentialed and privileged by the local medical treatment facility via an interfacility credentials transfer brief to provide nonemergency medical treatment for the duration of the deployment if the health care provider will be performing patient care functions on federal property.
- Health care providers may provide emergency medical care to preserve life, limb, or eyesight as needed during emergency situations.

A-16. Out-of-state numbered mission considerations include the following:
- The supervising physician must be in a federal status.
- Health care providers may provide emergency medical care to preserve life, limb, or eyesight as needed during emergency situations.
- Health care providers should ensure that they practice within their scope of employment; their scope of practice; and the limits of their license, training, and experience.
- Applicable laws and regulations pertaining to health care providers operating in federally declared disaster areas must be followed.
- Health care providers should provide copies of their licenses, Drug Enforcement Agency registrations, certifications, delegation of services agreements, supervision agreements, and protocols when deployed. (Copies of these documents should be kept in the medical recovery vehicle and office.)
Appendix B
Assessment

This appendix provides information on conducting WMD–civil support team area of operations assessments using a modified intelligence preparation of the operational environment (IPOE) process in support of emergency plans, operations, and training. The purpose of a WMD–civil support team area of operations assessment is to identify potential threat targets and to conduct planning before an event. The area of operations 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 critical infrastructure and key resources (high-value targets) and the identification of relevant organizations and agencies to which the WMD–civil support team should direct training, coordination, and liaison efforts.

INTELLIGENCE PREPARATION OF THE OPERATIONAL ENVIRONMENT

B-1. The doctrinal principles of IPOE can be applied to conduct an appropriate WMD–civil support team assessment that focuses on critical areas throughout a team’s assigned area of operations. The IPOE is a systematic approach used by intelligence personnel to analyze the adversary and other relevant aspects of the operational environment. The IPOE process is used to define the operational environment, describe the impact of the operational environment on adversary and friendly COAs, evaluate the capabilities of adversary forces operating in the operational environment, and determine and describe potential adversary COAs and civilian activities that might impact operations.

B-2. A WMD–civil support team assessment uses a modified IPOE process to enable the commander to visualize the area of operations. The main goal of an assessment is to focus WMD–civil support team response planning, the unit liaison program, TTP and equipment development, and training management in a proactive way.

B-3. WMD–civil support teams support civil authorities during intentional or unintentional CBRN incidents and during natural or manmade incidents. Preoperational area of operations assessments will aid during responses. Developing and maintaining an effective area of operations assessment and liaison programs are essential to better understanding the current operational environment. WMD–civil support teams should identify existing assessments to avoid duplicative efforts. Forging relationships with agencies that can assist in building a comprehensive picture of the area of operations may greatly enhance mission accomplishment.

B-4. The area of operations assessment is an ongoing process; it should be performed before, during, and after an incident. A response to an incident requires an adequate understanding of the specific incident site, including applicable emergency, contingency, and response plans for the area of operations. After the area of operations assessment has been conducted, the unit continues to build assessment products for individual critical infrastructure and key resources.

B-5. Areas of operation assessments are likely to contain some information on non-DOD persons or organizations. Information concerning non-DOD persons and organizations collected by the WMD–civil support team must be necessary to prepare for or carry out the assigned mission. For example, a listing of major chemical plants in a state and the number of employees working there would be essential for planning purposes. A listing of the names and addresses of all employees working at the plants would not be necessary. WMD–civil support teams must follow the rules concerning the collection, processing, retention, and dissemination of non-DOD person information as set forth in DODD 5200.27.
**PROCESS**

B-6. The area of operations assessment process used by WMD–civil support teams is the same doctrinal process described in detail in ADP 5-0 and JP 5-0. An area of operations assessment is a continuous process consisting of four steps that are performed each time an assessment is conducted.

*Note.* See ADP 5-0 for additional information on assessments.

**STEP 1: DEFINE THE OPERATIONAL ENVIRONMENT CHARACTERISTICS**

B-7. 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–civil support team 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:

- First responder capabilities and support (law enforcement, fire, emergency services).
- DOD and other federal response assets.
- Medical infrastructure and capabilities.
- Development of, or access to, geospatial information system (GIS) imagery and census data.
- Electrical power generation at the incident site.
- Utilities and public services.
- Location and capability of distribution sites (water, food, or fuel) contained in federal, state, and local emergency response plans.
- Critical infrastructure and key resources.

**STEP 2: DESCRIBE THE ENVIRONMENTAL EFFECTS ON OPERATIONS**

B-8. 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 information analyzed during this step include—

- WMD–civil support team limitations.
- Hazard limitations.
- WMD–civil support team opportunities.
- Enemy or adversary opportunities.
- Critical infrastructure and key resources GIS overlay layers.
- CBRN graphics or overlays (day or night, heavy or light plume, explosive blast effect).

**STEP 3: EVALUATE THE THREAT**

B-9. During this step, the threat is assessed. WMD–civil support teams are not expected to conduct formal, IPOE threat analyses. Rather, assessments performed by WMD–civil support teams incorporate analyses already developed by the JFHQ-state intelligence staff officer and/or other agencies within local, tribal, state, and federal governments. Information assessed by the WMD–civil support team may include a historical overview of potential threats. The WMD–civil support team may construct templates based on threat strategy, tactics, procedures, and hazards.

**STEP 4: DETERMINE THREAT COURSES OF ACTION**

B-10. The goal of this step is to determine logical threat COAs. The WMD–civil support team then develops friendly COAs in response to threat COAs. Even if the threat COAs developed by the WMD–civil support teams are not entirely correct, performing the assessment and developing friendly COAs enhance future response mission capabilities.
CRITICAL INFRASTRUCTURE AND KEY RESOURCES

B-11. During the course of performing the overall assessment of the area of operations, critical infrastructure and key resources are identified based on the criticality of the assets, their vulnerability, and their susceptibility to incident.

B-12. Critical infrastructure and key resources are normally identified by a 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 incident by terrorist organizations, the level of impact (or payoff) of targets, and the visibility of events or venues.

B-13. The four steps of the assessment process are applied to each critical infrastructure and key resource within the area of operations, with each critical infrastructure and key resource considered its own area of operations for the purpose of this process. Assessments of critical infrastructures and key resources are similar to assessments of the overall area of operations, except that they are site-specific, more detailed, and much narrower in scope. Assessments conducted at the critical infrastructure and key resource level are operational in nature and focus on the WMD–civil support team response to the incident.

END-STATE PRODUCTS

B-14. WMD–civil support teams 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 area of operations.

UNIT ASSESSMENT PROGRAM

B-15. The unit should maintain hardcopies and electronic files of each assessment. A hardcopy binder system should be established; and the unit assessment SOP or the commander’s guidance, additional duty appointment orders, and the area of operations assessment with prioritized critical infrastructure and key resource list should be included. Subsequent binders should contain detailed assessments of specific critical infrastructures and key resources. Ideally, the critical infrastructure and key resource targeted area of interest assessment binders are transportable and used on the scene during the maintenance of the assessment or during training or actual events.

MAINTENANCE

B-16. As with any plan, the assessment program should be periodically reviewed, updated, and briefed to the unit or it may progressively diminish in accuracy and effectiveness.

BENEFITS

B-17. A robust assessment program can benefit a WMD–civil support team in many ways. These include—

- Improved liaison, level of understanding, and appreciation for WMD–civil support team capabilities by state emergency management agencies.
- Increased use of WMD–civil support teams by state emergency management agencies.
- Development of, and access to, GIS imagery.
- Inclusion in emergency response plans.
- A composite view of multiple factors through GIS data, graphics, or overlays, such as—
Critical infrastructure and key resource GIS overlay layers.
- CBRN graphics or overlays (day or night, heavy or light plume, explosive blast effect).
- Comprehensive overviews of the area of operations.

RECOGNIZING AN INTENTIONAL MANMADE INCIDENT

B-18. The following factors should be considered when determining whether an intentional manmade incident 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).
  - Critical infrastructures and key resources.

- **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 or illness of people, animals, or vegetation.
  - Any significant incident of hazmat, especially when located near a highly populated area or event.

- **Timing of the event,** such as events occurring—
  - Simultaneously, indicating the synchronization of events in time.
  - On dates corresponding to anniversaries of previous terrorist activities.
  - On dates that have a special meaning to a group (holidays, religious observances).

- **Indicators and on-scene warning signs.** Indicators of a credible CBRN 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, telephone calls, or notes of a threatening nature that may identify groups or carry extremist messages.
  - Chemical containers, spray devices, or laboratory 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 laboratory equipment.
  - Industrial or medical radioactive source material or equipment that has been recently stolen or for which is unaccounted.
  - Unusual activity around chemical production or storage sites.
  - Unauthorized access or attempted breaches into heating, ventilation, and air conditioning units of high-occupancy facilities.
  - Unexplained signs or symptoms observed in a group of people.
Appendix C
Communications Section

This appendix provides information regarding the mission, organization, key equipment, capabilities, employment considerations, and operational phases of the communications section, Unified Command Suite, and ADVON vehicle. The communications section, Unified Command Suite, and ADVON vehicle provide operational and emergency communications support to the WMD–civil support team commander and as requested by the site IC. The communications section also acts as the C2 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–civil support team operations and civil and DOD agencies.

ROLE
C-1. The role of the communications section is to provide a common support communications node at an incident site to establish and maintain interteam and intrateam communications and to facilitate interagency communications.

ORGANIZATION
C-2. The communications section is a two-member team composed of a communications section chief and an information systems operator-analyst. (See figure C-1.)

![Figure C-1. Communications section organization](image)

C-3. The functions and responsibilities of the communications section is to—
- Provide and maintain information systems capabilities for situational awareness and COP.
- Provide voice, data, and video communications through a variety of networks designed to support WMD–civil support team operations and civil and DOD agencies.
- Establish and maintain communications at the incident site and with higher headquarters, other responding agencies, and reachback SMEs.
- Maintain COMSEC equipment and keying material to ensure secure communications.
- Establish secure communications links as required and maintain classified documents.
- Augment IC communications as available and within its capabilities.
CAPABILITIES

C-4. The following capabilities are associated with the communications team:

- Ensuring intrateam communications capabilities to the Analytical Laboratory System, the OPCEN, and other WMD–civil support team specified systems as required.
- Advising civil authorities of the capability of potential additional communications 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.
- 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.
- Participating in advanced planning, coordination, and training processes with potential local, tribal, state, and federal response agencies.
- Executing capabilities according to applicable state and federal laws within a state or territory or at a U.S. DOD installation.
- Directing coordination with the Naval Air Warfare Center Aircraft Division and the Naval Air Systems Command for the maintenance of the Unified Command Suite platform while maintaining accountability through the WMD–civil support team logistics noncommissioned officer (NCO) and the Consequence Management Support Center.

C-5. The following capabilities are associated with the Unified Command Suite and ADVON vehicle:

- Providing internal mission command support for the WMD–civil support team.
- Facilitating information flow from local authorities up to state and federal agencies.
- Providing communications support to the IC with radio, telephone, and data links to higher civilian authorities, DOD authorities, SMEs, and team members.
- Integrating within the ICS structure to enhance interoperability, improve safety, organize and coordinate actions, and facilitate effective management of the incident.
- Supporting a unity of effort and providing situational awareness to minimize information gaps and communication shortfalls.
- Providing limited commercial internet capability for the IC.
- Providing the ability to view multiple video inputs over the Unified Command Suite network throughout the WMD–civil support team footprint to enhance situational awareness, safety, and force protection.

KEY EQUIPMENT

C-6. The Unified Command Suite is a self-contained, stand-alone C-17 air-mobile communications system employed in training and operational environments. The Unified Command Suite operates in urban and undeveloped areas using portable and fixed equipment. The Unified Command Suite provides real-time voice, data, and video communications (unclassified through secret information) among the following information elements:

- WMD–civil support teams.
- WMD–civil support team Analytical Laboratory Systems.
- WMD–civil support team OPCENs.
- ICPs.
- Local, tribal, state, and federal emergency response agencies.
- Various supporting DOD activities.
C-7. These communications subsystems are operated in handheld, base station, and vehicle configurations capable of interoperating with DOD and commercial radio communications systems in various terrain and urban environments. (See figure C-2, page C-4, for connectivity requirements supported by the Unified Command Suite.) The Unified Command Suite has an ancillary system storage area and a General Services Administration-approved storage area for classified material. The Unified Command Suite is equipped with the following subsystems:

- A self-contained power generation, heating, ventilation, air conditioning, and radio frequency distribution system.
- A radio frequency communications subsystem, including ultra-high frequency, very high frequency, high frequency, frequency modulation, and digital communications.
- A dedicated line-of-sight and non-line-of-sight, secure, and nonsecure voice and data, to include reachback.
- An integrated secure and nonsecure telephone subsystem, including independent satellite telephone systems that provide wide-area telephone connectivity, secure telephone equipment, and desktop terminals to support operational planning and reporting.
- An automated information system (formerly called automated data processing), including local area network and wide area network connectivity to DOD and commercial systems that provide secure and nonsecure operations that are fully interoperable with accredited DOD and federal architectures and procedures.
- Communications ports for direct interconnectivity to the Analytical Laboratory System.
- An ancillary equipment subsystem.
- A location-reporting subsystem, including an automated force-tracking tool capable of reporting latitude, longitude, and altitude.

**Note.** When the Analytical Laboratory System is connected to the Unified Command Suite, reachback capability with the national laboratory network system is possible.

C-8. The ADVON platform is similar to the Unified Command Suite, but with limited secure capabilities. It is a rapidly deployable, mobile communications system with an integrated communications suite that is interoperable with the Unified Command Suite and other agencies. The ADVON platform provides WMD–civil support teams with en route and initial means of voice, data, and video communications support.

C-9. En route ADVON platform capabilities allow mobile voice and data satellite telephone communications, a media center with onboard navigational information, and intrateam communications.

C-10. On-scene ADVON platform capabilities provide WMD–civil support team commanders with a rapidly deployable, high-speed data communications system that operates within a wired or wireless network and provides a radio frequency crossband repeater for merging disparate radio systems. The vehicle-based power system provides alternating current and direct current 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, alternating current power source during extended fixed-site operations.

**EMPLOYMENT CONSIDERATIONS**

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

- Additional Unified Command Suite operators are needed for extended operations beyond 72 hours.
- The team has only one trained person in each specialty function. Multiple limiting factors may reduce the number of personnel available for missions.
Appendix C

Legend:
AFRRI Armed Forces Radiobiology Research Institute
ALS Analytical Laboratory System
C2 command and control
DTRA Defense Threat Reduction Agency
EMAC Emergency Management Assistance Compact
EOC emergency operations center
FBI Federal Bureau of Investigation
FEMA Federal Emergency Management Agency
IC incident commander
ICS incident command system
JFHQ joint force headquarters
JTF-CS joint task force–civil support
NGB National Guard Bureau
NGIC National Guard incident commander
SBCCOM Soldier and Biological Chemical Command
SCO state coordinating officer
SEMA state emergency management center
SJFHQ standing joint force headquarters
SME subject matter expert
TAG The Adjutant General
UCS Unified Command Suite
UOC unit operations center
USAMRICD U.S. Army Medical Research of Chemical Defense
USAMRIID U.S. Army Medical Research Institute for Infectious Diseases
USNORTHCOM U.S. Northern Command
USPACOM U.S. Pacific Command
WMD–CST weapons of mass destruction–civil support team

Figure C-2. OV-1 of the Unified Command Suite
C-12. The following employment considerations apply to the communications section equipment (including the Unified Command Suite and ADVON platforms):

- Radio frequency hazard areas are created by high-powered radio and satellite transmissions.
- A generator or shore power is required for system internal power.
- The Unified Command Suite and ADVON platform have additional security considerations due to COMSEC and information assurance requirements. This requires that a standoff distance and entry and identification verification protective measures be enforced around both systems.
- The commander has the discretion to determine whether encryption should be used during WMD–civil support team response operations according to AR 25-2.
- The Unified Command Suite is grounded according to the applicable Unified Command Suite manufacturer’s manual.
- Communications personnel must maintain current certifications per DOD directives.
- WMD–civil support team 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.

PREOPERATIONAL PHASE

C-13. During the preoperational phase, the communications section—

- Prepares the long-range, short-range, and near-term training plans to achieve and sustain individual and collective task proficiency that support the unit METL.
- Executes those training plans with AARs and retraining as necessary.
- Conducts the liaison activities necessary to ensure that adequate information flow and familiarity exist with local, tribal, state, and federal agencies.
- Develops, rehearses, and exercises the SOPs, METL, and unit collective task list to support anticipated contingencies.
- Develops TTP and TLP based on lessons learned from training and missions.
- Ensures that communications, COMSEC, and classified cryptological information equipment is serviceable, properly postured, and configured for rapid response.
- Maintains backup software, including applicable system baseline images and data restoral.
- Conducts communications surveys of possible infrastructure targets.
- Maintains databases and information management systems.
- Maintains the Unified Command Suite accreditation package and documents deviations from the baseline accreditation.
- Maintains information awareness and assessment measures according to DOD regulations for personnel in the entire functional system, including the Unified Command Suite, ADVON vehicle, Analytical Laboratory System, OPCEN, and specialized survey equipment.
- Prepares for the emergency destruction of COMSEC and classified cryptological information.
- Plans for the production of the WMD–civil support team OPORD (signal portion) and signal operating instructions.
- Submits a trouble ticket for equipment issues pertaining to the Unified Command Suite platform and notifies the WMS-civil support team logistics NCO of equipment status changes.

OPERATIONAL PHASE

C-14. During the operational phase, the communications section—

- Assesses civil and DOD communications interoperability requirements and reachback capabilities, determining incident-specific communications requirements.
- Develops a communications plan to integrate WMD–civil support team communications assets into the ICS communications network, providing voice and data connectivity as required to support the commander’s intent.
- Establishes and maintains communications with supporting agencies.
Appendix C

- Integrates and coordinates other communications-related matters, such as assigned frequencies, call signs, and radio nets.
- Conducts a 100 percent sensitive items inventory, including COMSEC and classified cryptological information, before redeployment.
- Submits required closing reports before departure.
- Closes unused communications nets upon direction of the commander.
- Submits a trouble ticket for equipment issues pertaining to the Unified Command Suite platform and notifies the WMD–civil support team logistics NCO of equipment status changes.

Multiteam (Net Control Management)

C-15. In the event of a multi-team response, the designated coordination element (WMD–civil support team) will manage net control. The WMD–civil support team consolidated signal operating instructions and ultra-high frequency programming code plug will be used.

Reachback Support

C-16. The WMD–civil support team can provide highly trained personnel and unique equipment for nonresponse support. WMD–civil support teams commonly provide such support in the form of standby missions. This support can occupy a substantial portion of the unit operating tempo.

POSTOPERATIONAL PHASE

C-17. During the postoperational phase, the communications section—

- Disposes of batteries according to the unit SOP.
- Notifies the COMSEC custodian of changes in COMSEC status.
- Completes required inspections.
- Closes remaining communications nets as directed by the commander upon returning to the home station.
- Notifies the commander of equipment status and readiness.
- Submits a trouble ticket for equipment issues pertaining to the Unified Command Suite platform and notifies the WMS-civil support team logistics NCO of equipment status changes.
- Redeploys.
- Resupplies.
- Reconstitutes.
- Rehabilitates.
- Resumes the mission cycle.
- Performs required preventative maintenance on the Unified Command Suite and the ADVON vehicle systems or subsystems as found in the Unified Command Suite maintenance manual. (For example, a freshwater rinse of sensitive satellite antenna components and information assurance updates.)
Appendix D

Decontamination

Decontamination is the process of making any person, object, or area safe by absorbing, destroying, neutralizing, making harmless, or removing chemical and biological agents or by removing radioactive material clinging to or around persons, places, or objects. Emergency response and WMD–civil support team 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–civil support team commander appoints an officer in charge or NCO in charge of the decontamination line. 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. The degree of decontamination or method of packaging is determined by the WMD–civil support team commander and the IC. The WMD–civil support team decontamination site is established to reduce or remove and localize chemical, biological, and radiological contamination from team members, exteriors of CBRN sample containers, detection and identification equipment, and decontamination site equipment. Contaminated equipment is decontaminated or properly packaged for disposal before leaving the site.

ROLE

D-1. The WMD–civil support team decontamination section mission is to establish an effective and efficient decontamination corridor to prevent, contain, monitor, and minimize the spread of contamination on personnel, equipment, and samples to continue with operations.

ORGANIZATION

D-2. The WMD–civil support team table of distribution and allowances does not assign specified personnel to the decontamination section. Commanders must assign personnel to the decontamination section as an additional duty.

D-3. 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. The WMD–civil support team—

- Selects, establishes, operates, and controls the decontamination corridor.
- Establishes an emergency decontamination area.
- Coordinates with the site safety officer for validation to meet the IC and site safety officer requirements.
- Conducts preventive maintenance checks and services of detection and monitoring equipment.
- Provides decontamination methods and PPE or IPE level based on downrange hazards and operations situational awareness (includes decontamination entry brief).
- Maintains situational awareness of downrange operations.
- Monitors airtime usage of decontamination personnel.
- Provides situation updates to the OPCEN.
- Coordinates the resupply of decontamination equipment and supplies to maintain operational readiness.
• Determines the priority of personnel to be decontaminated.
• Provides information for close out package.
• Maintains situational awareness of chain of custody process.

CAPABILITIES

D-4. The decontamination section capabilities include the following:

• Recommend the WMD–civil support team decontamination corridor location.
• Assess current and potential hazards to personnel, infrastructure, and the environment because of WMD–civil support team decontamination operations; and advise on mitigation measures.
• Advise the operational OPCEN of potential additional support assets capabilities, and assist with requests for such assets.
• Participate in advanced planning, coordination, and training with local, tribal, state, and federal agencies; other WMD–civil support teams/ and/or DOD response elements.
• Rapidly deploy by organic vehicles and/or nonorganic transportation assets (for example, air, rail, road, or waterborne).
• Provide the technical or emergency decontamination of assigned personnel and equipment or other personnel and equipment as directed by the WMD–civil support team commander.
• Advise the IC on additional decontamination operations for non-WMD–civil support team personnel and equipment.
• Execute the above listed capabilities according to applicable state and federal laws within a state or territory or at a U.S. DOD installation.

EMPLOYMENT CONSIDERATIONS

D-5. The following are employment considerations for conducting decontamination operations:

• The decontamination section does not have designated personnel on the current table of distribution and allowances.
• The requirements can exceed the decontamination section operational capability due to limited personnel and the physical stressors of operations in PPE or IPE for extended periods of time. Appropriate recovery and rehabilitation times, additional personnel support and augmentation, and medical monitoring and treatment must be coordinated.
• A WMD–civil support team will not perform mass casualty decontamination operations due to limited organic decontamination supplies and personnel.
• WMD–civil support teams do not have organic water supplies.

PREOPERATIONAL PHASE

D-6. In the preoperational phase, the decontamination section prepares for the receipt and execution of mission orders. Key preparation activities include—

• Preparing the long-range, short-range, and near-term training plans to achieve and sustain individual and collective task proficiency which support the unit METL.
• Executing those training plans with AARs and retraining as necessary.
• Conducting the liaison activities necessary to ensure that adequate information flow and familiarity exist with local, tribal, state, and federal agencies.
• Developing, rehearsing, and exercising the SOPs, METL, and unit collective task list to support the anticipated contingencies.
• Developing TTP and TLP based on lessons learned from training and missions.
• Conducting maintenance on decontamination section equipment.
• Ensuring that section personnel and equipment are properly postured and configured for rapid response.
OPERATIONAL PHASE

D-7. The following are operational requirements:

- Decontamination guidelines are contained in 29 CFR 1910.120 and/or state publications.
- Appropriate work-and-rest cycles must be considered due to extended operations and environmental conditions.
- Consideration must be given to the reconstitution of the decontamination site (to include consumable supplies), the accumulation of contaminated waste, and the status of equipment.
- A site safety officer must monitor and observe the operations on the decontamination corridor while personnel are processing through it.

D-8. The operational phase for the decontamination section begins with the receipt of a mission. Response actions are determined by METT-TC, the work accomplished, and local SOPs. In the operational phase, the decontamination section—

- Advises the IC on decontamination considerations, which may include—
  - Known and suspected hazards.
  - Environmental considerations.
  - Section equipment and personnel status.
  - Resources available.
  - Resources needed.
  - Decontamination methods and techniques to be used.
  - PPE or IPE level.
  - Hazardous waste.
- Advises the commander on the decontamination corridor selection and techniques, which may be based on the following:
  - Terrain (surface conditions, drainage, available area).
  - Water source.
  - Resources on site.
  - Access to entry control points.
  - Accessibility for medical response operations (in coordination with the medical section).
  - Ability to maintain situational awareness of the area monitoring (force protection).
  - Standoff distance from the incident base of operations.
  - Environmental effects (temperature, wind direction, wind speed, precipitation, and lighting).
- Conducts liaison with local, tribal, state, and federal agencies for decontamination operations as necessary.
  - Determine the interoperability and cross utilization of the decontamination corridor, personnel, equipment, resources, and operations between the WMD–civil support team and other response agencies.
  - Determine who controls the flow of the decontamination process/corridor.
  - Determine decontamination corridor closeout requirements.
- Establishes the decontamination corridor. (See figure D-1, page D-4.) The decontamination corridor should address the following:
  - Gross decontamination area.
  - Equipment drop.
  - Suit and boot removal.
  - Monitoring area.
  - Technical decontamination area.
  - Emergency decontamination area.
  - Contamination control lines (liquid and vapor).
  - Shower and redress area.
- Hazardous waste collection.
- Entry control point.
- Hot, warm, and cold zones.

**Figure D-1. Decontamination corridor**

- Coordinates with a site safety officer for validation of the decontamination corridor.
- Develops and brief a decontamination plan.
  - Personnel roles and responsibilities.
  - Safety issues.
  - Review of the decontamination techniques for downrange personnel and any applicable deviations.
  - Review of emergency decontamination techniques and any applicable deviations.
  - Location of entry control point.
  - Selection of the appropriate decontaminant.
● Conducts decontamination procedures.
● Continuously monitors downrange operations and, if applicable, update decontamination methods and techniques given new operations situational awareness.
● Conducts decontamination corridor hazmat consolidation and operations.
  ■ Requests permission to close the decontamination corridor.
  ■ Conducts an entry brief.
  ■ Packages, labels, and documents hazardous waste.
  ■ Inventories sensitive items.
  ■ Prepares the decontamination log status (for termination packet).
  ■ Marks the area.
  ■ Ensures that all noncapsulated equipment and items used in the hot and warm zones in response to a confirmed CBRN incident will remain at the incident site and be reported to the IC as hazardous waste.
● Centralizes, packages, marks, and labels hazardous waste (such as decontamination corridor waste, Analytical Laboratory System waste).

Note. It may be impossible to centralize or containerize some items due to their size, location, or weight.

  ■ Reports quantity and types of hazardous waste to the OPCEN. (This can be done after completion of the entry.)
  ■ Completes technical decontamination.
  ■ Takes photographs upon completion of the mission.
  ■ Notifies the OPCEN that the decontamination site is ready for the transfer of responsibilities to the IC representative for mitigation/disposal.

LABELING AND DOCUMENTATION

D-9. Hazardous waste labels must be legible. (See figure D-2, page D-6.) At a minimum, these labels should contain the following information:

● Downrange individual (individual within the hot zone).
  ■ Date.
  ■ Hazards suspected or detected downrange (or “none detected”).
  ■ Name of downrange individual.
● Decontamination corridor hazmat consolidation (formerly called roll up).
  ■ Date.
  ■ Time.
  ■ Hazards identified and estimated quantities.
  ■ Unit name.
  ■ Incident name.
PHOTOGRAPHY

D-10. It is recommended that photographs of the selected decontamination site be taken before any disturbances. This provides a documented, permanent, visual record of the original scene and related areas as they are observed. These photographs will ensure that the scene is depicted in its original, uninterrupted state.

D-11. Additionally, it is recommended that photographs be taken upon completion of the mission and included as part of the closeout packet.

POSTOPERATIONAL PHASE

D-12. This phase begins when support to the IC is no longer required on-scene and the commander initiates termination and redeployment actions. Reconstitution and resupply actions are initiated.

D-13. This phase consists of—
- Redeployment of the decontamination section.
- Resupply.
- Reconstitution.
- Rehabilitation.
- Resumption of mission cycle.

D-14. The ability to return rapidly to mission cycle is critical when facing an enemy capable of large-scale, synchronized incidents across the nation. The postoperational phase ends when the unit has completed full reconstitution and resumes the mission cycle.
Appendix E

Administration and Logistics Section

This appendix provides the unique roles and responsibilities of the administration and logistics section personnel in support of the WMD–civil support team mission.

ROLE

E-1. The logistics NCO provides all WMD–civil support team service and logistic support during the three operational phases to ensure unit and individual equipment availability, accountability, and readiness.

E-2. The human resources NCO provides WMD–civil support team human resource and administrative support during all operational phases.

ORGANIZATION

E-3. The administration and logistics section is composed of the logistics NCO and the human resources NCO. (See figure E-1.)

![Figure E-1. Administration and logistics section](image)

E-4. The following are functions and responsibilities of the logistics NCO:

- Requests and receives all classes of supply.
- Accounts for durable and nonexpendable property.
- Turns in or exchanges inoperable or outdated equipment.
- Ensures that sensitive-item inventories are completed within regulations.
- Manages the unit General Services Administration vehicle program.
- Maintains basic and operational load lists for Class I and V supplies.
- Maintains the prescribed load list.
- Processes adjustment documents as required.
- Maintains the calibration on test, measurement, and diagnostic equipment.
- Maintains the ammunition amnesty program.
- Supports ISO 17025 logistic requirements.
- Processes equipment maintenance work orders.
- Maintains records.
- Enforces the command supply discipline program.
- Operates and maintains logistic systems (standard Army maintenance system-enhanced, Consequence Management Support Center, and property book unit supply-enhanced).
- Requests and maintains liaison with the forward area support team.
Appendix E

- Internally manages equipment and supplies.
- Prepares subhand receipts for equipment as required.
- Prepares and processes financial reports for property damage or loss.
- Meets active duty logistic timeline standards for inventories and adjustments.
- Completes quarterly military standard requisitioning and issue procedures and Consequence Management Support Center reconciliations.

*Note:* Some of the functions and requirements may be mandated differently by the JFHQ-state.

E-5. The following are functions and responsibilities of the human resource NCO:
- Manages all required WMD–civil support team personnel programs and actions according to applicable regulations and instructions.
- Maintains records management according to the Army Records Information Management System.
- Liaises with Air National Guard human resources JFHQ-state for attached WMD–civil support team Air National Guard personnel actions.
- Organizes, maintains, and reviews personnel records for accuracy.
- Prepares and monitors personnel requests for leave and passes.

CAPABILITIES

E-6. The logistics NCO—
- Supports equipment readiness and accountability.
- Provides logistic support for continuous operations.
- Facilitates financial processes for equipment and supplies.
- Liaises with DOD and civil agencies for supply and support services.
- Provides additional operational support to other WMD–civil support team sections.
- Requests and receives commercial, off-the-shelf equipment by expedited means.
- Coordinates directly with the Consequence Management Support Center for WMD–civil support team requirements.

*Note:* The Consequence Management Support Center provides sustainment support for specialized, nonstandard items of equipment and conducts stock management and warehousing, technical services, integrated logistic support, industrial operations, and coordination and monitoring of forward support for area resupply and sustainment.

E-7. The human resource NCO provides additional operational support to other WMD–civil support team functions.

EMPLOYMENT CONSIDERATIONS

E-8. The following are a few employment considerations that can be addressed regarding personnel and equipment for the administration and logistics section.

PERSONNEL

E-9. The logistic NCO is composed of only one person, limiting some logistic activities. He provides training and qualification requirements for alternate logistic NCOs. The NCO is often used to provide additional support to other WMD–civil support team functions.

E-10. The human resource NCO is composed of only one Soldier or Airman, limiting some administrative activities. The NCO often provides additional operational support to other WMD–civil support teams.
EQUIPMENT

E-11. The following employment considerations should be addressed regarding unit equipment or logistics equipment:

- The logistic NCO should have all authorized logistic automation systems.
- A General Services Administration vehicle is assigned to the section and designated for logistic support.
- All logistic systems are Internet-based.
- Operational loads can become depleted quickly during continuous operations.
- The timeline for resupply operations and equipment replacement and repair of commercial, off-the-shelf equipment vary; resupply is available through commercial sources.
- DOD-issued items requiring repair or replace are processed through the Army maintenance system.
- Commercial, off-the-shelf equipment may require resupply from the appropriate support contractor (Consequence Management Support Center).
- Class I, V, and VIII supplies have WMD–civil support team-unique requirements:
  - **Class I.** Class I has a minimum load to sustain 72 hours operations.
  - **Class V.** Class V has the authority to maintain M9 operational load for 22 personnel with attorney general authorization.
  - **Class VIII.** Class VIII is authorized to order and receive WMD–civil support team formulary items through the medical section.

E-12. The following employment considerations should be addressed regarding human resource equipment and information:

- The human resources NCO should have all authorized personnel and administrative automation systems.
- The human resources NCO should be proficient in Army and Air Force human resources programs and software.
- The human resources NCO must have the ability to secure personally identifiable information.
- The human resources NCO is able to backfill multiple WMD–civil support team operations with appropriate training.

PREOPERATIONAL PHASE

E-13. In the preoperational phase, the logistics NCO prepares for the receipt and execution of mission orders. Key preparation activities include—

- Preparing the long-range, short-range, and near-term training plans to achieve and sustain individual and collective task proficiency which support the unit METL.
- Executing training plans with AARs and retraining as necessary.
- Conducting the liaison activities necessary to ensure that adequate information flow and familiarity exist with local, tribal, state, and federal agencies.
- Developing, rehearsing, and exercising the SOPs, METL, and unit collective task list to support the anticipated contingencies.
- Developing TTP and TLP based on lessons learned from training and missions.
- Requesting, receiving, and turning in equipment and supplies.
- Monitoring expendable supplies (according to the SOP).
- Conducting property accountability and inventories.
- Conducting a monthly weapons inventory by serial number.
- Ordering and receiving Class VIII medical equipment and supplies in coordination with the medical section.
• Coordinating maintenance and services for General Services Administration vehicles with the regional representative.
• Performing equipment preventive maintenance checks and services.

E-14. In the preoperational phase, the human resource NCO prepares for the receipt and execution of mission orders. Key preparation activities include—
• Ensuring that all personnel records and actions are accurate and current.
• Tracking the unit manning roster.
• Ensuring that the command section is aware of changes, alerts, or updates to personnel policies and regulations.

OPERATIONAL PHASE

E-15. The following are operational requirements for the logistics NCO:
• Submits log status reports to the OPCEN.
• Coordinates for additional incident site resources as required.
• Tracks and accounts for equipment hand-receipted to first responders as needed.
• Tracks and requisitions consumables.
• Accounts for property.
• Establishes contact for the deployment and operation of the WMD–civil support team forward area support team.
• Prepares consumables report for the termination packet.
• Resupplies for continued operations for all WMD–civil support team sections.
• Initiates the appropriate financial liability investigation of property loss for contaminated, lost, damaged, or destroyed property.
• Prepares documentation for contaminated equipment remaining at the incident site.
• Consolidates and reports inventory data.

E-16. The following are operational requirements for the human resources NCO:
• Performs administrative support operations.
• Prepares personnel status reports.
• Ensures that casualty feeder cards are completed and verified by the medical section.
• Performs other duties as assigned by the command section.

POSTOPERATIONAL PHASE

E-17. This phase begins when support to the IC is no longer required on-scene and the commander initiates termination and redeployment actions. The logistics NCO is responsible for the following:
• Updates status reports.
• Reconciles property transactions.
• Requests supplies and replenishment by requisitioning supplies and equipment through proper supply channels.
• Conducts property accountability.
• Initiates 100 percent property book inventory.
• Conducts 100 percent organizational clothing issue and equipment inventory.
• Initiates the appropriate financial liability investigation of property loss for lost, damaged, or destroyed property.
• Resupplies.
• Reconstitutes.
• Rehabilitates.
• Resumes the mission cycle.
E-18. The human resource NCO is responsible for the following:

- Submits line-of-duty documentation for all injuries, exposures, and illnesses in coordination with the medical section.
- Processes unit member personnel changes as needed to ensure readiness for the next operation.
- Performs additional administrative functions as required.
- Resupplies.
- Reconstitutes.
- Rehabilitates.
- Resumes the mission cycle.
Appendix F

Medical and Analytical Section

This appendix provides information regarding the mission, organization, key equipment, capabilities, and employment considerations of the medical and analytical sections. This appendix provides information on the ability of the medical and analytical section to provide medical surveillance, support of WMD–civil support team personnel, and conduct field laboratory analyses of suspected CBRN incidents.

ROLE

F-1. The medical element provides occupational medical surveillance, emergency medical triage and treatment, medical situational awareness, medical liaison, and technical reference support.

F-2. The analytical element conducts field laboratory analysis and assessment (by using the Analytical Laboratory System) to detect, identify, and characterize unknown CBRN agents and samples in multimedia, environmental samples.

ORGANIZATION

F-3. The medical and analytical section consists of a four-member team composed of a physician assistant, a nuclear medical science officer, a medical operations officer, and a healthcare specialist NCO. (See figure F-1.)

![Figure F-1. Medical and analytical section organization](image)

F-4. The following are functions and responsibilities of medical personnel:

- Conducts medical assessment based on signs and symptoms.
- Conducts immediate medical treatment and evacuation coordination support for WMD–civil support team members.
- Provides medical advice and consultation on the management, properties, and risks of suspected hazards, casualty predictions, response actions, and decontamination procedures.
- Conducts medical situational awareness and analysis.
- Coordinates local, tribal, state, and federal health care agencies for follow-on support or contingency situations.
- Provides medical surveillance for WMD–civil support team personnel.
- Contacts medical SMEs through reachback capability as needed.
Appendix F

F-5. The following are functions and responsibilities of analytical personnel:

- Conducts the science-based analysis of CBRN samples to gain and maintain an understanding of the contaminated environment.
- Uses standardized procedures to support informed decisions.
- Prepares, extracts, analyzes, and stores environmental samples and documents analytical procedures.
- 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 technical advice on the implications of a CBRN incident, the effects of suspected hazards, PPE or IPE, sampling plan, response actions, and decontamination procedures.
- Provides assistance to local, tribal, state, and federal efforts to manage CBRN incidents.
- Provides a theater-validated capability of CBRN substances and processes.
- Coordinates with local, tribal, state, and federal laboratory networks for additional sample analysis.

CAPABILITIES

F-6. Medical personnel—

Note. The medical operations officer does not provide treatment, but contributes to all other functions listed below.

- Provide medical assessments based on signs and symptoms.
- Provide immediate medical treatment and evacuation coordination support for WMD–civil support team members.
- Provide medical advice and consultation on the management, properties, and risks of suspected hazards, casualty predictions, response actions, and decontamination procedures.
- Provide medical situational awareness and analysis.
- Coordinate local, tribal, state, and federal health care agencies for follow-on support or contingency situations.
- Perform occupational and medical surveillance for WMD–civil support team personnel.
- Contact medical SMEs through reachback capability as needed.
- Advise civil authorities, as needed, regarding initial casualty medical management and casualty minimization measures.
- Participate in advanced planning, coordination, and training processes at local, tribal, state, and federal agencies.

F-7. Analytical personnel—

- Provide science-based analysis of CBRN samples to gain and maintain an understanding of the contaminated environment.
- Generate reproducible data results using published, standardized laboratory procedures.
- Prepare, extract, analyze, and store environmental samples and provide documentation of analytical procedures.
- Provide assessment through reachback capability to designated state and federal agencies with additional expertise.
- Provide a laboratory analysis of incident-related samples, secure and prepare samples for transport and transfer, and maintain samples within the chain of custody.
- Provide technical advice on the implications of a CBRN incident, the effects of suspected hazards, PPE or IPE, sampling plan, response actions, and decontamination procedures.
- Provide assistance to local, tribal, state, and federal efforts to manage CBRN incidents.
• Coordinate with local, tribal, state, and federal laboratory networks for additional sample analysis.
• Assess current and potential hazards to personnel, animals, and selected critical infrastructure features resulting from identified agent and substance presence.
• Provide advice on mitigation measures and the control of suspected hazards.
• Execute the analytical functions with standardized equipment, training, and methods and implement the ISO 17025 quality control standards into the Analytical Laboratory System procedure.
• Participate in advanced planning, coordination, and training processes with local, tribal, state, and federal agencies.

KEY EQUIPMENT

F-8. The medical recovery vehicle is a mobile, air-transportable, Class III ambulance platform operated by the medical element. It is the base of operations for medical surveillance, monitoring, recovery and rehabilitation, technical reference storage, and advanced lifesaving. In exigent circumstances, the medical recovery vehicle may be used for emergency casualty evacuation.

F-9. The medical recovery vehicle is equipped with the following:
• Fixed and portable oxygen delivery systems.
• Fixed and portable suction systems.
• Defibrillators (monitors and automatic external defibrillators).
• Airway kit (laryngoscopes and endotracheal tube insertion supplies).
• Basic and advanced trauma equipment and supplies.
• Class VIII formulary, including medically necessary chemical-biological defense medications.
• Heating and air conditioning systems.
• Heat stress monitoring system.
• Intravenous access and fluid delivery supplies.
• Wheeled gurney (ruggedized) with folding intravenous poles, locking wheels, and safety rails.
• Long and short spine boards and cervical spine protection equipment.
• Dual-locking and multiple Class VIII storage compartments.
• Container compartments for hazardous waste and sharp instrument disposal.

F-10. The Analytical Laboratory System is a comprehensive mobile analytical laboratory for rapid, on-site field analysis; this capability distinguishes the WMD–Civil Support Teams from other response agencies. (See figure F-2 and figure F-3, page F-4.) The Analytical Laboratory System is a self-contained, C-17 or larger, air-transportable platform functioning in a wide range of climates. It contains the highest level of engineering controls to protect the operators and the environment.

Figure F-2. Analytical Laboratory System exterior
F-11. The Analytical Laboratory System is operated by a minimum of two trained personnel. It provides advanced technologies with enhanced sensitivity and specificity in the identification of chemical, biological, and radiological agents and substances through data received and interpretation. The Analytical Laboratory System operators provide a science-based analysis of CBRN sample data and on-site situational awareness 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 providing follow-on response to a CBRN incident. Within the Analytical Laboratory System, operators have the ability to prepare, extract, analyze, and store environmental samples and to document environmental conditions. The Analytical Laboratory System is equipped with the following:

- Class III biosafety cabinet (glove box).
- Gas chromatograph.
- Fourier transform infrared spectrometer.
- Immunoassay tickets.
- Radiological analysis and interpretation.
- Ion mobility spectrometer.
- Electrochemiluminescence technology.
- Polymerase chain reaction technology.
- Polarized light microscope with fluorescent capability.
- Basic wet chemistry capability.
- Advanced air filtration unit.
- Shore power or an on-board generator for electrical requirements.
- A refrigerator and/or freezer.

F-12. The Analytical Laboratory System should be colocated with the Unified Command Suite at the incident site. When network connectivity is established between the Unified Command Suite and the Analytical Laboratory System, on-site operational data analysis with strategic reachback to laboratory networks and SMEs is optimized.

EMPLOYMENT CONSIDERATIONS

F-13. The following are employment considerations for medical personnel:

- A sustainment package for formularies and medical supplies for continuous or extended operations.
- Limited resources to prevent mass casualty triage operations.
- Limited resources and personnel to prevent mass causality treatment.
- Limited depth in each functional area to provide a work-and-rest cycle.
Current physician assistant and healthcare specialist NCO clinical proficiency training, certification, and licensing requirements.

Additional coordination and documentation for state health care provider license restrictions for interstate support.

F-14. The following are employment considerations for analytical section personnel:

- Analytical Laboratory System operations require two operators for sample processing.

Note. Additional Analytical Laboratory System operators are needed for extended operations.

- A qualified nuclear medical science officer is responsible for the analysis and determination of the final results.
- An Analytical Laboratory System operator actively processing samples usually has both hands occupied; therefore, the sampling process must be observed and supported by the second operator.
- Operators must demonstrate proficiency and adherence to standardized procedures through regular proficiency analytical testing.
- All results and reports generated by the Analytical Laboratory System are reviewed for incident by the WMD–civil support team commander.
- Personnel and equipment cannot be used to perform clinical specimen processing.
- Training requirements for the alternate Analytical Laboratory System operators are in addition to primary responsibilities.
- Work-and-rest cycles must be provided.

F-15. The following are employment considerations for medical and analytical section equipment, including the Analytical Laboratory System:

- Good laboratory practices should be observed in the Analytical Laboratory System.
- The Analytical Laboratory System vehicle must be parked on a near-level parking gradient, not exceeding a 20 degree slope.
- A single operator should never process samples during response operations.
- The agent and substance database library is not all-inclusive of hazmat.
- There are a limited number of reagents for biological agents.
- Sample processing procedures impact the ability to produce timely data results.
- Resupply is required for continuous or extended operations.
- Preventive maintenance and services, including calibrations of equipment, must be according to technical manuals and manufacturer’s specifications.
- Start-up time includes detailed function and equipment checks.
- The Analytical Laboratory System is designed for use on improved roads; however, they are also suitable for use on some unimproved roads.
- The Analytical Laboratory System does not have generator or shore power capability and must be in idle during the entire response operations to provide auxiliary power requirements.
- The Analytical Laboratory System has limited off-road capability.
- The Analytical Laboratory System carries limited medical oxygen supply.
- The Analytical Laboratory System carries limited equipment and supplies.

PREOPERATIONAL PHASE

F-16. Key preparation activities for medical personnel include—

- Preparing long-range, short-range, and near-term training plans to achieve and sustain individual and collective task proficiency to support the unit METL.
- Developing, rehearsing, and executing OPLANs to support anticipated contingencies.
- Developing and refining TTP and TLP based on AAR, lessons learned, threat assessments, and liaison activities.
- Performing, managing, or coordinating required occupational medical surveillance; vaccination, hearing, vision, dental, and respiratory protection programs; and examinations for assigned personnel.
- Conducting maintenance and calibrations as an integral part of equipment readiness and training.
- Ensuring that all licenses and certification requirements are current.
- Ensuring that Class VIII supplies and medications are within acceptable expiration dates.
- Managing personnel and equipment to ensure readiness.
- Executing training plans and conducting AARs and retraining as necessary.
- Conducting liaison activities to ensure familiarity with local, tribal, state, and federal agencies.
- Developing, rehearsing, and exercising the SOPs, METL, and unit collective task list to support the anticipated contingencies.
- Ensuring that the exchange of information occurs between analytical, operations, and medical section personnel.

F-17. The medical operations officer ensures that proficiency training is conducted to maintain the identifier skill set. He also ensures that the unit meets physical security requirements for Class VIII supplies (narcotics).

F-18. Key preparation activities for analytical personnel include—
- Preparing long-range, short-range, and near-term training plans to achieve and sustain individual and collective task proficiency to support the unit METL.
- Developing, rehearsing, and executing OPLANs to support anticipated contingencies.
- Developing and refining TTP and TLP based on AARs, lessons learned, threat assessments, and liaison activities.
- Conducting maintenance as an integral part of equipment training.
- Ensuring the proficiency of Analytical Laboratory System operators, to include proficiency analytical testing.
- Ensuring that supplies are acceptable for use (ISO 17025-compliant, expiration dates, storage methods).
- Executing training plans and conducting AARs and retraining as necessary.
- Conducting the liaison activities necessary to ensure that adequate information flow and familiarity exist with local, tribal, state, and federal agencies.
- Developing, rehearsing, and exercising the SOPs, METL, and unit collective task list to support the anticipated contingencies.
- Establishing and maintaining ISO 17025 accreditation and compliance.

OPERATIONAL PHASE
F-19. The following are operational requirements for medical personnel:
- Integrates within the ICS.
- Assists with sample planning as needed.
- Establishes and conducts medical operations in the medical recovery vehicle.
- Ensures that pre-entry and postentry medical monitoring is accomplished.
- Provides technical and situational information to the nuclear medical science officer, commander, and operations officer to aid in situational awareness.
- Ensures that the exchange of information occurs between analytical, operations, and medical section personnel.
- Coordinates and tracks the care of WMD-civil support team personnel transported off-site for medical issues.
- Gathers medical situational awareness from first responders and/or casualty interviews.
• Performs medical and health safety briefings on-site (including initial, update, and final medical briefs consisting of long- and short-term effects, signs and symptoms of potential exposures, and follow-up care.
• Oversees emergency decontamination line operations during casualty extractions.
• Performs medical liaison functions with local, tribal, state and federal treatment facilities and officials.
• Establishes the heat stress monitoring station and provides regular updates to operations section personnel.
• Monitors personnel for signs of illness, thermal strain, or injury.
• Coordinates for emergency ground and air medical evacuations as needed.
• Prepares and maintains medical documents.
• Activates the critical-incident stress management program, as needed, during responses by performing debriefings and coordinating chaplain or mental health support.
• Makes recommendations to the commander regarding work-and-rest cycles based on environmental conditions.
• Provides updates and mission requirements based on commander’s critical information requirements.
• Provides safety and hazard updates for the survey entry team going downrange.
• Provides input and recommendations for the selection of PPE or IPE.
• Provides a medical closing report for the termination packet.
• Maintains the physical security of Class VIII supplies (narcotics).

F-20. The following are operational requirements for analytical personnel:
• Deploys to the incident location.
• Conducts performance checks and prepares the Analytical Laboratory System to receive samples upon arrival to the incident.
• Integrates with the ICS.
• Provides input and recommendations for the selection of PPE or IPE.
• Provides safety and hazard updates for the survey entry team going downrange.
• Develops sample plans with the survey section to remain consistent with the IC objectives.
• Ensures sample integrity.
• Conducts operations in the Analytical Laboratory System, to include sample analysis, assessment, and reporting.
• Provides technical and situational information of the sample assessment.
• Maintains the chain of custody samples from the hot zone being transferred to the follow-on agency.
• Provides advice for containment and mitigation measures.
• Provides updates and mission requirements based on commander’s critical information requirements.
• Conducts debriefs of actions performed in the Analytical Laboratory System.
• Provides incident analytical reports to the IC and provides operations analytical reports for the termination packet.
• Ensures the labeling, documentation, and proper disposal of hazardous waste.
• Submits a consumable report to the logistics NCO.
• Coordinates with the logistics NCO for glove box recertification in the event of validated sample contamination.
• Maintains ISO 17025 compliance.
• Collaborates with key personnel to cross reference and validate data results.
POSTOPERATIONAL PHASE

F-21. This phase begins when support to the IC is no longer required on-scene and the commander initiates termination and redeployment actions. Medical personnel—

- Account for sensitive items and expenditures.
- Participate in AARs.
- Resupply.
- Reconstitute.
- Rehabilitate.
- Continue periodic medical surveillance of personnel.
- Coordinate follow-up care as needed.
- File pertinent medical records.
- Resume the mission cycle.

F-22. Analytical personnel—

- Account for all items and expenditures.
- Participate in AARs.
- Resupply.
- Reconstitute.
- Rehabilitate.
- Resume the mission cycle.
Appendix G
Modeling

This appendix provides guidance on the employment of hazard modeling capabilities that are organic to the WMD–civil support team. The proper application of the WMD–civil support team 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–civil support team preoperational, operational, and postoperational plans and documentation.

ROLE

G-1. The role of the WMD–civil support team hazard prediction modeler is to advise the commanders on the WMD–civil support team operational environment using geospatial information, hazard analysis, and meteorological data to minimize casualties and possible hazard effects. Modelers should develop and maintain an awareness of available modeling tools to include Departments of Energy National Atmospheric Release Advisory Center and Department of Homeland Security Interagency Modeling and Atmospheric Assessment Center and take available training to enable the effective use of these federal resources during a response.

ORGANIZATION

G-2. The WMD–civil support team table of distribution and allowances assigns the modeling functions to the operations NCO. At a minimum, the commander should assign one additional WMD–civil support team member additional duty. The alternate modeler will be required to maintain the required level of proficiency.

G-3. The modeling NCO—

- Maintains a geodatabase of the area of operations.
- Coordinates with state and local agencies to gather critical infrastructure/key resources data and other digital geospatial data.
- Provides real-time and historical meteorological data.
- Conducts and prepares contingency planning, to include—
  - Potential agent release points and high-profile facilities.
  - Critical support facilities and resources.
  - Primary and alternate transportation routes and staging areas.
  - Detailed maps of the area.
- Gathers information for the commander’s situational awareness.
- Uses plume hazard modeling and determines the current affected area, extent of possible contamination, and affected population.
- Assesses hazards to personnel, environment, and selected critical infrastructures/key resources.
- Compiles a COP of the incident area, to include civil and military forces conducting response and CBRN operations.
- Develops primary and alternate ingress and egress routes.
- Identifies and recommends isolation zones.
- Coordinates with the nuclear medical science officer and the survey team leader for CBRN mission planning and execution (survey operations).
CAPABILITIES

G-4. The modeling NCO—

- Estimates the current and potentially contaminated areas and assesses current and potential hazards to personnel, selected critical infrastructures, key resources, and the environment.
- Advises on demographic data of the area of operations, when available.
- Provides incident-related technical and situational awareness information to and from reachback sources while at home station, en route, and on-site through organic communications capabilities.
- Participates in advanced planning, coordination, and training processes with potential supported or supporting local, tribal, state, and federal agencies, other WMD–civil support teams, and/or DOD response elements.

EMPLOYMENT CONSIDERATIONS

G-5. The following are employment considerations of the modeling NCO:

- Manpower.
- Perishable and specialized skills.
- Availability of training.
- Competition with operations for training time.
- Alternate modeler competing duties.
- Software capabilities and limitations.

PREOPERATIONAL PHASE

G-6. Preoperational activities of the modeling NCO make up a large portion of the assessment performed by the WMD–civil support team. 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–civil support team responses.

- Preparing the long-range, short-range, and near-term training plans to achieve and sustain individual and collective task proficiency to support the unit METL.
- Executing training plans and conducting AARs and retraining as necessary.
- Conducting the liaison activities necessary to ensure that adequate information flow and familiarity exist with local, tribal, state, and federal agencies.
- Developing, rehearsing, and exercising the SOPs, METL, and unit collective task list to support the anticipated contingencies.
- Developing TTP and TLP based on lessons learned from training and missions.
- Ensuring that equipment is properly postured and configured for rapid response.
- Training and preparing the alternate modeler.
- Liaising with state and local agency GIS personnel to gather critical infrastructure, key resource and other digital geospatial data.
- Maintaining a geospatial database of the area of interest and area of operations, to include imagery and infrastructure data necessary for the COP.
- Preparing and conducting threat assessments.
- Identifying and assessing vulnerabilities of critical infrastructures/key resources.
- Identifying primary and alternate transportation routes and staging areas.
- Creating detailed maps of the area of interest and area of operations.
- Maintaining reachback and technical support contact information.
- Maintaining modeling computers and software.
● Developing and maintaining an awareness of available modeling tools from other federal resources.
● Maintaining access to, and training proficiency in, required Web-based distribution systems for atmospheric dispersion modeling products.

OPERATIONAL PHASE

G-7. The following are operational requirements:
● Collecting geospatial information 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 generating hazard predictions for vulnerability analyses and site characterization.
● Creating strip maps to the site location. These maps identify the preliminary plume direction and indicate approach restrictions based on potential air quality hazards.
● Collecting information by any means available (cellular telephone, wireless Internet) while en route to the site. The information collected is used to streamline the required hazard predictions.
● Adjusting hazard predictions based on new information. It is recommended that the nuclear medical science officer validate the hazard predictions prior to releasing the information to the ICP.
● Determining an evacuation route for all members of the WMD–civil support team in the event of a wind change. To facilitate force protection, strip maps showing evacuation routes must be made available.
● Maintaining updated hazard predictions. Additional information from the suspected area of contamination allows the modeler to further improve hazard predictions.
● Deploying the on-site weather station for real-time weather information. The Internet is used to monitor larger weather patterns.
● Creating a COP that depicts deployed forces and their distribution (including staging areas) on the incident site for the commander’s situational awareness. The COP—
  ■ May assist the analytical and survey functions in planning missions and/or entries.
  ■ Identifies and recommends isolation zones to the IC, as approved by the commander.
  ■ Provides a detailed map of the incident site to requesting agencies, as approved by the commander.

MINIMUM OPERATIONAL REQUIREMENTS

G-8. The hazard modeler must ensure that adequate preparation has been completed to properly support a WMD–civil support team mission. As part of the preoperational checks, the modeler ensures that all assigned hardware, software, and pertinent licenses are maintained and up to date. The following are critical preoperational requirements:
● **Hardware.** Modeling requires a mobile computer that is capable of storing, manipulating, and displaying large volumes of geospatial information based on the hazard prediction software optimal hardware recommendations.
● **Software.** GIS software is designed to store, manage, and manipulate geospatial information. Any GIS software must be compatible with hazard prediction modeling software.
● **Licenses.** The modeler manages all necessary software licenses.
● **Geodatabase.** The modeler requires current and relevant spatially enabled data, all of which can be obtained by various sensors; local government and national resources and information assets; and site surveys. Foundation data layers may consist of—
  ■ Transportation.
  ■ Hydrology.
  ■ Political boundaries.
  ■ Census data.
Appendix G

- Critical infrastructure.
- Air photo or satellite imagery.
- Digital elevation.
- Plumes generated.

- **Metadata.** Metadata is a record of the source of information which captures the basic characteristics, to include the following, mandatory information:
  - Title.
  - Originator of the layer.
  - Date that the layer was created.
  - Resolution of the information.
  - Format (raster, vector, imagery).
  - Point of contact.

G-9. When building a geodatabase, the modeler must maintain a written record of the layers collected and stored on the server.

**POSTOPERATIONAL PHASE**

G-10. The following are postoperational requirements:

- Implement termination actions. Assemble all modeling products to be included in the termination packet, which will be archived per the Army Records Information Management System.
- Redeploy.
- Resupply.
- Reconstitute.
- Rehabilitate.
- Resume the mission cycle.
Appendix H

Operations Section

This appendix provides information regarding the mission, organization, key equipment, capabilities, employment considerations, and operational phases of the operations section. The operations section maintains an OPCEN to provide a COP and incident tracking.

ROLE

H-1. The operations section plans, coordinates, and integrates WMD–civil support team training and operations.

ORGANIZATION

H-2. The operations section is composed of an operations officer, an operations NCO/modeler, and an assistant operations and training NCO. (See figure H-1.)

![Figure H-1. Operations section organization]

H-3. The functions and responsibilities of the operations section include—

- Producing and disseminating OPORDs in support of the IC objectives.
- Establishing and maintaining an OPCEN.
- Developing and maintaining the COP and situational awareness.
- Preparing and updating hazard prediction models. (See appendix G for additional information.)
- Liaising with the IC and his staff.
- Coordinating with local, tribal, state, and federal agencies as required.
- Defining and prioritizing mission tasks according to IC objectives.
- Producing, maintaining, and submitting documentation and required reports.
- Coordinating training and exercises.

CAPABILITIES

H-4. The operations section oversees the OPCEN to support incident situational awareness, the COP, and data exchange to incident responders and higher headquarters; facilitates reachback support to local, tribal, state, and federal agencies; and facilitates follow-on support. The operations section has a mobile, air-transportable OPCEN. (See figure H-2, page H-2.) It allows for the following capabilities:

- Scalability of OPCEN depending on incident site.
- Production and display of COP and situational awareness documentation.
Central collection and distribution point for situational awareness and COP information and products.

Data and voice communications that are interoperable with the Unified Command Suite, ADVON, and other communications platforms.

Internal power generation or shore power.

Monitoring of real-time, meteorological data on-site.

EMPLOYMENT CONSIDERATIONS

H-5. The operations section must take the following into consideration:

- Scope of incident (distance, size, type, location).
- WMD–civil support team task organization (split-unit, strike team, whole team, multiteam).
- Available WMD–civil support team personnel for extended or complex operations.
- Availability of communication platforms (ADVON, Unified Command Suite).
- Terrain, proposed WMD–civil support team footprint, and staging area.
- Other available resources (water, transportation, food, personnel, responding and reachback agencies).
- Existing ICS infrastructure.
- Mode of transportation.
- Force protection.

PREOPERATIONAL PHASE

H-6. During the preoperational phase, the operations section—

- Prepares the long-range, short-range, and near-term training plans to achieve and sustain individual and collective task proficiency to support the unit METL.
- Executes training plans and conducts AARs and retraining as necessary.
- Conducts liaison activities to ensure that adequate information flow and familiarity exist with local, tribal, state, and federal agencies.
- Develops, rehearses, and exercises the SOPs, METL, and unit collective task list to support the anticipated contingencies.
- Develops TTP and TLP based on lessons learned from training and missions.
- Ensures that equipment is properly postured and configured for rapid response.
Ensures that WMD–civil support team personnel are trained and have current certifications.
Manages unit readiness requirements according to the response management plan.
Maintains and updates local, tribal, state, and federal liaison contacts.
Coordinates unit movement (air, rail, vessel, road).

OPERATIONAL PHASE

H-7. During the operational phase, the operations section—

- Conducts mission and threat analysis.
- Produces OPORDS, WARNORDS, movement orders, and SITREPs.
- Establishes and maintains the OPCEN.
- Initiates and maintains contact with higher headquarters and the ICS.
- Publishes, tracks, and responds to commander’s critical information requirements.
- Produces and continuously updates hazard prediction modeling products.
- Provides continual meteorological effects analysis.
- Maintains an incident log and documentation.
- Maintains the situational awareness and synchronization of WMD–civil support team elements in support of IC objectives.
- Uses risk management processes and the military decisionmaking process to develop incident COAs.
- Provides the WMD–civil support team IAP for incorporation into the overall IAP and site safety plan.
- Manages WMD–civil support team work-and-rest cycles for continuous operations.
- Ensures that protection and site security measures are implemented.
- Consolidates information for the incident termination report and provides a closeout brief to appropriate agencies.
- Coordinates for follow-on assets.
- Tracks mission personnel and equipment statuses.
- Monitors chain-of-custody procedures.
- Ensures that attached personnel are trained and qualified.

POSTOPERATIONAL PHASE

H-8. During the postoperational phase, the operations section—

- Resupplies.
- Reconstitutes.
- Rehabilitates.
- Resumes the mission cycle.
- Monitors the unit status (personnel, equipment) to ensure that the unit remains fully mission-capable.
- Organizes and maintains historical records according to AR 25-400-2.
- Completes mission reports.
- Ensures that an AAR is conducted and that lessons learned and shortfalls are captured.
- Recommends and completes corrective actions.
Appendix I

Survey Section

This appendix provides information regarding the mission, organization, equipment, capabilities, employment considerations, and operational phases of the survey section. The survey section provides operational and emergency support to the WMD–civil support team commander as requested by the IC.

ROLE

I-1. The survey section conducts hazard assessments by executing site characterization and/or site surveys in designated hot zones, collects incident-related samples for internal and external laboratory analysis, and provides continuous hazard monitoring with the use of CBRN detection equipment.

ORGANIZATION

I-2. The survey section is composed of a survey section leader, a CBRN NCO IC, two CBRN staff sergeants, and four CBRN sergeants. (See figure I-1.)

![Survey section organization diagram]

**Legend:**
- CBRN chemical, biological, radiological, and nuclear
- NCO noncommissioned officer
- NCOIC noncommissioned officer in charge

**Figure I-1. Survey section organization**

I-3. WMD–civil support team survey section critical tasks include—
- Detect.
- Assess.
- Mark.
- Sample.
- Report.
Appendix I

I-4. CBRN survey and site characterization key tasks include—
   • Detect.
   • Locate.
   • Identify.
   • Quantify
   • Collect sample.
   • Survey.
   • Mark.
   • Report.

I-5. CBRN medical surveillance key tasks include—
   • Monitor.
   • Observe.
   • Detect.
   • Identify.
   • Quantify.
   • Collect sample.
   • Report.

CAPABILITIES

I-6. The WMD–civil support team survey section is jointly manned and is composed of personnel from the Army National Guard and the Air National Guard. Each survey member is a highly trained, hazmat technician who is certified by the DOD Firefighter Certification System and accredited with the International Fire Service Accreditation Congress. The team is qualified to analyze and perform limited mitigation for incidents that involve highly toxic materials. They manage and characterize hazardous incidents by using the National Incident Management System and the ICS.

PERSONNEL

I-7. WMD–civil support team survey personnel have the following capabilities:
   • Detect and characterize unknown samples of suspected CBRN hazards and substances at incident sites.
   • Determine the current contaminated area.
   • Assess current and potential hazards to personnel, animals, and selected critical infrastructure features resulting from identified agents or substances.
   • Advise civil authorities on initial agent and site containment and mitigation measures.
   • Provide incident-related technical and situational awareness information to and from nationwide sources by using organic communications capabilities.
   • Link to and augment civil responder communications systems.
   • Participate in advanced planning, coordination, and training processes with local, tribal, state, and federal agencies and with other civil support team and DOD response elements.
   • Be trained in confined space, collapsed-structures.
   • Be trained in maritime operations.
EQUIPMENT

I-8. The survey section detection equipment is designed to detect, identify, qualify, and sample known or suspected hazards. The survey section equipment capabilities, at a minimum, include—

- Ion mobility spectrometer technology for on-scene detection, classification, and estimation of toxic industrial chemicals and chemical warfare agents.
- Gas chromatograph or mass spectrometer for detection, analysis, and estimation of chemical warfare agents.
- Fourier transform infrared spectrometer to analyze unknown solid and liquid chemical substances.
- Raman technology, a noninvasive method, to analyze unknown solid and liquid chemical substances.
- Collection of airborne particles for testing of biological warfare agents.
- Detection and/or measurement of alpha, beta, gamma, and neutron radiation.
- Digital gamma spectrometer for radioactive isotope identification.
- Multigas meters for air quality monitoring with photo ionization detection technology for volatile organic compound detection and toxic gas sensors, both handheld and remote applications.
- Sampling equipment for the collection of solid, liquid, and air samples.
- PPE or IPE for contaminated environments.
- Self-contained breathing apparatus and closed-circuit breathing apparatus.
- Real-time, wireless, and digital video transmission.

EMPLOYMENT CONSIDERATIONS

I-9. The following are employment considerations for the survey section:

- Size and type of target areas and buildings.
- Personnel and equipment status.
- PPE or IPE selection.
- Environmental factors (weather, terrain, elevation).
- Work-and-rest cycles and personnel rehabilitation time.
- Hydration and nutrition.
- Physical endurance and stamina.
- Health and fitness.

PREOPERATIONAL PHASE

I-10. Key preparation activities for the survey personnel include—

- Preparing long-range, short-range, and near-term training plans to achieve and sustain individual and collective task proficiency that supports the unit METL.
- Developing, rehearsing, and executing OPLANs to support anticipated contingencies.
- Developing and refining TTP and TLP based on AARs and lessons learned, threat assessments, and liaison activities.
- Conducting maintenance as an integral part of equipment training.
- Ensuring the health and fitness of survey section personnel.
- Managing personnel and equipment to ensure readiness via training, certifications, and licensures.
- Executing training plans and conducting AARs and retraining as necessary.
- Conducting the liaison activities necessary to ensure that adequate information flow and familiarity exist with local, tribal, state, and federal agencies.
- Developing, rehearsing, and exercising the SOPs, METL, and unit collective task list to support the anticipated contingencies.
OPERATIONAL PHASE

I-11. The following are operational requirements for the survey section:

- Deploying to the incident location.
- Conducting linkup with the IC.
- Being prepared to provide a perimeter monitoring team to ensure that the area of operations is free of contamination if warranted by the situation.
- Undergoing medical monitoring before and after entry into the hot zone.
- Developing entry plans that are within the survey section capabilities and consistent with the IC objectives.
- Conducting operations in the hot zone, including, but not limited to, site characterization, site surveys, sampling, operations situational awareness, photography, and crime scene preservation.
- Providing technical and situational awareness information of downrange operations.
- Being prepared to conduct emergency egress from the hot zone and emergency decontamination procedures.
- Establishing the chain of custody with respect to samples extracted from the hot zone.
- Conducting debriefs of actions performed in the hot zone.
- Providing advice on and performing containment and mitigation measures.
- Conducting limited confined-space operations and self-extraction.
- Using reachback capabilities available through various agencies to support mission planning and analysis of field data.

POSTOPERATIONAL PHASE

I-12. This phase begins when support to the IC is no longer required on scene and the commander initiates termination and redeployment actions. The survey section is responsible for the following:

- Accounting for sensitive items and expenditures.
- Participating in AARs.
- Resupplying.
- Reconstituting.
- Rehabilitating
- Resuming the mission cycle.
Appendix J

Reports

The WMD–civil support team receives and transmits 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.

The U.S. Northern Command Operational Reporting System procedures and reports are aligned with the joint reporting structure and governed by CJCSM 3150.03D.

REPORTS AND FORMS

J-1. WMD–Civil Support Team Management defines the reporting requirements for the WMD–civil support teams. FM 6-99 is the Army manual for standardized report and message formats. It provides a standard, readily available reference from which users can extract report and message templates.

J-2. The following reports and forms may be used in WMD–civil support team operations:

- Commander’s SITREP.
- After action report.
- Closeout report.
- Serious incident report.
- Unit status report.
- Operational readiness report.
- Personnel status.
- Individual training requirement matrix.
- ICS forms.

TERMINATION PACKET

J-3. The WMD–civil support team commander provides the IC with a detailed termination packet of WMD–civil support team activities while on-scene. This termination packet includes, at a minimum, an executive summary and the WMD–civil support team 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).

J-4. When the WMD–civil support team is ready for redeployment, a termination SITREP and an executive summary are forwarded through the State JOC to the NGCC to notify higher headquarters. Termination packets will be retained according to the Army Records Information Management System.

Note. After action reports, which contain comprehensive discussions of lessons learned, are forwarded by major Army commands to Headquarters, 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.
INCIDENT COMMAND SYSTEM FORMS

J-5. The ICS is used by local, tribal, 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–civil support team commanders incorporate ICS reports into their internal operations and maintain copies as references and historical data.

Note. Include copies of all ICS forms (submitted or used) as enclosures to the termination packet.

RESPONSIBILITIES

J-6. The WMD–civil support team or section submitting the reports ensures 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 provides time-sensitive information on which to base an appropriate response to any significant event or incident that has occurred or is in progress.

J-7. WMD–civil support team commanders ensure that accurate and detailed operational mission records are maintained according to AR 25-400-2. All reports transmitted (tracking log)/submitted (hardcopy or electronic) during response operations should be included as part of mission records. In addition, WMD–civil support team 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–civil support team and published by the JFHQ-state should be furnished to the NGCC for appropriate distribution.

SUBMISSION SEQUENCE

J-8. During operations, the reporting sequence is from the WMD–civil support team to the JFHQ-state JOC for initial and internal distribution, who in turn forwards the reports to the NGCC for external transmission. The JFHQ-state JOC ensures that the NGCC is kept in the communications/reporting loop as information is disseminated. The NGCC 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 and OPLAN.

Note. A change in status of the WMD–civil support team from 32 USC to 10 USC affects reporting procedures/requirements. The OPORD/OPLAN specifies the reporting chain.

CLASSIFICATION

J-9. WMD–civil support teams use the classification guide found in FM 6-99 and Weapons of Mass Destruction Civil Support Team Management. For additional assistance, see AR 25-55 and AR 380-5. The WMD–civil support team assigns the proper security classification to each report and includes downgrading or declassification instructions.

TIMELINES

J-10. The WMD–civil support team transmits reports according to the timelines specified in FM 6-99 and Weapons of Mass Destruction Civil Support Team Management. Timeline requirements are also outlined in AR 190-45.
Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

AAR  after action review
ADP  Army doctrine publication
ADRP  Army doctrine reference publication
ADVON  advanced echelon
AFTTP  Air Force tactics, techniques, and procedures
AR  Army regulation
ATP  Army techniques publication
ATTP  Army tactics, techniques, and procedures
attn  attention
C2  command and control
CBRN  chemical, biological, radiological, and nuclear
CDID  Capabilities Development and Integration Directorate
CERFP  chemical, biological, radiological, nuclear, and high-yield explosive enhanced forced packages
CFR  Code of Federal Regulations
CJCSI  Chairman of the Joint Chiefs of Staff instruction
CJCSM  Chairman of the Joint Chiefs of Staff manual
COA  course of action
CODDD  Concepts, Organizations, and Doctrine Development Division
COMSEC  communications security
COP  common operational picture
DA  Department of the Army
DNA  deoxyribonucleic acid
DOD  Department of Defense
DODD  Department of Defense directive
DODI  Department of Defense instruction
DSN  Defense Switching Network
FM  field manual
GIS  geospatial information system
HQDA  Headquarters, Department of the Army
HSPD  Homeland Security Presidential Directive
IAP  incident action plan
IC  incident commander
ICP  incident command post
ICS  incident command system
IPE  individual protective equipment
IPOE  intelligence preparation of the operational environment
ISO  International Organization for Standardization
JFHQ  joint force headquarters
<table>
<thead>
<tr>
<th><strong>Abbreviation</strong></th>
<th><strong>Description</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>JOC</td>
<td>joint operations center</td>
</tr>
<tr>
<td>JP</td>
<td>joint publication</td>
</tr>
<tr>
<td>JTF</td>
<td>joint task force</td>
</tr>
<tr>
<td>METL</td>
<td>mission-essential task list</td>
</tr>
<tr>
<td>METT-TC</td>
<td>mission, enemy, terrain and weather, troops and support available, time available, and civil considerations</td>
</tr>
<tr>
<td>MSCoE</td>
<td>Maneuver Support Center of Excellence</td>
</tr>
<tr>
<td>NGB</td>
<td>National Guard Bureau</td>
</tr>
<tr>
<td>NGCC</td>
<td>National Guard Computer Center</td>
</tr>
<tr>
<td>NCO</td>
<td>noncommissioned officer</td>
</tr>
<tr>
<td>OPCEN</td>
<td>operations center</td>
</tr>
<tr>
<td>OPLAN</td>
<td>operation plan</td>
</tr>
<tr>
<td>OPORD</td>
<td>operation order</td>
</tr>
<tr>
<td>NFPA</td>
<td>National Fire Protection Association</td>
</tr>
<tr>
<td>NGR</td>
<td>National Guard regulation</td>
</tr>
<tr>
<td>N-hour</td>
<td>notification hour</td>
</tr>
<tr>
<td>PPE</td>
<td>personal protective equipment</td>
</tr>
<tr>
<td>RUF</td>
<td>rules for the use of force</td>
</tr>
<tr>
<td>SITREP</td>
<td>situation report</td>
</tr>
<tr>
<td>SME</td>
<td>subject matter expert</td>
</tr>
<tr>
<td>SOP</td>
<td>standard operating procedure</td>
</tr>
<tr>
<td>TC</td>
<td>training circular</td>
</tr>
<tr>
<td>TLP</td>
<td>troop-leading procedures</td>
</tr>
<tr>
<td>TTP</td>
<td>tactics, techniques, and procedures</td>
</tr>
<tr>
<td>USA</td>
<td>United States of America</td>
</tr>
<tr>
<td>USACBRNS</td>
<td>United States Army Chemical, Biological, Radiological, and Nuclear School</td>
</tr>
<tr>
<td>U.S.</td>
<td>United States</td>
</tr>
<tr>
<td>USC</td>
<td>United States Code</td>
</tr>
<tr>
<td>USCG</td>
<td>United States Coast Guard</td>
</tr>
<tr>
<td>WARNORD</td>
<td>warning order</td>
</tr>
<tr>
<td>WMD</td>
<td>weapons of mass destruction</td>
</tr>
</tbody>
</table>
References

REQUIRED PUBLICATIONS
These documents must be available to the intended users of this publication.

RELATED PUBLICATIONS
These documents contain relevant supplemental information.

ARMY
Most Army doctrinal publications are available online at <www.apd.army.mil>.
ADP 1-02. Operational Terms and Military Symbols. 31 August 2012.
ADP 5-0. The Operations Process. 17 May 2012.

JOINT
Most joint publications are available online at <www.dtic.mil/doctrine/new_pubs/jointpub.htm>.
JP 5-0. Joint Operation Planning. 11 August 2011.

OTHER SOURCES
10 USC. Armed Forces.
32 USC. National Guard.
CJCSI 3125.01C. Defense Response to Chemical, Biological, Radiological, and Nuclear (CBRN) Incidents in the Homeland. 4 June 2012.
CJCSM 3150.03D. Joint Reporting Structure Event and Incident Reports. 7 September 2010.
DODD 5200.27. Acquisition of Information Concerning Persons and Organizations Not Affiliated with the Department of Defense. 7 January 1980.
DODD 5210.56. Carrying of Firearms and the Use of Force by DOD Personnel Engaged in Security, Law and Order, or Counterintelligence Activities. 1 April 2011.
References


PRESERVED FORMS

None.

REFERENCED FORMS

Most Army forms are available online at <www.apd.army.mil>.

DA Form 2028. Recommended Changes to Publications and Blank Forms.

NGB Form 500. Request for National Guard Assistance.

WEB SITES


RECOMMENDED READINGS

These documents contain relevant supplemental information.

ADP 3-0. Unified Land Operations. 10 October 2011.

ADP 6-0. Mission Command. 17 May 2012.
ADRP 2-0. Intelligence. 31 August 2012.
ATP 4-02.84. Multiservice Tactics, Techniques, and Procedures for Treatment of Biological Warfare Agent Casualties. 25 March 2013.


DODD 3150.08. DOD Response to Nuclear and Radiological Incidents. 20 January 2010.
DODI 3025.16. Defense Emergency Preparedness Liaison Officer Program (EPLO) Programs. 8 September 2011.

FM 3-34.5/MCRP 4-11B. Environmental Considerations. 16 February 2010.

JP 2-0. Joint Intelligence. 22 October 2013.
JP 3-0. Joint Operations. 11 August 2011.
JP 3-08. Interorganizational Coordination During Joint Operations. 24 June 2011.
# Index

## A
- AAR, 5-4, 5-5, C-5, D-2, E-3, F-6, F-8, G-2, H-2, H-3, I-3, I-4
- advanced echelon (ADVON), 2-1
  - See ADVON, 2-1
- ADVON, 3-2, 3-6, 5-10, C-1, C-2, C-5, C-6, H-2
- after action review (AAR), 3-5
  - See AAR, 3-5
- airlift, 2-1, 5-3
- ALS, 3-2, 3-8, 5-10, C-3, D-5, F-1, F-3, F-4, F-6, F-7
- Analytical Laboratory System (ALS), 3-3
  - See ALS, 3-3
- assessment, 1-1, 1-3, 1-4, 1-5, 2-1, 3-2, 3-5, 3-6, 3-8, 3-9, 4-2, 4-3, 5-17, B-1, B-2, B-3, F-1, F-2, F-6, F-7, G-2, I-1, I-3

## B
- base of operations, 2-1, 3-6, D-3, F-3
- battle drills, 5-15
- biological agents, D-1, F-5

## C
- C2, 1-2, 1-5, 2-1, 2-2, 2-3, 3-1, 5-4, 5-5, 5-7, 5-8, 5-9, 5-10, 5-11, 5-14, 5-16, 5-19, C-1
- casualty extraction, 3-8, F-7
- CI/KR, B-2, B-3, G-1, G-2
- collective training, 2-2, 5-1
- command and control (C2), iv
  - See C2, iv
- command relationships, 2-2
- command section, 2-1, 3-1, E-4
- commander’s critical information requirement, 3-7, 5-9, F-7, H-3
- communications, 1-2, 1-4, 1-5, 2-1, 3-1, 3-3, 3-4, 3-6, 3-8, 5-4, 5-5, 5-7, 5-9, 5-10, 5-15, 5-19, C-1, C-2, C-3, C-5, C-6, G-2, H-2, I-2, J-1, J-2
- communications section, 3-1, C-1, C-5, C-6

## D
- CoMSUPCEN, 3-4, 3-7, 5-4, 5-6, 5-8, C-2, E-1, E-2, E-3
- consequence management, 1-1, 1-2, 3-6, 5-4, 5-5
  - See CoMSUPCEN, 3-1
- crisis management, 1-1

## E
- emergency first responders, 1-1
- emergency responders, 1-2, 1-4, 3-2, 4-3
- emergency response, vi, 1-1, 1-4, C-2, D-1, J-2
- end-state products, B-3
- environmental effects on operations, B-2

## F

## G
- geospatial information, G-2, G-3

## H
- hazard modeling, 3-1, G-1
- hazardous material (HAZMAT), 1-2
  - See HAZMAT, 1-2
- hazardous waste, 3-6, D-3, D-4, D-5, D-6, F-3, F-7, J-1
- HAZMAT, 5-3, 5-19, B-4, D-5, F-5, J-2
- high-value targets (CI/KR), B-1
  - See CI/KR, B-1
- hot zone, 3-8, D-1, F-7, I-1, I-4

## I
- ICS, 1-2, 1-3, 2-1, 3-5, 3-6, 3-8, 3-9, 4-3, 5-5, 5-6, 5-7, 5-8, 5-11, 5-17, C-2, C-5, H-2, H-3, J-2
- Incident Command System (ICS), 1-2
  - See ICS, 1-2
- intelligence preparation of the battlefield, 4-3, B-1
- interagency coordination, 3-6, 5-3
- interagency operations, 3-8, 5-3
- interoperability, 1-2, 1-4, 2-2, 5-1, 5-7, 5-16, C-2, C-5, D-3, J-2

## J
- joint operations, 5-5
  - Definition, 5-5

## L
- leader development, 3-5
- legal issues, A-1
- liaison support, 4-1, 4-2

## M
- main, 1-1
- main body, 2-1
- maritime operations, 5-15, A-1, I-2
- mass casualty decontamination, 3-2, D-2
- medical and analytical section, 3-2, F-1, F-5
- METL, 4-2, C-5, D-2, E-3, F-5, G-2, H-2, I-3
- METT-TC, 2-1, 3-2, 3-7, 3-8, 4-2, 5-2, 5-4, 5-6, 5-7, 5-8, 5-10, D-3
- military decisionmaking process, H-3
- military decisionmaking process, 1-4
- mission completion, 2-4
- mission termination, 2-1, 5-5
- mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC), 1-3
See METT-TC, 1-3
mission-essential task list (METL), 3-5
See METL, 3-5
multiple team operations, 5-6, 5-7

N
National Incident Management System, 1-1
nonresponse support, C-6

O
OPCEN, 3-1, 3-2, 3-3, 3-6, 3-7, 3-8, 3-9, 5-7, C-2, C-5, D-1, D-2, D-5, E-4, H-1, H-3
operational control, 3-1
operational phase, 3-5, 3-8, 3-9, C-1, C-5, C-6, D-2, D-3, D-6, E-1, E-3, F-5, F-6, F-8, H-1, H-2, H-3, I-1, I-4
operations center, 1-3
See OPCEN, 1-3
operations section, 1-3, 3-1, 3-6, F-7, H-1, H-2, H-3

P
personal protective equipment (PPE), 3-3
See PPE, 3-3
planning considerations, iv, 3-6, 3-9, 5-9, 5-19
Posse Comitatus, 2-3
postoperational phase, 3-9, C-6, D-6, F-8, H-3, I-4
PPE, 3-3, 3-6, 5-12, 5-13, 5-14, 5-16, 5-20, D-1, D-2, D-3, F-2, F-7, I-3
preoperational phase, 3-5, 3-9, C-5, D-2, E-3, F-5, H-2, I-3
reconstruction, 3-9, 5-11, C-6, D-3, D-6, E-4, E-5, F-8, G-4, H-3, I-4
relief-in-place operation, 5-8, 5-9
Definition, 5-8
requests for support and assistance, 2-3
response management plan, 1-5, 2-3, 5-1, H-3
retrograde operations, 5-1
RUF, 5-4, 5-6, 5-8, 5-9, 5-11, A-1
rules for the use of force (RUF), 2-3
See RUF, 2-3
rules of engagement, A-1
sensitive locations, 5-16
split team operations, 5-11
split-unit operations, 5-10, 5-11, 5-19
standby missions, C-6
state-to-state agreements, 2-2
survey section, 3-2, 3-8, F-7, I-1, I-3, I-4
sustainment, 2-2, 3-3, 3-4, 3-7, 4-1, 4-2, 5-4, 5-6, 5-8, 5-9, 5-11, 5-17, E-2, F-4

T
targeted area of interest, B-3
terrorist incident, 1-1, J-1
threat, vi, 1-1, 1-2, 1-3, 1-4, 3-4, 3-8, 5-11, 5-17, 5-19, B-1, B-2, B-4, F-6, G-2, H-3, I-3, J-1
toxic industrial chemical, 1-1, I-3
toxic industrial material, vi, 5-14
training management, B-1
training plans, 3-5, C-5, D-2, E-3, F-5, G-2, H-2, I-3
transition to Title 10 USC or Title 32 USC status, 2-3
transition to Title 32 USC to Title 10 USC status, 2-3
troop leading procedures, 3-5, 3-9

U
UCS, 3-2, 3-3, 3-4, 5-10, 5-12, C-1, C-2, C-3, C-5, C-6, F-4, H-2
Unified Command Suite (UCS), 3-1
See UCS, 3-1
By order of the Secretary of the Army:

RAYMOND T. ODIERNO
General, United States Army
Chief of Staff

Official:

GERALD B. O'KEEFE
Administrative Assistant to the
Secretary of the Army
1411804

DISTRIBUTION:
Active Army, Army National Guard, and United States Army Reserve: Distributed in electronic media only (EMO).