Chemical Corps Reserve Components:

A Complementary, Not Supplementary, Force

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"The U.S. government has no higher purpose than to ensure the security of our people and preserve our democratic way of life. Terrorism directly threatens the foundations of our Nation—our people, our democratic way of life, and our economic prosperity."

—The National Strategy for Homeland Security, July 2002

New threat realities are transforming the Chemical Corps, and the Corps will play a major role in instituting the Nation's Homeland Security (HLS) Program. In today's world, the term *Global War on Terrorism (GWOT)* is almost cliché. And this trend will likely continue for decades. With the technology, training, and professional soldiers in the Chemical Corps, what other Department of Defense (DOD) agency is better-suited to plan and execute the Nation's strategy against a weapons of mass destruction (WMD) attack? Guidance from the Chief of the Chemical Corps tells us that the Corps, with all of its personnel expertise, will take the lead in WMD force protection and consequence management programs and chemical, biological, radiological, and nuclear (CBRN) military support to civil authorities. The most difficult HLS challenge is not combating specific forms of WMD or the hostile use of powerful technologies, but rather how the Corps will allocate personnel and materiel resources; define its support relationships to federal, state, and local agencies; and structure training and leader development initiatives to meet the Army and DOD domestic support roles in the defense of our families, friends, and neighbors. The Chemical Corps will likely have the dual mission of supporting contingency and HLS operations; the challenge will be to accomplish these operations without becoming a "two-track Corps." A main objective is to develop a dedicated CBRN force with the mission expertise and capabilities to support civil authorities—a force that includes structure and provides large-scale decontamination capability that includes fixed sites, terrain, personnel, and a professionally trained reserve component (RC) force. To remain a leader in CBRN response operations, domestically and abroad, the Corps must continue to integrate doctrine, organization, training, materiel, leader development, personnel, and facilities (DOTMLPF) mission capability strategies and provide soldiers and personnel in other services (active and reserve) the ability to respond to homeland defense (HLD) missions and support our combatant commanders in traditional, force projection combat operations.

Personnel perform an equipment check.

Chemical Corps Uniqueness

The Chemical Corps must take the lead in the HLD mission by supporting RC forces with its unique soldier capabilities and depth of specialized knowledge. The talent and experience that chemical soldiers and officers have in the science and behavior of CBRN threats can be mobilized to counter any contingency and operate in an operational environment dominated by science and technology. The personnel in today's Chemical Corps are

gaining the skills and knowledge to advise any leader—civilian incident commander or combat commander—in tactical operations. As combat developers, the Chemical Corps is the force behind CBRN HLS materiel requirements determination. Additionally, the Corps has been key in establishing research and development and acquisition priorities, resulting in the assignment of developmental line item numbers (LINs), basis of issue plans (BOIPs), and incremental change packages (ICPs) assigned to groups of BOIPs.

The Chemical Corps is the driving effort behind the timely force integration of the United States Northern Command (NORTHCOM); the Chemical, Biological, Radiological, Nuclear, and High-Explosive (CBRNE) Command; United States Army Reserve (USAR) chemical units; and other Title 10, United States Code (USC) assets into the National Guard (NG) Title 32, USC response and support to state civil authorities. This integration will result in shorter federal DOD response times for domestic events. Additionally, this integration merges NG CBRNE initiatives for HLS into the overall DOD activities to fight the GWOT.

The United States Army Chemical School (USACMLS) and the Chemical Corps are the premier organizations for individual DOD CBRN training and have unique facilities and technical reach-back capability not found anywhere else. The proximity of the Chemical Corps to the Military Police Corps and the Engineer Corps at Fort Leonard Wood, Missouri, provides an unrivaled ability to collaborate on mutual challenges in HLS mission areas. With the development and building of a CBRN/WMD responder training facility, the Chemical Corps will provide vital skills in CBRN response missions. The USACMLS is currently developing numerous training courses for the NG WMD–civil support teams, installation emergency responders, and future Active Army and RC organizations.

Personnel check for hazardous material.

Personnel conduct a suspect-package check.

Homeland Security Joint Operating Concept

The DOD HLS Joint Operating Concept, dated February 2004, emphasizes the criticality of preventing attacks on the homeland and lists options for mitigating the effects should these attacks occur. The concept document also highlights the need to integrate and synchronize military operations within the national security strategy construct and in coordination with other government agencies and allies of the United States. HLD missions supported by the USACMLS will involve the expertise and technology required for warfighting missions but will be applied to missions in the domestic battlespace.

Future Capabilities

There are 13 desired future capabilities identified in the HLD Joint Operating Concept that define what DOD must be able to do in order to detect, deter, prevent and, if necessary, defeat attacks on the homeland or mitigate the effects of attacks that do occur. The Chemical Corps has roles established in several of these capabilities that are specifically within the Corps' mission for domestic operations:

- Collaborate with other federal agencies.
- Conduct or facilitate vulnerability assessments.
- Encourage risk management strategies to protect against and mitigate the effects of attacks against the defense industrial base.

The protection of the defense industrial base is a DOD responsibility that is specifically stated in the National Security Strategy of the United States of America. The measure of success for the Chemical Corps in this strategic concept will be its ability to quickly translate

specific expertise and knowledge to other federal agencies with the necessary detail and understanding so that critical and timely decisions are made to protect against or mitigate the effects of attacks. Collaboration with other Army branches (medical, engineer, military police, signal) and our sister services is key to developing protective tactics, techniques, procedures, and technologies for the protection of the defense industrial base. To provide a path, the Corps must leverage the development and insights gained from force protection and installation protection programs and prepare doctrine to aid in the mitigation of the effects of simultaneous CBRNE events. And this is within the traditional expertise of the Chemical Corps—its "meat and potatoes." The new threats facing the homeland will likely involve simultaneous attacks. Our RC forces, from their dispersed locations, will be deployed to provide agent detection and assessment, quarantine, evacuation, force protection, decontamination, and medical surge operations. The RC will—

- Possess the proper equipment to conduct prolonged missions in austere contaminated environments.
- Conduct HLD and civil support (CS) operations and emergency preparedness (EP) planning activities, while operating as the lead federal agency (LFA) or providing support to an LFA, or during transfer-of-responsibility operations.
- Conduct HLD and CS operations and EP planning activities when responsibilities overlap or during the absence of the formal designation of an LFA.
- Support a prompt and coordinated federal response for HLD and CS missions and EP planning activities, and facilitate and streamline a rapid decision-making process on support relationships among agencies.

The Chemical Corps will play a significant role in preparing for HLD, CS, and EP missions to achieve these future capabilities. Again, the establishment of a CBRN/WMD responder training facility will include innovations to train and prepare our leaders to assume the LFA function (if designated by the President) or a support role in domestic operations.

As outlined in the HLS Joint Operating Concept, in order to be able to meet the HLD, CS, and EP responsibilities by 2015, the Chemical Corps must be—

- Fully integrated.
- Expeditionary.
- Networked.
- Decentralized.
- Adaptable.
- Decision-superior.
- Effective.

Chemical Corps Support to the Reserve Component

The CBRN defense capabilities the Chemical Corps provides to the Army are essential to warfighters to help federal, state, and local agencies defend the homeland. The Corps must continue to integrate the unique requirements and the traditional RC missions into its overall HLD mission. Much can be learned from these missions, which have often led the way in developing initiatives to combat and respond to acts of terrorism in the domestic battlespace.

The Army's support roles in the domestic CBRN defense mission have been derived from the foundations of the Fiscal Year 1994 National Defense Authorization Act, the Observations on the Nunn-Lugar-Domenici Domestic Preparedness Program report on combating terrorism, the Defense Against Weapons of Mass Destruction Act of 1996, executive orders, presidential decision directives, and Secretary of Defense memorandums establishing the proponency for domestic CBRNE responses. Given this history, it is clear that the CBRN proponency issue was initially assigned with a lack of understanding of the role and mission support to be provided or as a compromise to competing interests among DOD agencies. The tasks and functions performed by RC personnel are clearly within the domain of the Chemical Corps.

The Chemical Corps has outlined its support of the transformation goals of the joint and Army strategic visions. To accomplish these goals, the Corps may find it necessary to obtain the proponency for all CBRN elements operating within this domain. The consolidation of CBRN DOTMLPF functions within the Corps will focus on materiel and leadership development and produce an economy of effort across joint service programs.

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