

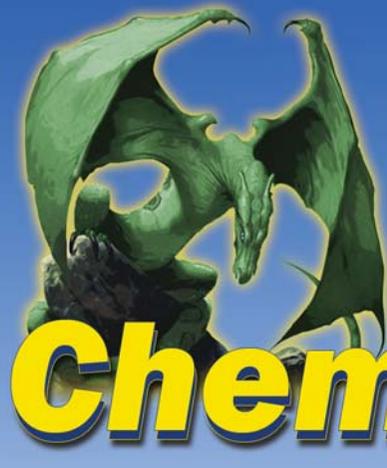
Regimental Campaign Plan

U.S. Army Chemical Corps

VISION

The Chemical Regiment is a unique, professional corps of chemical, biological, radiological, and nuclear (CBRN) warriors, world renowned in countering the entire range of CBRN threats and hazards.

Our versatile Soldiers and leaders are fully networked in the CBRN enterprise and operate in full spectrum, capable formations to protect the Nation.



U.S. Army Chemical Corps

VALUES

The Chemical Regiment is an innovative and adaptable force that is dedicated to meeting the CBRN hazmat needs of our Nation. We accomplish this by focusing on three priorities—taking care of our Soldiers, Civilians, and their Families; training as we fight; and maintaining our Regiment.

We are an enduring CBRN team that is committed to the profession of arms, Army values, Warrior Ethos, and the well-being of U.S. citizens.

We instill confidence in our national and international partners by providing credible CBRN technical expertise and remaining responsive and accountable to their needs.

We empower our people to do the right thing by encouraging candor and rewarding initiative. Although our professional CBRN family members are located in different organizations, we work together to accomplish the Chemical Corps mission.

MISSION

The Chemical Regiment conducts CBRN operations to protect national interests at home and abroad.

END STATE

The Chemical Regiment is a professional corps of CBRN warriors—the world leader for CBRN and hazmat operations. It is capable of countering the entire range of CBRN threats and hazards, is equipped with enhanced CBRN capabilities to operate across the full spectrum of conflict, and is fully networked and integrated with the CBRN enterprise to protect the Nation and meet the challenges addressed in national strategies and guidance.



Chief of Chemical's Message



The Threat

Our adversaries in the 2016–2028 time frame will possess a variety of technologically advanced CBRN agents and weapons of mass destruction (WMD) delivery means to threaten our Nation and allies. The 2010 joint operating environment identifies that future conflicts and wars may be marked by the use of nuclear or biological weapons—potentially, by peer military organizations, failing states, or nonstate actors. We cannot take this threat lightly; we must have a mind-set similar to the days immediately following 9/11. We must ensure that our Regiment is ready to protect the Nation at a moment's notice against WMD use at home or abroad. To do this, we must have a well-thought-out strategy, vision, and campaign plan to guide us to victory.

1. Be National Assets and Do What No One Else Can Do

The Nation relies on CBRN warriors to be CBRN experts—ready to serve wherever and whenever there is an event. We can do what no one else can do because we are trained and certified differently than other Soldiers. We are organized in units that are equipped to produce capabilities no other units possess, and we have access to the most specialized CBRN knowledge in the joint, interagency, intergovernmental, and multinational (JIIM) environment. CBRN warriors have been protecting the Nation at home and abroad for nearly 100 years. We are now in the second decade of calling Fort Leonard Wood “The Home of Our Regiment” and are nearing our centennial mark as a corps in 2018. We have been at war for almost a decade; and we are battle-hardened veterans who excel at accomplishing the CBRN mission and executing all other combat tasks with a high degree of professionalism, dedication, and courage. CBRN warriors have a rich combat history that spans from World War I, World War II, the Korean War, the Vietnam War, the Gulf War (Operations Desert Shield and Desert Storm), and the War on Terrorism (Operations Enduring Freedom, Iraqi Freedom, and New Dawn) to this very day. We are a small branch of warriors who have an extremely large mission set, as indicated in our National Security and National Defense Strategies.

2. Transform the Regiment in Capability and Force Structure

The 2010 Quadrennial Defense Review states, “As the ability to create and employ [WMDs] spreads globally, so must our combined efforts to detect, interdict, and contain the effects of these weapons.”

In recent years, we have lost force structure and billets through the Total Army Analysis process, largely due to the fact that we do not deploy as whole formations. This process has reduced our overall capability, and we must do everything within our power to maintain the CBRN capability and force structure to conduct full spectrum CBRN operations.

The Army is currently rebalancing after nearly 10 years of war. I want to come out on top of this process and enhance the Regiment each time we participate in the Total Army Analysis process. To get this right, we must be aware of critical decision timelines and be proactive in hitting the target at the right time and place to ensure our success.

3. Publicize the Regiment Across the Army and JIIM and to Future CBRN Warriors

We must develop more ingenious and creative ways of articulating the strategic and operational value of our branch to senior leaders who make decisions on budgets and force structures within and beyond the Department of Defense. We must use the National Security and National Defense Strategies to justify our expansion in capability. Timing is paramount in this process. Likewise, we must sell the branch to the rest of the Army. We must have a marketing strategy to recruit the best and brightest future CBRN warriors and grow them for increasing responsibilities for service to the Nation. We must target science, technology, engineering, and mathematics majors in college for future officers. I expect first-class marketing tools and brochures for display booths at every venue event, whether it be a recruiting station, a West Point tailgate, Reserve Officers' Training Corps Warrior Forge, or an Association of the U.S. Army event. All CBRN leaders share in the responsibility of ensuring that our Regiment is well represented in their respective duty positions and local communities. We must have the proper displays and the right individuals present to proudly highlight the strengths of our Regiment.

Chief of Chemical's Message *(continued)*



4. Train Adaptive Leaders, and Produce the Best CBRN Warrior Possible

We must train adaptive leaders, following the guidance set forth in the U.S. Army Training and Doctrine Command (TRADOC) and Maneuver Support Center of Excellence (MSCoE) campaign plans. We must implement the Army Leader Development Strategy for all Soldiers attending our courses here at Fort Leonard Wood. We must provide all members of the Regiment with the most current doctrine and lessons learned from the field. As for initial military training, we must produce the best CBRN warriors. Gaining units can expect U.S. Army Chemical, Biological, Radiological, and Nuclear School (USACBRNS) Soldiers to be indoctrinated in basic Army skills, imbued with Army values, and trained with a baseline proficiency in military occupational skill 74D. We must execute innovative training and exploit the full capacity of our premier training facilities—the First Lieutenant Joseph Terry CBRN Responder Training Facility and the Chemical Defense Training Facility—as we continually evolve to support the training requirements of our CBRN warriors and their leader development.

5. Conduct Homeland Defense/Civil Support Operations

The Strategy for Homeland Defense and Civil Support states, “The Department of Defense must be able to conduct major operations in a CBRNE [chemical, biological, radiological, nuclear, and high-yield explosives] environment. U.S. military forces organize, train, and equip to operate in contaminated environments, as well as manage the consequences of CBRNE incidents, on a level unmatched by any other single domestic agency or international partner.” We must function as one team with our Headquarters, Department of the Army (DA), G-3/5/7/8; the National Guard Bureau; U.S. Army Forces Command; U.S. Army North; and TRADOC/MSCoE partners in the CBRN response enterprise for full operational capability. The USACBRNS Homeland Defense/Civil Support Office has made significant strides in this critical mission area, and their concept plan was recently approved by Headquarters, DA. The Homeland Defense/Civil Support Office will continue to synchronize this effort for TRADOC and the Army.

6. Lead and Expand the CBRN Enterprise and Team With Our Partners

The CBRN enterprise includes our CBRN joint, interagency, intergovernmental, and multinational—industry and academia (JIIM-IA) partners. We must encourage our leaders to integrate functions to effectively and efficiently generate trained and ready forces for combatant commanders. The Nation, the Army, and the Regiment benefit if combating-WMD organizations, agencies, international partners, industry, and academia cross-talk and share information and resources with one another. The teaming with Dugway Proving Ground is a great example of the enterprise at its best; we shared resources to train recent CBRN Captains’ Career Course classes. Another example is the Joint Senior Leader’s Course, where the USACBRNS teamed with the Joint Requirements Office to bring in key leaders from across the joint force to discuss counter-WMD-related issues. As the commandant, I will participate in the counter-WMD Community of Interest and the Joint Program Executive Office for Chemical Biological Defense quarterly meetings and will remain engaged in the Joint Capabilities Integration and Development System process for our warfighting capabilities.

7. Support the Warfight

Our Regiment must provide combatant commanders with the best-trained, best-equipped CBRN personnel and units in order to protect the Nation at home and abroad. The entire Regiment stands ready to meet operational requirements today and for years to come as we continue to serve our Nation under conditions of uncertainty and complexity in an era of persistent conflict.

Elementis, Regamus, Proelium!

Campaign Plan L

LOE 1: The Corps as a Profession

- **Build strong people.** The goal is to provide the operational force with Soldiers and leaders who are grounded in our values; have the foundational skills of our profession; and have a basic understanding of fitness, nutrition, and resilience. We must build strong people in mind, body, heart, and spirit:
 - **Mind.** Soldiers who have been given the coping skills to resolve their own issues are Soldiers who are able to take better care of themselves, their Families, and their battle buddies. As leaders, we need to ensure that our Soldiers know what resources are available for them.
 - **Body.** No matter what type of environment we are in, we must maintain physical fitness. We must continue to stress the importance of good nutritional habits and strive to have a healthy body that is ready to take us wherever we need to go.
 - **Heart.** We must continue to work on mentorship programs and leader professional development programs. If we possess the requisite knowledge and understanding, we are more prepared and motivated to take a courageous step forward and take charge whenever necessary.
 - **Spirit.** A healthy, resilient human spirit is cultivated by pursuing faith and family, self-reflection, personal growth, integrity in all aspects of life, and a commitment to the Army as a community to which each Soldier belongs.
- **Establish and maintain a world-class CBRN community.** To facilitate reaching our goal, current recruitment and retention priorities must be constantly revised. By having the right people in the right jobs, we will enhance our ability to protect the force. The CBRN community includes—
 - **Officers.** The CBRN officer is educated in the science, engineering, technology, and math disciplines and is equipped to provide immediate technical assessments and tactical recommendations to commanders. Leadership is, and will continue to be, the mainstay of a CBRN officer.
 - **Warrant officers.** As the subject matter expert on the full range of CBRN operations and hazards, the CBRN warrant officer is ready to provide in-depth technical and tactical advice to commanders. Only the most qualified leaders are selected to undertake this mission.
 - **Noncommissioned officers.** The CBRN noncommissioned officer is a multiskilled leader who is capable of technical and tactical expertise across all CBRN threats and hazards. CBRN noncommissioned officers must possess the training and experience that enables them to be subject matter experts on all facets of CBRN operations.
- **Retain quality people.** While the Regiment is unable to oversee every individual assignment in a Soldier's career, we can work with the Human Resources Command to influence career progression through DA Pamphlet (Pam) 600-3 (*Commissioned Officer Professional Development and Career Management*), DA Pam 600-25 (*U.S. Army Noncommissioned Officer Professional Development Guide*), and DA Pam 611-21 (*Military Occupational Classification and Structure*), as we strive to maintain professional development models with goals that are achievable by all CBRN Soldiers. Our goal is to retain the very best personnel.
- **Enhance the sense of Regiment.** CBRN warriors are tasked to do a lot of things that are not CBRN-related. We should always remember that we are CBRN Soldiers first and foremost; and when an incident happens, commanders look to us to provide answers. It is our responsibility to educate others on our capabilities and to promote the Regiment. We do this by telling others what we do—through briefings, professional literature, articles, displays, videos, and a variety of other creative methods. As the commandant, I encourage you to participate in ceremonies and events that involve the Regiment at every opportunity possible. For example, CBRN warrior graduations, Regimental induction ceremonies, Regimental Week, best CBRN warrior competitions, the Siebert Award competition, and a variety of other Chemical Regiment social events are held throughout the year. Discover what the Chemical Corps Regimental Association does for our Soldiers and their Families, and then participate in and support those activities.
- **Advance the CBRN enterprise.** The CBRN enterprise is comprised of our partners in the CBRN JIIM-IA community. The CBRN enterprise is an approach that takes a holistic view of sharing information, resources, and expertise to benefit the community and, ultimately, the Nation and our allies in CBRN defense. The advance of the CBRN enterprise is a campaign plan objective that crosses, and is applicable to, all Regimental Campaign Plan LOEs.



Lines of Effort (LOE)

LOE 2: CBRN Warrior Training

- **Basic combat training.** Continue the implementation of smart training in basic combat training battalions to build resiliency across all units and enhance the overall quality of training and instruction for the initial military training Soldier. Review and revise our input to the new basic combat training programs of instruction and basic rifle marksmanship and advanced rifle marksmanship strategies. These new strategies are critical to the way we produce warriors and improve the force.
- **Basic Officer Leader Course, Warrant Officer Basic Course, and advanced individual training.** The USACBRNS will form a working group and conduct a review of the Basic Officer Leader Course, Warrant Officer Basic Course, and advanced individual training programs of instruction over the next year to ensure that all programs of instruction reflect current occupational requirements and implement the U.S. Army Leader Development Strategy, the Army Learning Concept, and the Army Training Concept.
- **Competencies for CBRN Soldiers.** Establish the basic requirements for the foundational competencies required for CBRN Soldiers, as related to the full spectrum of CBRN operations.
- **One Army School System.** Make the One Army School System a pivotal component of all CBRN-specific initial military training.
- **Initial military training.** Synchronize initial military training with operational training and self-development domains. Initial military training is a rigorous, foundational learning experience that combines indoctrination into the Army culture (values, character, and the Warrior Ethos) with basic skills training, comprehensive fitness, and specialized CBRN foundational skills and knowledge. It is here that the USACBRNS instills a lifelong learning mind-set in Soldiers, which empowers them to take responsibility for their professional development. The school maintains flexibility to adapt learning to meet operational demands via emerging and relevant techniques described in the Army Learning Concept and the Army Training Concept.

LOE 3: CBRN Leader Development

- **Leader development.** Develop a concept across the Regiment for a synchronized professional military and civilian education program that is built on a strong foundation of technical competency and includes opportunities for the integration of leader development through officer, noncommissioned officer, and civilian education.
- **Functional training.** Review, develop, and implement specialized training in support of “just in time” competencies and Army force generation. Become the institution of choice for specialized CBRN training (joint and multiservice). Initiate actions that would increase the rigor and relevancy of functional courseware.
- **Collective and unit training.** Develop and support doctrinally correct CBRN unit training requirements and standards by—
 - Updating all modified table of organization and equipment-based combined arms training strategies and associated unit task lists by the end of fiscal year 2011. Ensure that there are no combined arms training strategy products dated earlier than fiscal year 2009.
 - Developing a plan to attend and support unit training exercises.
 - Revising unit event menu matrices to support Army force generation for the CBRNE operational headquarters and CBRN brigades no later than 30 September 2011.
 - Transitioning all development data from the Automated Systems Approach to Training to the Training Development Capability.
- **Knowledge management and lessons learned.** Implement and integrate knowledge management into the institutional, operational, and self-development domains. Develop/socialize lessons learned. As the Regiment transforms, it is essential that Soldiers stay current in the field. They need to understand structure changes and new capabilities that result from fielding new equipment. We must share experiences and ideas as we work to improve the capabilities of the Regiment. Provide direct support for key Army Learning Concept 2015 initiatives. Use the warfighter forum to engage the CBRN enterprise in professional discussions and answer requests for information from the field. Collect and analyze lessons learned to provide timely feedback to our CBRN units, the Army, and the entire CBRN enterprise.
- **USACBRNS enabling imperatives.**
 - Increase USACBRNS and Regimental capacity and capability through the development of an enterprise approach to counter-WMD and partnering activities. Maximize the capability of our CBRN enterprise partners to enhance USACBRNS instructor competencies.
 - Develop a strategy to support and implement Chief of Staff, Army; TRADOC; MSCoE; and USACBRNS Commandant strategies/mandates—such as various campaign plans, the Army Leader Development Strategy, the Army Learning Concept, and the Army Training Concept. Provide a quarterly update on the progress made to implement the Army Learning Concept action plan.

ts), Strategic Goals

LOE 4: CBRN Capabilities

- **Identify CBRN-required capabilities.**
 - Identify required CBRN capabilities for the Army, joint services, and interagencies to support full spectrum operations in the joint operational environment. Synchronize efforts to realize resource-informed and outcome-based solutions.
 - Identify CBRN-required capabilities according to the Army Capstone Concept; the Army Operating Concept; Army functional concepts for mission command, fires, movement and maneuver, protection, intelligence, and sustainment; Field Manual (FM) 3-11 (*Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical Defense Operations*); and contingency and implementation plans.
 - Provide doctrine, organization, training, materiel, leadership, education, personnel, and facilities (DOTMLPF) integration and synchronization according to Army Regulation (AR) 5-22 (*The Army Force Modernization Proponent System*) for CBRN and WMD consequence management, passive defense, and WMD elimination and for the support of security cooperation, threat reduction, WMD interdiction, WMD offensive operations, and active defense.
 - Provide the baseline for the DOTMLPF integration of our capabilities and capacities to execute all subtasks and additional requirements identified by CBRN forces and staff elements according to Army Tasks 6.9 (*Conduct Chemical, Biological, Radiological, and Nuclear Operations*) and 1.8 (*Employ Obscurants*), FM 7-15 (*The Army Universal Task List*).
- **Identify and prioritize gaps and shortcomings.**
 - Utilize DOTMLPF assessments, and perform experiments to identify potential DOTMLPF solutions.
 - Integrate experimental results from exercises conducted by other services, combatant commands, major subordinate commands, combat training centers, and allies.
- **Develop and update doctrine and tactics, techniques, and procedures.** Develop and update doctrine and tactics, techniques, and procedures in line with emerging joint, multi-Service, and Army doctrine to support and accomplish our core CBRN operational tasks.
- **Synchronize material and organizational conceptual solutions with the Total Army Analysis and program objective memorandum processes.** Integrate the concept capability plan, capabilities-based assessment, and experimental solutions that meet critical-mission, enduring requirements which are identified during other functional studies, projects, and experiments.
- **Develop an integrated homeland defense force that supports consequence management.**
 - Ensure that future DOTMLPF solutions meet CBRN response enterprise requirements.
 - Synchronize USACBRNS efforts to support fielded systems that enable the CBRN response enterprise to perform its missions.
 - Support the development of an integrated homeland defense force that supports consequence management.
 - Support the development of new homeland defense/civil support vignettes that challenge leaders.



3, and Objectives

LOE 5: CBRN Operations

- **Support WMD proliferation prevention.** WMD proliferation prevention employs tactical-level capabilities to support operational and strategic nonproliferation objectives for countering WMD. Proliferation prevention includes military engagements and security cooperation and deterrence.
- **Conduct WMD counterforce operations.** WMD counterforce is a tactical objective to defeat the full range of CBRN threats before they can be employed as weapons.
 - **Conduct WMD interdiction operations.** This includes operations to track, intercept, search, divert, seize, or otherwise stop the transit of WMDs; their delivery systems; and related materials, technologies, and expertise.
 - **Conduct WMD offensive operations.** This includes actions to disrupt, neutralize, or destroy a WMD threat before it can be used or to deter the subsequent use of a WMD.
 - **Conduct WMD elimination operations.** This includes actions undertaken in a hostile or uncertain environment to systematically locate, characterize, secure, disable, or destroy WMD programs and related capabilities.
 - **Isolate WMD sites.** This includes the isolation of suspected WMD sites, material, equipment, and/or personnel to ensure that suspected sites and materials are secure to prevent the possible proliferation, pilfering, or destruction of potential forensic evidence. It also includes the detention of personnel and the prevention of dispersion, contamination, or collateral effects due to the release of dangerous WMD materials or agents.
 - **Exploit WMD sites.** This includes actions to preserve, characterize, disable/neutralize, or render safe an adversary's WMDs and related material, equipment, personnel, and infrastructure.
 - **Perform WMD program destruction activities.** This includes actions at the tactical level to destroy, dismantle, remove, transfer, or otherwise dispose of an adversary's WMDs and related material, equipment, personnel, and infrastructure.
 - **Support WMD monitoring and redirection activities.** This includes actions to convert WMD programs, personnel, sites, and facilities to prevent the transfer, reconstitution, or misuse of residual, dual-use capabilities.
- **Conduct CBRN defense.** CBRN defense includes measures taken to minimize or negate the vulnerabilities and effects of a CBRN incident. It employs both active and passive CBRN capabilities.
- **Conduct CBRN consequence management operations.** This comprises the consequence management actions taken to plan and prepare for, respond to, and recover from CBRN incidents that require force and resource allocation beyond passive defense capabilities.
 - **Respond to CBRN incidents.** CBRN response addresses the short-term, direct effects of a CBRN incident. The major functions performed by response units are safeguarding lives, preserving health and safety, securing and eliminating the hazard, protecting property, preventing further damage to the environment, and maintaining public confidence in the government's ability to respond to a CBRN incident.
 - **Support CBRN incident recovery.** CBRN recovery operations occur within the context of consequence management and include those actions taken to maintain or restore essential services and to manage and mitigate the consequences resulting from a CBRN incident, including the treatment and decontamination of mass casualties and the processing of contaminated remains.
- **Provide CBRN technical expertise.** Technical CBRN expertise allows commanders to make informed decisions regarding the use of WMD counterforce, CBRN defense, and CBRN consequence management capabilities. These tasks include CBRN threat assessments, CBRN vulnerability assessments, CBRN hazard modeling, CBRN warning and reporting, and WMD forensic analysis—including their integration with medical and health surveillance, casualty management, mortuary affairs, laboratory analysis, and preventive medicine.

