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U.S. ARMY CHEMICAL, BIOLOGICAL, RADIOLOGICAL,
AND NUCLEAR SCHOOL
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ATSN-CM

01 October 2019

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: United States Army Chemical, Biological, Radiological and Nuclear School (USACBRNS) Commandant Guidance Fiscal Year 2020 (FY20)

1. (U) **Overview.** The FY20 Commandant's Guidance provides the USACBRNS staff and Directorates, 3^d CM BDE, and DOTMLPF domain leads updated guidance and priorities for FY20. The foundational components of this document are my FY20 priorities and enduring priorities, feedback from across the Regiment, and assessments from the FY19 Commandant's Guidance. It aligns and complements guidance, priorities, and intent from the Maneuver Support Center of Excellence (MSCoE), the Combined Arms Center, Training and Doctrine Command (TRADOC), and Headquarters, Department of the Army. The guidance enables us to support TRADOC's mission to recruit, train, educate, and improve America's Army and remain nested within the Chief of Staff of the Army priorities of people, readiness, modernization, and reform. Successfully executing the FY20 guidance and achieving its objectives will ensure the Chemical Corps and our Army is ready to execute our mission and fight, operate, and win in a complex CBRN environment.

a. FY20 Priorities:

- (1) CBRN reconnaissance & surveillance and integrated early warning
- (2) Contamination Mitigation

b. Enduring Priorities:

- (1) Care for our profession (personal and professional growth)
- (2) Train CBRN Soldiers, units, and staffs.
- (3) Develop Chemical Corps leaders in support of the fight
- (4) Posture (modernize) CBRN defense capabilities for the fight.

2. (U) **Commandant's Vision.** As a learning organization, USACBRNS exercises disciplined initiatives through a cohesive approach to develop and deliver to the Army the best Dragon Soldiers, America's CBRN counterforce. We are world leaders in countering weapons of mass destruction (WMD), enabling expeditionary movement and maneuver,

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and protecting the homeland. In FY20, we will develop solutions across DOTMLPF that will ensure survivability and enable freedom of actions in the complex CBRN environment. We will create capabilities and train to assess CBRN threats and hazards to gain real-time understanding, protect against CBRN incidents to achieve inherent survivability, and mitigate the consequences of CBRN hazards. The USACBRNS will support the Army in posturing to fight and win in a CBRN environment; we will continue to design, acquire, and build the Army's future CBRN capability and constantly improve it using the DOTMLPF process.

3. (U) Chemical Corps Regiment / USACBRNS FY20 Focus. Our focus for FY20 remains on developing CBRN combined arms solutions and modernization strategies to win in large-scale combat operations (LSCO) against peer threats in CBRN environments. In support of the Army, the Joint Force, and Multi-national efforts, we are changing the paradigm of CBRN operations, providing decision space for commanders, protecting the force through leadership and materiel and non-materiel solutions, and enabling movement and maneuver to retain freedom of action in order to fight and win on future battlefields. The USACBRNS will focus efforts on my two FY20 priorities and four enduring priorities utilizing the DOTMLPF process. Maintaining focus on our FY20 priorities and enduring priorities will posture the Chemical Corps to fight and win in a CBRN environment through aligning of CM forces with the future Multi-Domain Operations (MDO) capable force of 2028 and the MDO ready force of 2035. One day in the near future, Dragon Soldiers will be launching unmanned aerial systems and exploring numerous ways to more quickly and effectively mitigate hazards. Today, we are ready. Tomorrow, we will be better.

a. Central to our focus are our Branch Proponent roles and responsibilities and our responsibilities as the MSCoE-lead for the Army's CBRN programs. We will work with partners at MSCoE and CDID to identify requirements and develop and implement solutions, and assist in the development of the Protection Functional Concept and follow on Operational and Organizational documents. Having clarity on the Army priorities and how the Chemical Corps supports these priorities is a critical component to maintaining our readiness. I will now briefly mention four points to help direct and maintain our focus as we move forward in alignment together as part of the larger Army team.

(1) Large-Scale Combat Operations (LSCO). While the intent is to achieve and maintain peace, we must be ready for war. We must sustain military engagements, security cooperation, and assist with deterrence. The Chemical Corps exists to enable movement and maneuver to conduct LSCO in a CBRN environment. Friendly forces must retain freedom of action and be capable of employing the full breadth of capabilities within complex battlefield conditions, including CBRN environments.

(2) Multi-Domain Operations (MDO). The premise behind the new idea is based on the objectives of gaining "Real Time Understanding", "Inherent Survivability", and "Negate Hazard Effects" when addressing direct and indirect effects of CBRN threats as envisioned in Multi Domain Operations (MDO). The new approach is aimed at developing a cultural shift in the mindset of operations in a CBRN environment. The goal is to

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develop capabilities that allow warfighters to react faster, operate more freely, use less resources, and achieve dispersed autonomy (See Enclosure 6 Contamination Mitigation White Paper). Success in this venture will provide a level of overmatch in CBRN responsiveness that will allow the U.S. Army to exploit the enemy's use of WMDs, obtaining positions of relative advantage, while negating the hazardous effects to the operational environment.

(3) Army Modernization Strategy. This strategy defined six priorities (long-range precision fires, next generation combat vehicles, future vertical lift, Army network, air and missile defense, and Soldier lethality). It also redefined how we pursue capability development with cross functional teams (CFT) and increased integration with industry in order to deliver combat capability more effectively and faster to the Soldier. CBRN considerations permeate all six of these priorities.

(4) CBRN Future Modernization Strategy. Our strategy recognizes the implications of the Army Modernization Strategy and internalizes the directives to attain capabilities and infuses our CBRN core function of assess, protect, and mitigate.

- (a) Assess CBRN threats and hazards to gain real time understanding.
- (b) Protect against CBRN incidents to achieve inherent survivability.
- (c) Mitigate the consequences of CBRN hazards to negate hazard effects.

b. I acknowledge the Army priorities are people, readiness, modernization, and reform. My two FY20 priorities and four enduring priorities will maintain our focus on developing CBRN combined arms solutions and modernization strategies while meeting our near term and long term goals.

(1) Near term goals. Our near term goals include: a force design update which will establish the groundwork for a component restructuring and equipment transition to provide a fixed site terrain decon capability in COMPO 1 and Army prepositioned stocks in order to maintain access to our sea and air ports of debarkation in the opening hours and days of a campaign; and, continue to integrate 74Ds back into BCTs.

(2) Long term goals. Our long term goals include building an organic crew level hazard mitigation capability and procedures that allow first line leaders to assess and mitigate contamination at the lowest level, focused on reducing risk to their squads and crews without reliance on CBRN enablers. For the CBRN enablers, the focus is on developing automated and waterless mitigation capabilities to reduce the logistical burden and increase responsiveness of our CBRN units. This includes autonomous/semi-autonomous mitigation capability to expeditiously reduce contamination on fixed sites and key terrain to ensure freedom of movement.

4. (U) FY20 Priority #1: CBRN Reconnaissance & Surveillance and Integrated Early Warning. At the forefront of our materiel efforts is the NBCRV sensor suite upgrade. This

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upgrade improves on every sensor, increases operational readiness rates, and significantly increases the standoff range by not only improving currently existing sensors, but also integrating unmanned aircraft systems (UAS) and unmanned ground vehicle (UGV) capabilities onto the platform. We expect the first platoon to be equipped in 4QFY22 with an initial operational capability of up to 60 systems by FY26. The completion of the following key tasks are essential to the realization of FY20 priority #1:

a. Materiel.

(1) Our main effort is to develop Capability Set 2 encompassing the entire update of sensors and their first test during JWA 20 (APR - MAY 20). The full demonstration of the system will occur during the system's operational test in 4QFY20. This effort will provide a capability for the NBCRV SSU in 2024 and path forward for the next generation CBRN recon platform to evolve with the Next Generation Combat Vehicle (NGCV) and the Remotely Controlled Vehicle (RCV).

(2) Partner directly with the Soldier Lethality, RCV, and NGCV Cross-Functional Team (CFT) teams to develop integrated CBRN defense capability for survivability of their personnel and platforms (e.g., sensors, monitors, Personal Protective Equipment (PPE), etc.). Continue to plan future CBRN operations materiel capability in coordination with TRADOC Capability Manager (TCM)-Armored Brigade Combat Team (ABCT) and TCM-Stryker Brigade Combat Team (SBCT) (Maneuver Center of Excellence) along with Aviation Center of Excellence (AVCoE) concepts teams to ensure freedom of action for maneuver formations.

b. Doctrine. Complete revision of ATP 3-11.37, CBRN Reconnaissance and Surveillance to realign with FM 3-0 and FM 3-11 and focus on LSCO.

c. Concepts/Experimentation.

(1) Continue with the R&S – IEW Integrated Working Group to integrate DOTMLPF-P efforts IOT refine requirements and solutions for the force. Incorporate next generation reconnaissance in Joint Warfighting Assessment (JWA) 20 to gain lessons learned for assess and mitigate strategies. Focus S&T (DTRA JSTO/Army) and experimentation efforts that encapsulates the Force Modernization strategy and aligns those efforts with sensors fitting the vision for 2028 and 2035 with the NGCV and RCV. Finally, continue to work with all domains as part of the NBCRV SSU TTX to validate the overall COE thereby aligning the best solution sets for the system.

(2). In support of the Commandant's role as the Joint Capability Developer for Experimentation, we will plan, synchronize, and coordinate experiments and demonstrations with prototypes to put technology in the hands of the Soldier. We need to accelerate requirements development through early prototyping and advanced capability demonstrations, fail early and cheaply, and increase learning with operational inputs.

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5. (U) FY20 Priority #2: Contamination Mitigation. Under contamination mitigation, through several recent experiments and exercises, we have established that we must integrate and leverage advancements in assessment and protection to modernize contamination mitigation. I have signed the Interdependent Contamination Mitigation White Paper that is serving as the conceptual framework to help guide modernization of this capability and establishes three objectives: gain real time understanding, establish inherent protection, and negate hazard effects. The completion of the following key tasks are essential to the realization of FY20 priority #2.

a. Materiel.

(1) Continue experimentation of Uniformed Integrated Protective Ensemble (UIPE) Land Variant candidates to down select a candidate for advanced development and testing NLT 2QFY20. Continue to support field testing of the UIPE prototype internally at the MSCoE and with partner COEs (i.e. MCoE) in order to identify the best performing design and obtain a range of user input to influence future designs. The UIPE Land Variant is currently scheduled to replace the JSLIST beginning 1QFY23.

(2) Enhance current contamination mitigation capability by fielding Joint General Purpose Decontaminant (JGPD) to the force being 1Q20. Further enhance contamination mitigation capabilities by fielding Contamination Indication Decontamination Assurance System (CIDAS) Small Scale Applicator kit release to the force 2QFY20.

(3) Support efficacy testing of the Tactical Decontamination process to inform a decision to develop and field a tactical decontamination Set, Kit Outfit (SKO) for release to the force. Continue to explore future mitigation capability that reduces reliance on water and material resources and leverages autonomous platforms.

(4) Continue to explore future mitigation capabilities through multiple Joint Analysis of Alternatives (AoAs) focused on enhancing capabilities and reducing logistics, particularly reliance on a water.

b. Doctrine. Revise ATP 3-11.32, CBRN Passive Defense (2016) to realign with FM 3-11 and focus on LSCO.

c. Concepts/Experimentation. Continue with the Interdependent Contamination Mitigation Integrated Working Group to integrate DOTMLPF-P efforts IOT refine requirements and solutions for the force.

6. (U) Enduring Priority #1: Care for our people (personal and professional growth). Our greatest strength are our people. The USACBRNS Soldiers, Civilians, and Family members are at the core of everything we do. We must take care of our people and treat each other with dignity and respect. The completion of the following key tasks are essential to the realization of enduring priority #1:

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a. Personnel - Focus placement of officers and NCOs into positions that will build foundational expertise in LSCO.

(1) The Personnel Development Office (PDO) will continue to work the HQDA directed Enlisted Grade Plate Review of MTOE, TDA, SOF, and Joint/Defense organizations in order to ensure we achieve the correct balance in the enlisted cohort while enabling readiness across the Army.

(2) Place talented company and field grade officers in the following positions to build readiness: Small Group Lead Instructors at Captains Career Course, Basic Officer Leader Course instructors, Warrant Officer Lead Instructors for the Warrant Officer Basic and Advance Course, Combined Training Center Observer Coach Trainers (OC-Ts), Mission Command Training Program OC-Ts, Intermediate Level Education (ILE) instructors, Active Component/Reserve Component, and ILE department heads and United States Military Academy instructors.

(3) The PDO will conduct a complete review of DA PAM 600-3 and deliver recommended updates NLT 01 JUL 20 in order to ensure we have the right development strategy for our officers and remain consistent with the Army Talent Alignment Program.

(4) Conduct a review of Chemical Corps Warrant Officer positions at echelons above brigade NLT 30 NOV 19. Determine the required capability, skill set and knowledge and provide this feedback to DOT&LD and OTD for development of Warrant Officer Courses.

(5) The PDO will re-examine manning guidance, assist HRC to equip our forces with talent in positions to support LSCO, and assist HRC in placing the best company commanders at CTCs and as SGLs.

(6) The PDO will coordinate the Best CBRN Warrior Competition (BCWC) approval process for 3rd CM BDE execution in 3QFY20 in order to highlight those in our Corps who demonstrate superior CBRN skills, physical fitness, and leadership.

(7) We will celebrate the 102nd anniversary of the Chemical Corps during the final week of JUN 20. We will develop a session for our partners in industry to review and share the wide range of equipment designed to support Soldiers operating in a complex CBRN environment.

(8) Develop new Training With Industry (TWI) opportunities for CM Officers, Warrant Officers, and NCOs. Our current initiative is focused on establishing/building a program with Dugway Proving Ground and it is in the initial development stage.

(9) The USACBRNS will again participate in the Cadet Troop Leader Training (CTLT) program during 4QFY20. NLT nine weeks from execution, PDO will develop a plan to expose these cadets to the best training and experiences the USACBRNS has to offer. Coordinate with DOT&LD to modify the CTLT CBRN lane.

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(10) PDO will help shape engagements with cadets at commissioning sources in venues such as the CBRN Lane at Cadet Summer Training, USMA Branch Week, and Cadet Command branch displays. We must tell our story to assess the best officers.

b. Readiness.

(1) The USACBRNS will increase focus on All Things Europe working groups to ensure the CBRN Enterprise is best postured to support global operations.

(2) Ensure CBRNS Soldiers maintain deployable status and are prepared to return to the operational force. Units will achieve and remain below 2% MRC4.

7. (U) Enduring Priority #2: Train CBRN Soldiers, units and staffs. Enable the execution of TRADOC's mission to recruit, train, educate, and improve America's Army through realistic and rigorous individual, functional, and collective training to achieve and sustain the United States Army Chemical Corps. The completion of the following key tasks are essential to the realization of enduring priority #2:

b. Training.

(1) Continue to change the Army's warfighting culture from limited contingency operations to large-scale combat with FM 3-0 and 3-11 serving as guiding documents.

(2) NLT 1QFY20, update the CBRN Regimental Training Strategy.

(3) Complete Officer (WOBC, WOAC, CBOLC and CCC) and NCO (ALC and SLC) corps curriculum updates based on FY19 CTSSBs and revise and implement new lesson plans by end of 4QFY20.

(4) Continue to develop and refine our Officer PME. Utilize the expanded course growth for WOBC/WOAC to focus on deepening subject matter expertise in core operational skillsets.

(5) Increase opportunities for practical application of course materials in CBRN BOLC and C3 and complete the transition to large-scale combat warfighting vignette/scenario case study-based instruction while continuing to increase physical rigor in PME.

(6) Develop and implement plans to replicate training scenarios and expertise formally resident at Dugway Proving Ground (DPG).

(7) NLT 2QFY20, pilot detector mockups and device emulators to increase student engagement.

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(8) NLT 4QFY20, begin designing plans to develop virtual and mixed reality training environments that immerse users in fully artificial and digital CBRN conditions. Engage the Army Future Command Synthetic Training Environment Cross Functional Teams (AFC STE CFT) to ensure CBRN equities are being incorporated into broader Army programs.

(9) CY 2020 is an accreditation year. Develop activities and milestones to prepare for a successful accreditation: conduct assessments and submit required accreditation documents to TRADOC NLT 03 OCT 19. Inspection occurs 6-10 Apr 2020.

(10) Ensure the success of the TRADOC IET pilot program that began in 1QFY19.

(11) Conduct at a minimum, quarterly executive level meetings (Assistant Commandant, Deputy Commandant and 3rd Chemical Brigade Commander) to review the spending glide path for the FY and account for major fluctuations. Submit FY20 Acquisition Plan to MSCoE NLT 31 OCT 19.

(12) Homeland Defense and Civil Support Office will continue to refine individual training courses for Technical Support Forces allocated to the CBRN Response Enterprise. HD/CSO will provide course offerings which ensure timely completion of individual training requirements as part of their overall training strategy to achieve readiness and assume mission on 1 June 2020. Prepare for CY20 Accreditation ICW MSCoE and USACBRNS leadership.

(13) Develop activities and milestones to prepare for a successful Department of the Army Inspector General Chemical Surety Inspection. Inspection occurs 16-20 March 2020.

c. Facilities.

(1) Complete the large-scale production facility to support realistic training and increased intellectual rigor in our courses.

(2) Begin coordination to construct a decontamination facility at Fort Leonard Wood.

8. (U) Enduring Priority #3: Develop Chemical Corps leaders in support of the fight. Educate and develop expert professional CBRN Soldiers, Army Civilians, and leaders that are ready, postured to respond to crisis, and execute contingency and LSCO. The completion of the following key tasks are essential to the realization of enduring priority #3:

(a) Doctrine. Revise ATP 3-90.40, Combined Arms Countering Weapons of Mass Destruction (Jun 2017) based upon updated U.S. National Strategy for CWMD Terrorism and the pending release of JP 3-40.

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(b) Concepts/Experimentation. Continue to leverage lessons learned from the Combined Arms Maneuver in a Contaminated Operating Environment (CAMCOE) and the Marine Air Ground Task Force (MAGTF) Tactical Operations Center Exercise (TOCEX) exercises to identify and refine capability gaps throughout the Army's Campaign of Learning. Plan and execute follow on studies and experiments to advance our understanding of CBRN operations capability gaps in executing LSCO.

(c) Leader Development / Education.

(1) Continue to build maneuver expertise by partnering with MCOE on officer exchanges, FTX development, CBRN integration and obtaining Army Reconnaissance Course, Reconnaissance Surveillance Leaders Course, and Ranger School slots.

(2) Reinvigorate Project Warrior and look for opportunities to send select CBOLC Officers for a 10-day leader development internship at CTCs.

(3) Continue the pre-Ranger training program that prepares our most qualified CBRN Lieutenants and AIT Students for attendance to Small Unit Ranger Tactics, Ranger Assessment and Selection Program, Ranger Training and Assessment Course and Ranger School.

(4) Identify individuals now to compete in the next Best Ranger Competition.

(5) Complete the transition of PCC to warfighting readiness by focusing on LSCO. Integrate large-scale combat warfighting vignette/scenarios and develop discussions as the primary mode of delivery. Develop case studies that emphasize doctrine, historical vignettes and scenarios so attendees are prepared to contribute in an adult learning environment that is engaging and thought-provoking.

(6) Create an updated Commandant's Reading Program to engage the younger leader to read professional development books. The Chief of Staff, DOT/LD, and OTD collaborate on creating a website with inspirational social media clips that are connected to a recommended reading and discussion guide to support leader development programs.

9. (U) Enduring Priority #4: Posture and modernize CBRN defense capabilities for the fight. The USACBRNS will support the CM Corps modernization strategy utilizing the DOTMLPF process to attain training capabilities focused on our CBRN core functions of assess, protect, and mitigate. The completion of the following key tasks are essential to the realization of enduring priority #4:

a. Concepts/Experimentation.

(1) Evolve proactive risk-based decision making in the complex CBRN environment through capability based assessments involving all warfighting functions and

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across DOTMLPF. Leverage automation, robotics, and decision support tools in requirements development and future modernization efforts.

(2) Integrate our modernization efforts horizontally across all Cross Functional Teams and our warfighting function partners. Develop CBRN operations capability that is both resident inside movement and maneuver formations as well as our CBRN formations.

b. Organization. Continue to conduct DOTMLPF analysis to assess additional 74D requirements across the Army. We will also assess the CBRN and Army force structure to provide the right capabilities to support the Army with integrating 74Ds back into maneuver formations in accordance with Total Army Analysis 21-25.

c. Materiel. Complete analysis and replace obsolete sensors across the force with leap-ahead technology increasing our defense capabilities. Focus efforts on integrating like capabilities into a single sensor lessening the load for our Soldiers while providing a networked set of sensors allowing immediate awareness to the Commanders COP.

d. Readiness. The USACBRNS will increase focus on All Things Europe working groups to ensure the CBRN Enterprise is best postured to support global operations. We will integrate the Army Reserve and Army National Guard perspectives into the development of emerging doctrine, leader development, and force structure impacting the manning, equipping, training, readiness, mobilization and development capability of all CBRN Soldiers and units. The RC and ARNG DACs will provide the Chief of Chemical timely and accurate perspectives on personnel, equipment, training, and deployment issues that pertain to the CBRN community within COMPOs 2 and 3.

6. Objective. All guidance and tasks assigned to USACBRNS staff, Directorates, and 3^d CM BDE are accomplished or identified for carry-over into FY21. Leaders submit updated action plans for task completion or continuation in FY21. USACBRNS will refine priorities and set conditions for continued success in FY20 and beyond. This guidance is intended as a living document IOT maintain organizational effectiveness. It is vital we receive input as conditions and statuses or as efforts change over the course of the FY. Direct your recommendations for changes, updates, or additions to the USACBRNS Chief of Staff for decision by the Commandant.

7. Point of Contact. MAJ(P) Chrissy Kay, USACBRNS Chief of Staff, (573) 563-8052.

Encl

- 1) 40th CSA Initial Message to the Army
- 2) TRADOC Command Brief
- 3) FY20 CAC Command Guidance



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- 4) MSCoE Command Guidance FY20
- 5) Chemical Corps Focus FY20 and Beyond
- 6) Chemical Corps Strategic Messaging
- 7) Contamination Mitigation White Paper
- 8) USACBRNS Battle Rhythm
- 9) FY20 USACBRNS Fact Sheet
- 10) CBRN Force Modernization Strategy

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