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THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20301

144

DJSM 1463-84
12 July 1984

THE JOINT STAFF

MEMORANDUM FOR: SEE DISTRIBUTION

Subject: Exercise NIGHT TRAIN 84 Final Report (U)

[redacted]

3. (U) I trust this report will prove equally useful to you and look forward to your continued support of our exercise program. The potential benefits are enormous.

JACK N. MERRITT
Lieutenant General, USA
Director, Joint Staff

Attachment
a/s

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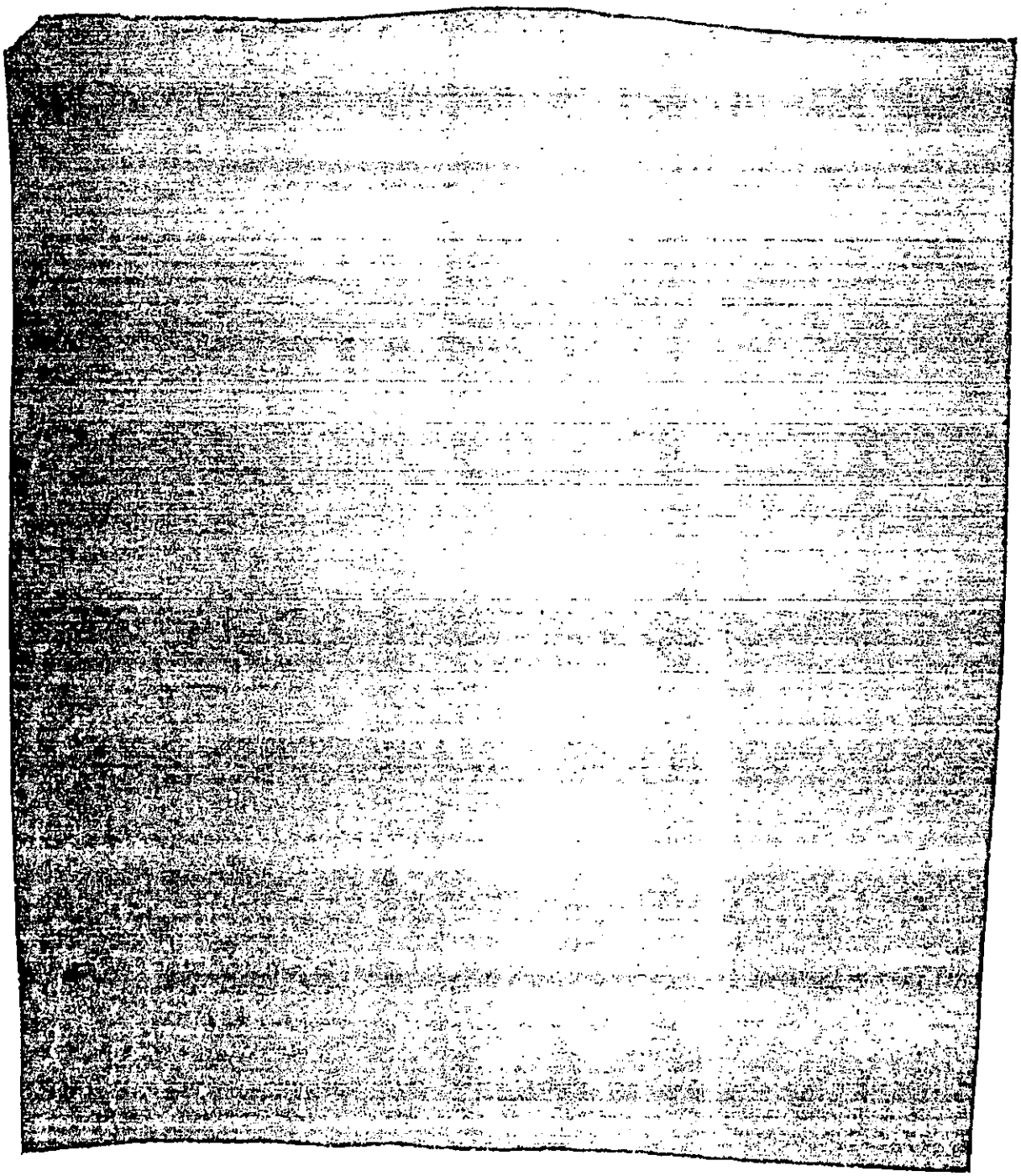

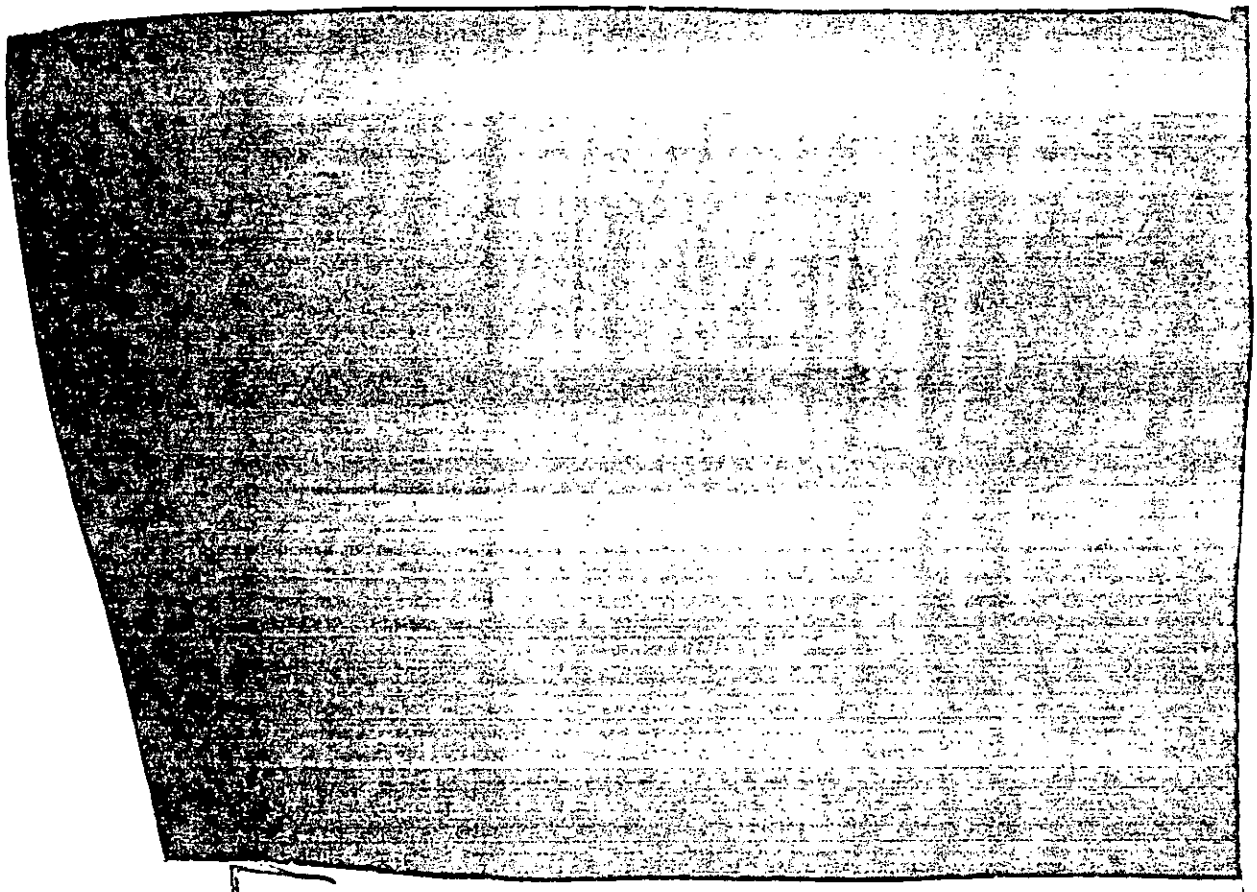

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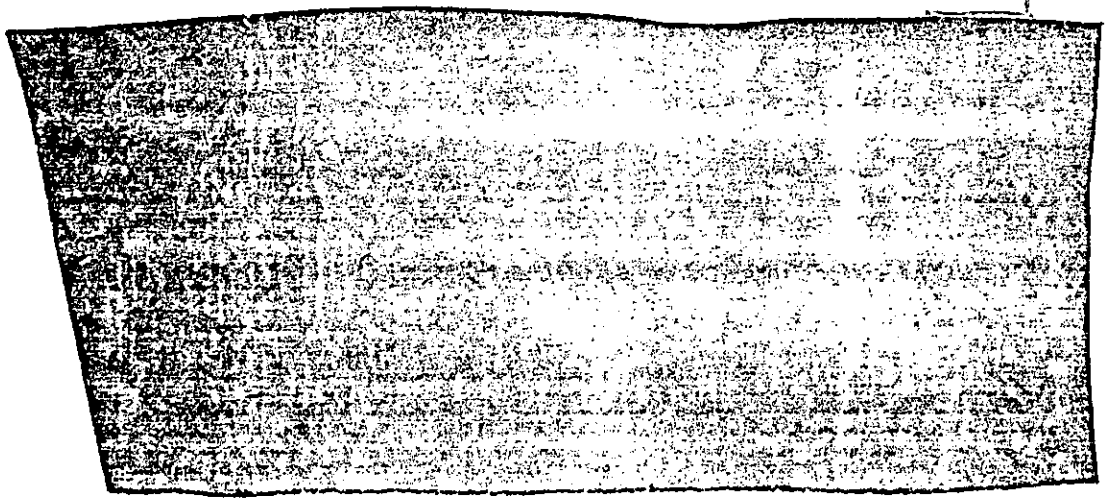

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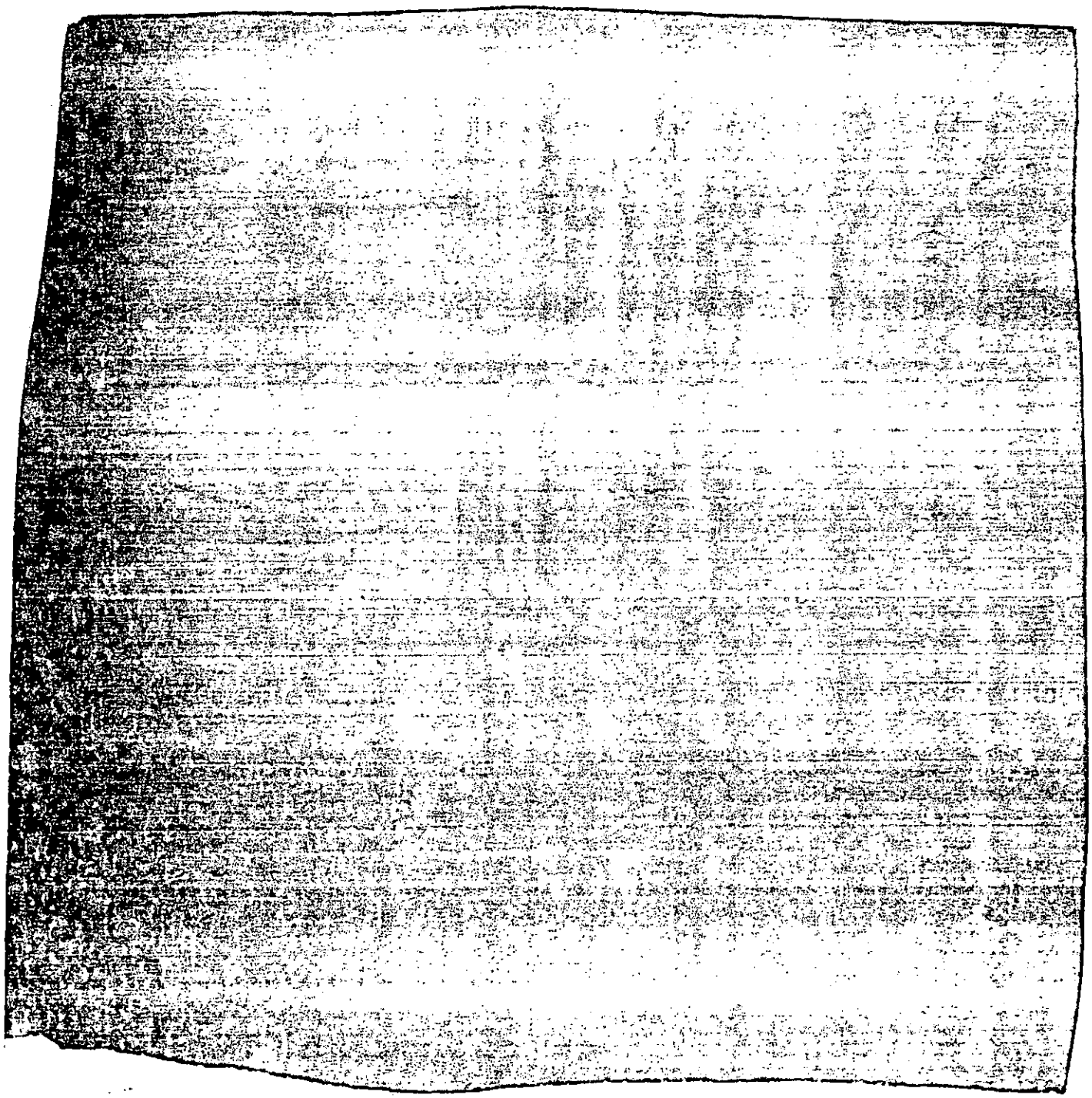

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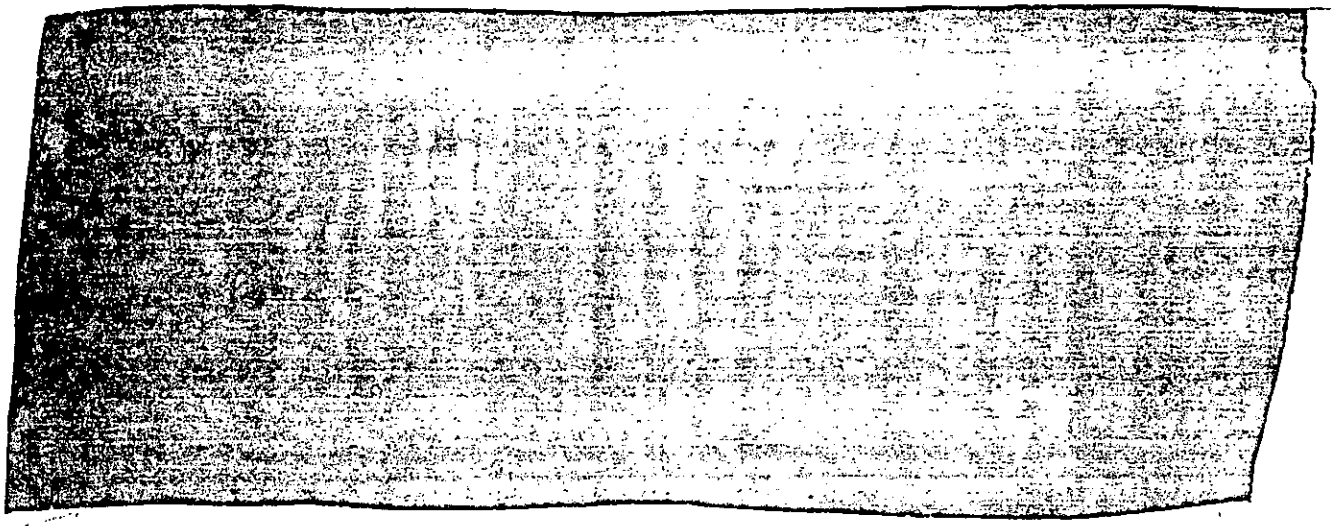
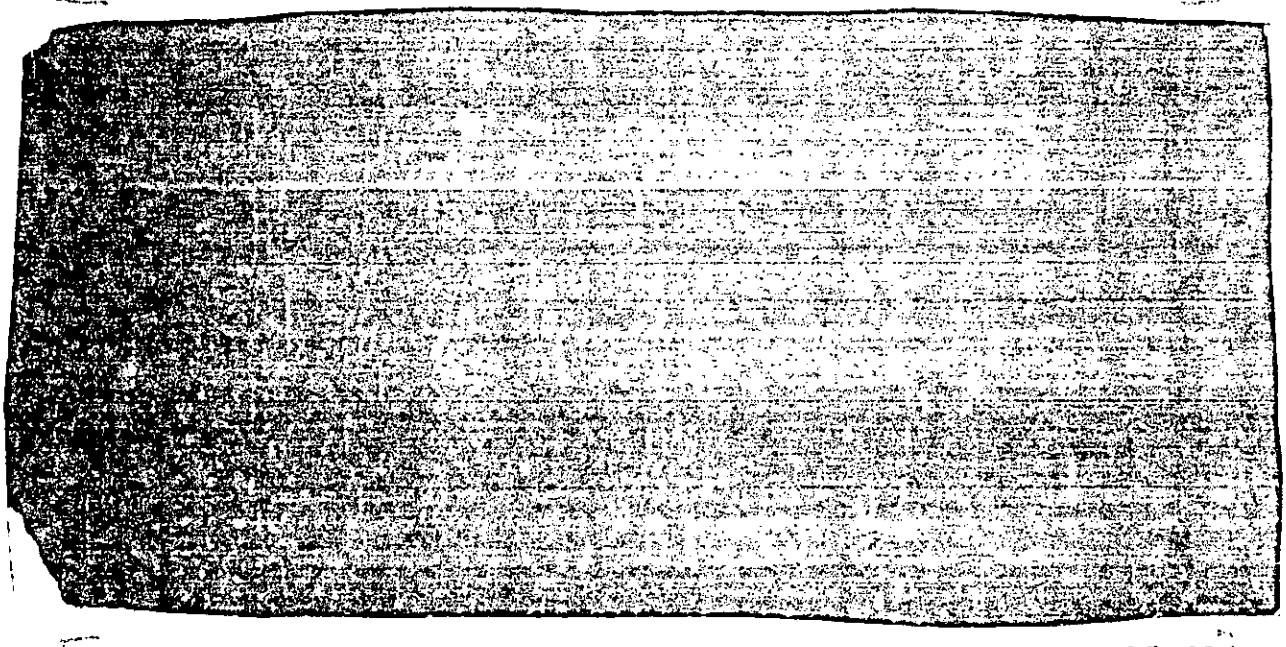


2-6 Generic Outline of Paragraphs 2-7



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VOLUME 2

(U) DETAILED EVALUATION REPORT

1. (U) General

a. (U) Authority. Exercise NIGHT TRAIN 84 was one of a series of JCS-sponsored worldwide general war command post exercises (CPXs). The JCS-sponsored CPX program is the basis for the analyses and evaluations of selected WWMCCS procedures and components. Memorandum of Policy (MOP) Number 177 establishes the JCS-sponsored CPX program. Staff Memorandum (SM)-218-82, "Exercise Planning Guidance for FY1984-1988 JCS-Directed and JCS-Coordinated Exercises," provided the strategic setting and direction for exercise planning. The JCS-approved Concept and Objectives Paper specified the evaluation objectives for the exercise. The evaluation objectives were grouped into broad evaluation areas to assist detailed evaluation. Appendix 1 to Annex G to the Control Staff Instructions (COSIN) contains system descriptions of the broad evaluation areas. The systems descriptions were the baseline for the evaluation because they describe how the systems and procedures should perform. Appendix 2 to Annex G to the COSIN contains the evaluation and data collection plan (E&DCP) which delineates the evaluation and data collection methodologies.

b. (U) Purpose and Scope

1. (U) This two-volume report contains the detailed evaluation of the systems and procedures the Joint Chiefs of Staff selected for examination in Exercise NIGHT TRAIN 84. Volume I contains a brief discussion of the observed performance of each system and procedure evaluated and a conclusion concerning the efficacy of the system or procedure. Volume II contains a comprehensive assessment of the exercise results and includes the following:

(a) (U) A restatement of the exercise issues

(b) (U) The actual scope played

(c) (U) The performance standards or criteria

(d) (U) Data collected

(e) (U) Analysis

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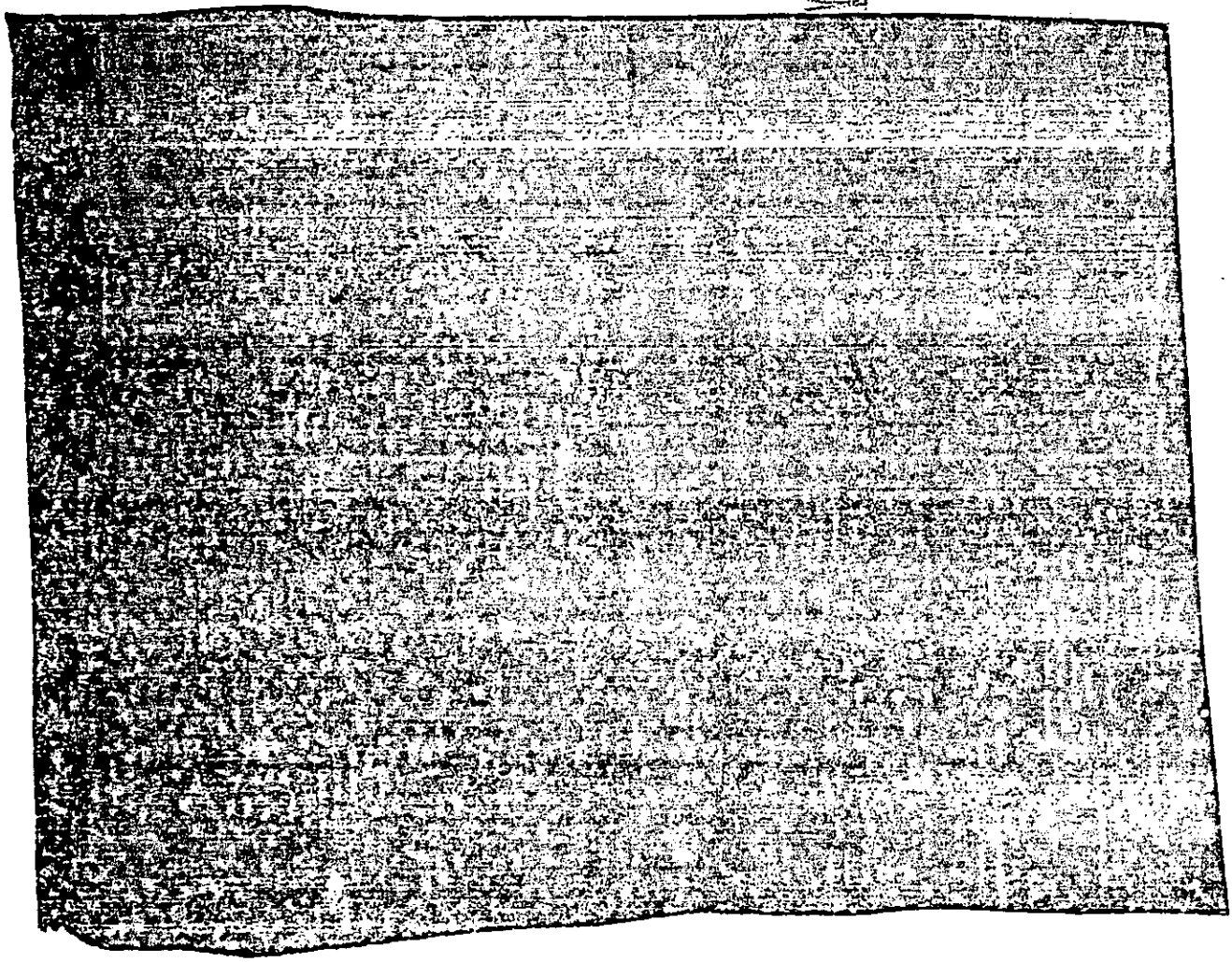
(f) (U) Subsequent findings, conclusions, and recommendations.

(2) (U) Whenever this report identifies personnel by title, the title refers to the surrogate player unless otherwise noted.

c. (U) Data Sources. This evaluation is based primarily on the results of Exercise NIGHT TRAIN 84 conducted by the Joint Staff during the period 5-13 April 1984. Data from previous exercises and other relevant tests and studies were reviewed in preparation of the evaluation and are cited appropriately. A complete list of references is in the bibliography.

d. (U) Adequacy of the Exercise. Exercise NIGHT TRAIN 84 was adequate for the evaluation of each of the following systems and procedures unless otherwise stated.



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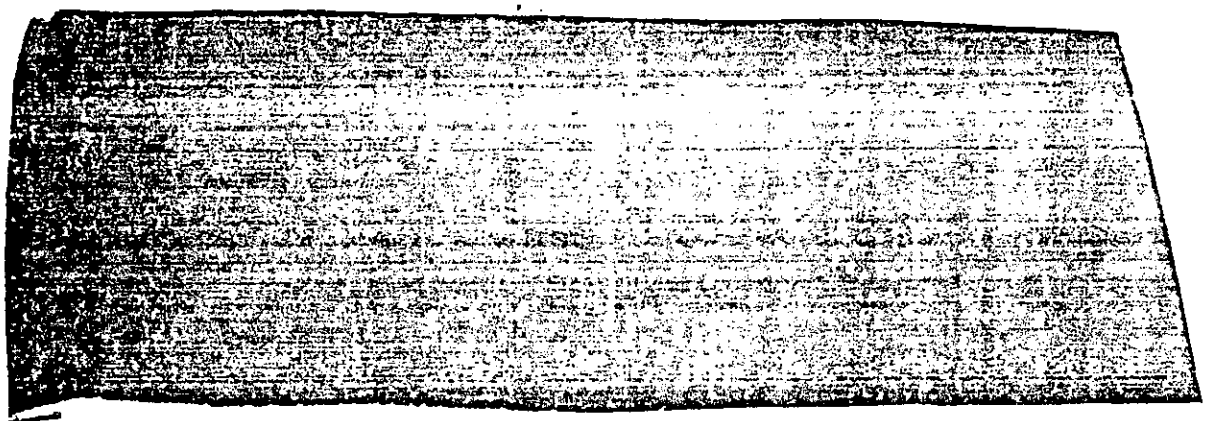
e. (U) Exercise Limitations and Artificialities. The following exercise limitations and artificialities influenced system performance in some areas.

[redacted]

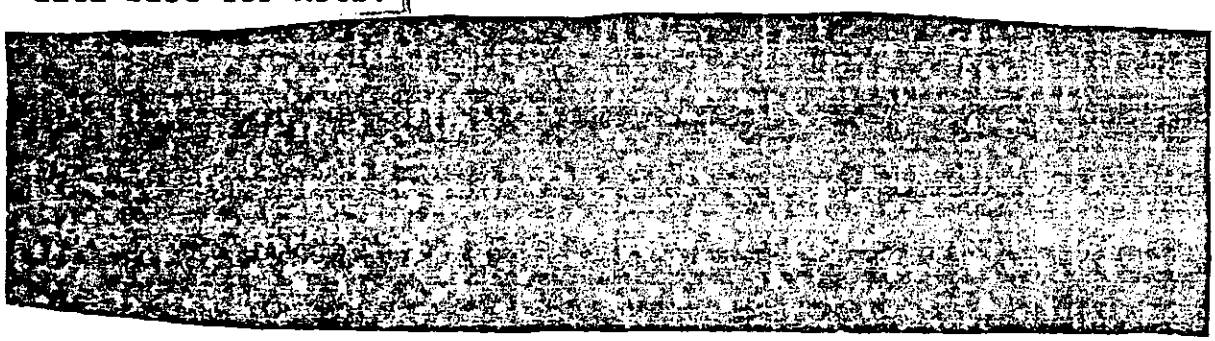
[redacted]



(6) (U) The level and location of exercise participation limited Military Support of Civil Defense (MSCD) exercise play and coordination. The major participants at the State and Federal Emergency Management Agency (FEMA) region level played with reduced staffs or response cells. State and FEMA region participants were colocated for security purposes.

(7) (U) All MSCD play was treated as classified play. Oral and written communications that normally would be unclassified were classified to safeguard sensitive information. The requirement to classify information exchanges delayed artificially the flow of MSCD information.

(8) (U) The USREDCOM host computer was available throughout Phase II of the exercise. It was simulated destroyed in Phase I but artificially restored in Phase II. This allowed USREDCOM to have an automated data base for MSCD.



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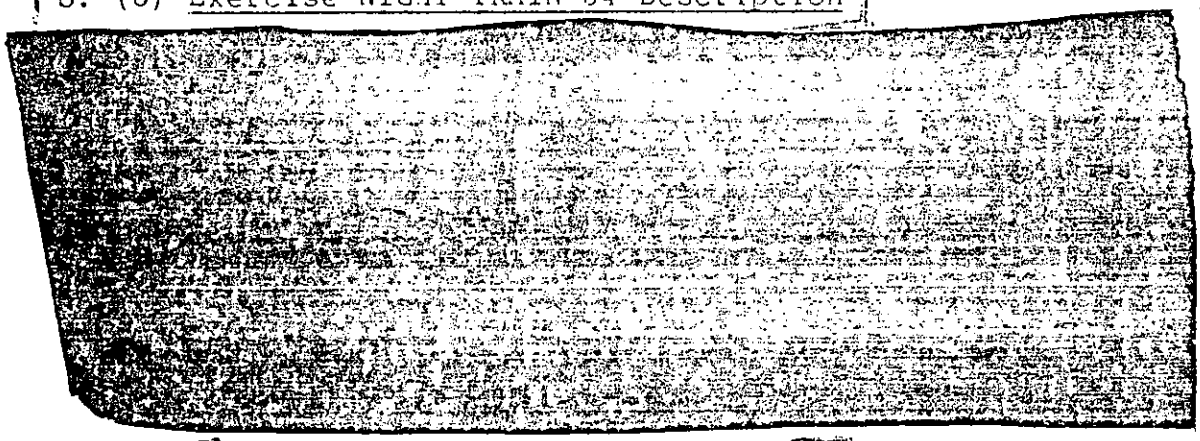
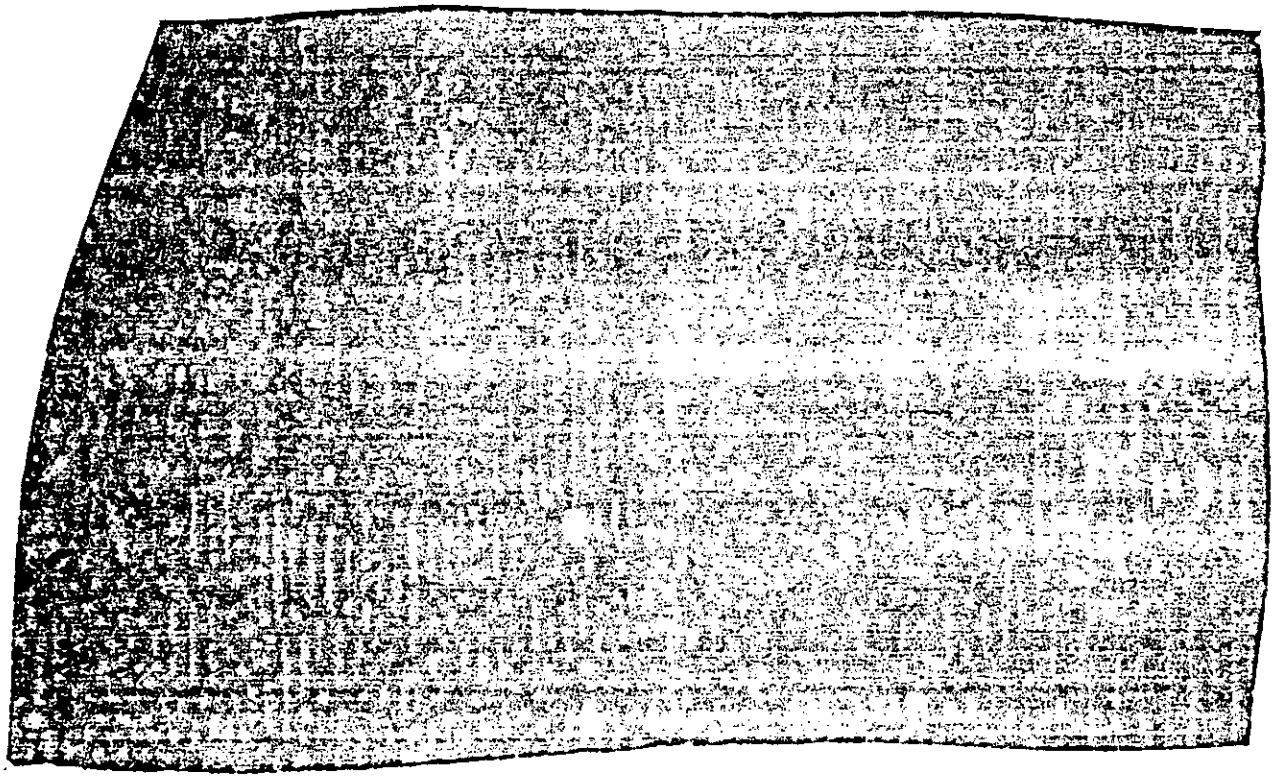
2. (U) Exercise Analysis

a. (U) Issues. Exercise NIGHT TRAIN 84 addressed specific issues the Directorate for Operations, OJCS developed in conjunction with Service planners and proponent staff agencies for each system exercised. The issues were developed to insure each system received a comprehensive exercise in an environment as realistic as possible. To the extent possible, performance criteria also were developed or established for each issue.

b. (U) Exercise NIGHT TRAIN 84 Description



(a) (U) FEMA Exercise REX 84 ALPHA



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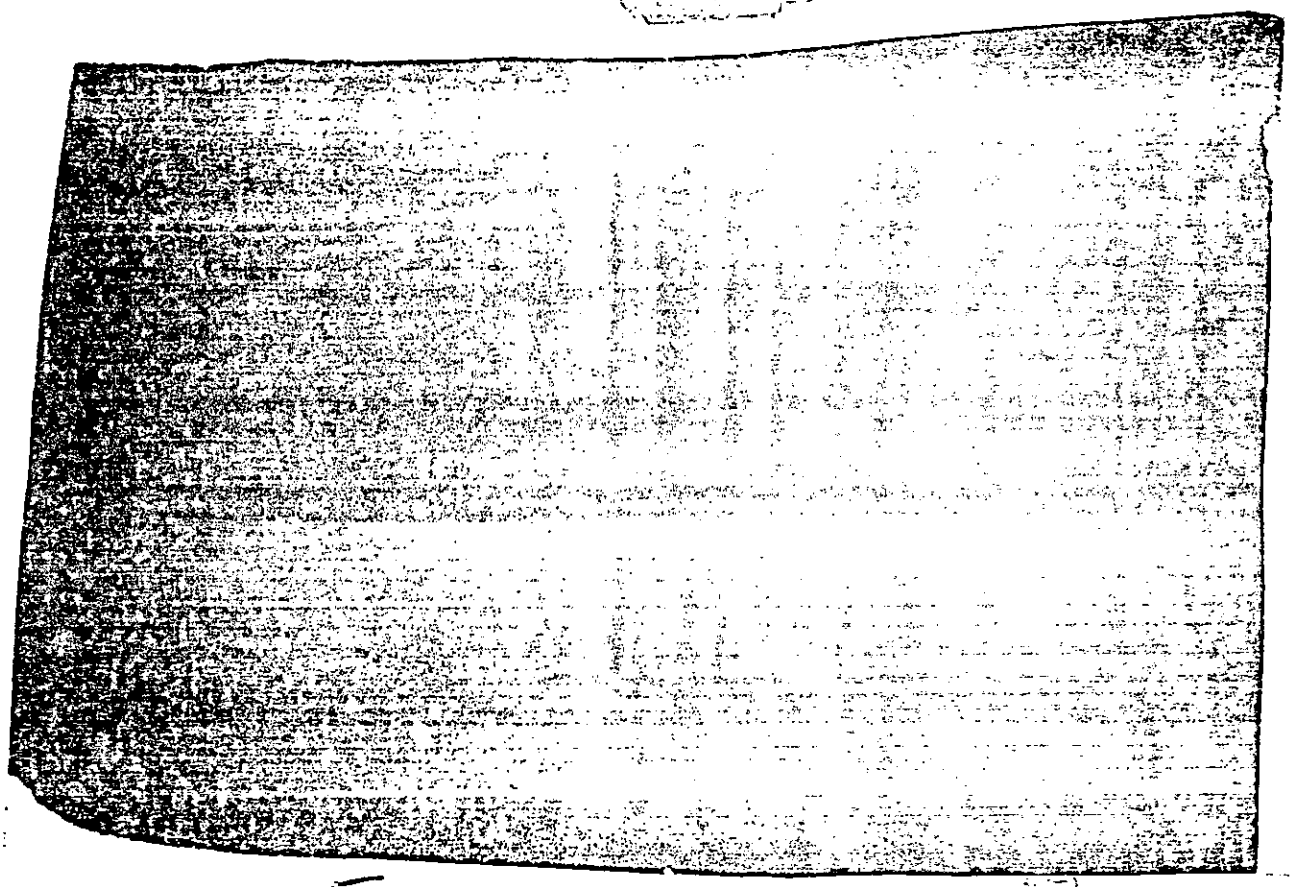


Table 2-3. (U) USSR Strategic Attack

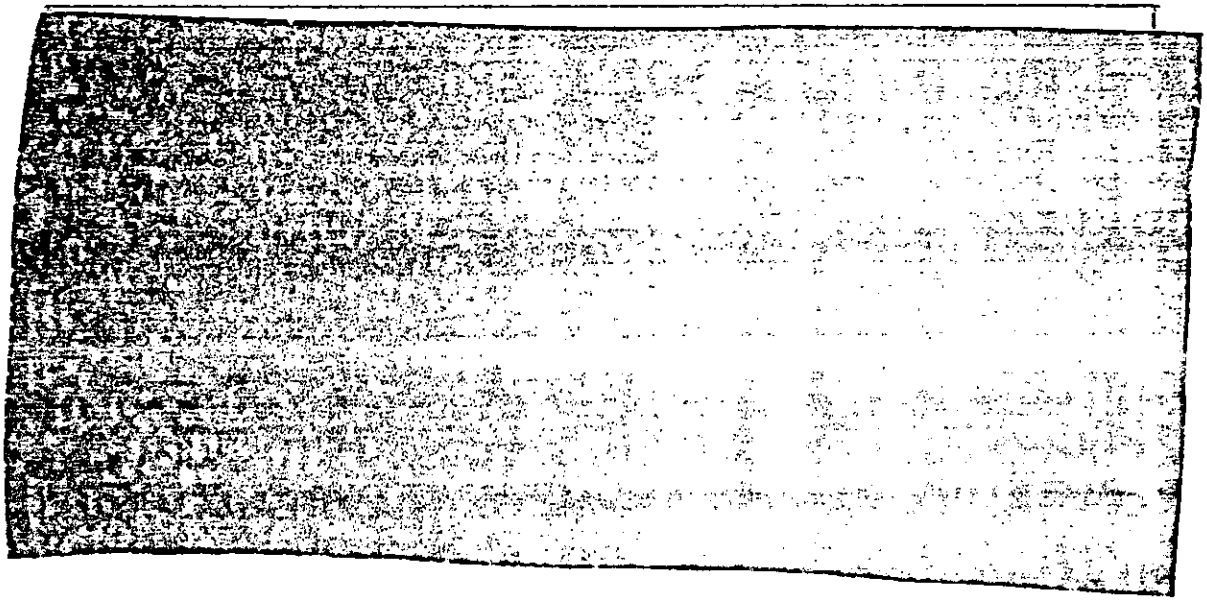


Table 2-6. (U) Generic Outline of Paragraphs

Major Evaluation Area

a. Major Evaluation Objective

b. Scope

c. Effectiveness

(1) Mission Performance

(a) Issue(s)

(b) Criteria and Rationale

(c) Conclusion(s)

(d) Data Resources

(e) Discussion of Findings

(f) Recommendations(s)

(2) Vulnerability

(3) Survivability

d. Suitability

(1) Reliability, availability, maintainability

(2) Logistics Supportability

(3) Personnel Selection

(4) Training

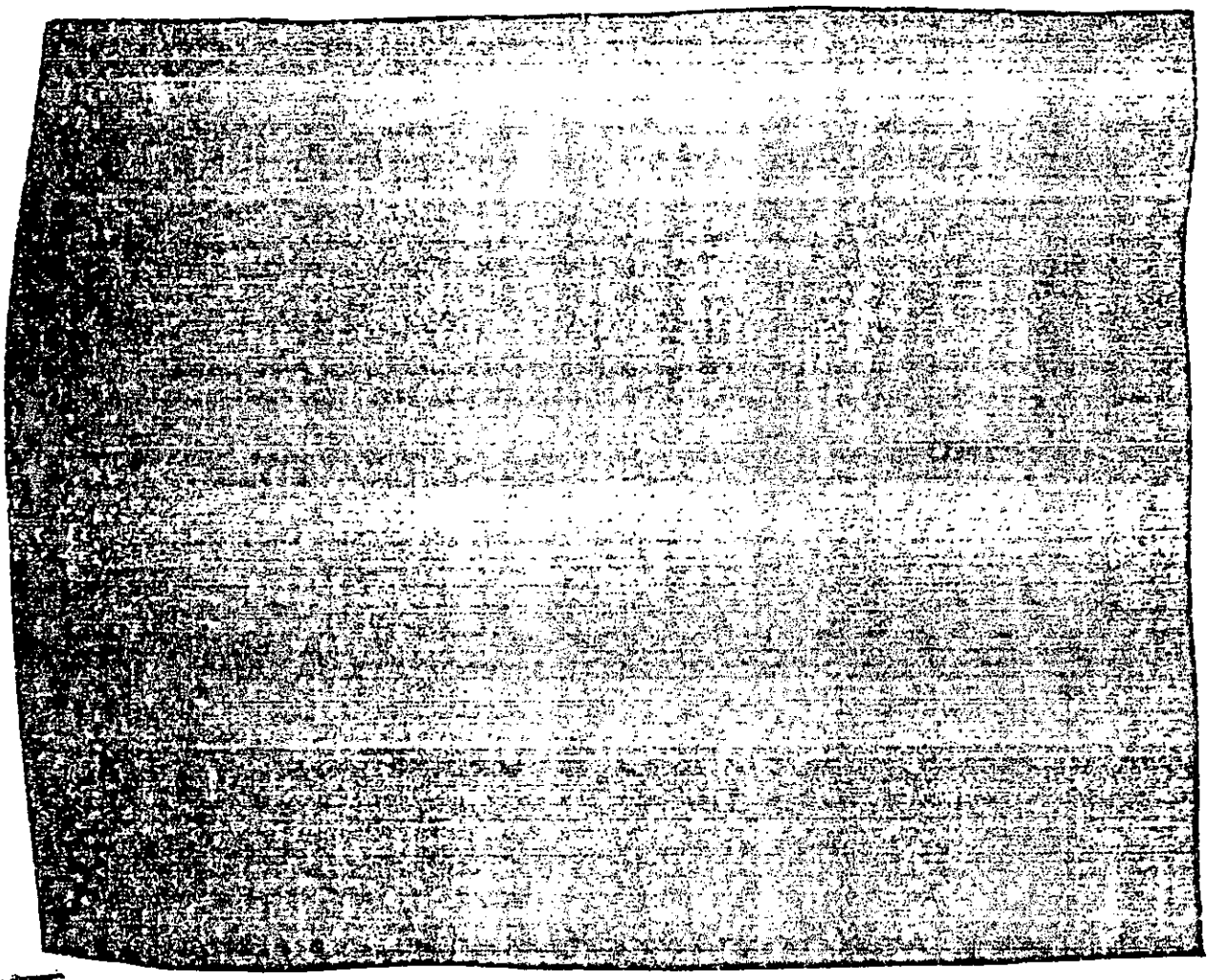
(5) Organization

(6) Doctrine

(7) Transportability

(8) Cooperative Systems

(9) Human Factors



d. (U) Evaluation of Exercise Issues. Evaluation of the exercise issues is based primarily on observations made during Exercise NIGHT TRAIN 84. In addition, comparison of exercise observations with other tests and reports documenting systems' performance gave additional insight to system performance. Paragraphs 3 through 17 contain the evaluations of the issues for each system. The procedure used to evaluate the issues is discussed below. Table 2-6 is a generic outline of the manner in which each paragraph is presented. Each issue is stated, including its scope where appropriate. Criteria and rationale also are given for some issues. The conclusion relative to each issue then is presented. The next paragraph, "Data Source(s)," lists short titles, the agency responsible for the report, and the publication date of references used to address the issue. Letters cross-reference short titles to the complete title in the bibliography. In all areas, except where specifically excluded, Appendix B of this report was used as a data

source. Appendix B contains raw data compiled from interviews conducted during the exercise and recorded on data collection forms. The paragraph titled "Discussion of Findings" contains the relevant findings and discussion on which the conclusion to the issue is based. Exercise conditions also are presented along with pertinent data summaries, figures, and tables to clarify the discussion. The last paragraph concerning each specific issue, "Corrective Action," assigns corrective action where appropriate. Paragraph 18 presents an overall evaluation of the systems' performance in aggregate. Appendix A is an outline of areas warranting possible future exercise or more comprehensive exercise.

[redacted]

b. (U) Scope

[redacted]

c. (U) Effectiveness

(1) (U) Mission Performance

(a) (U) Issues

[redacted]

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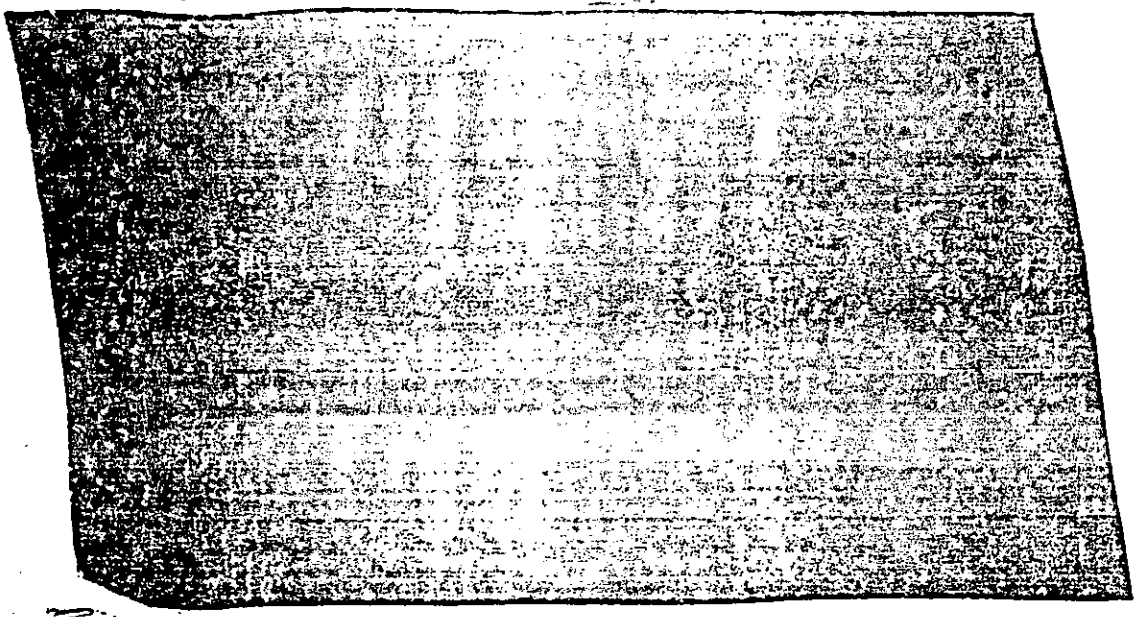
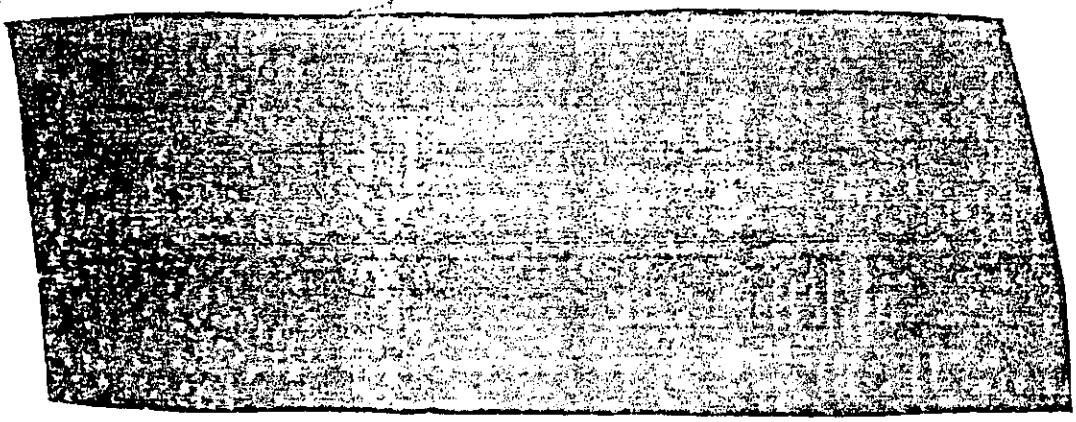
(b) (U) Criteria and Rationale

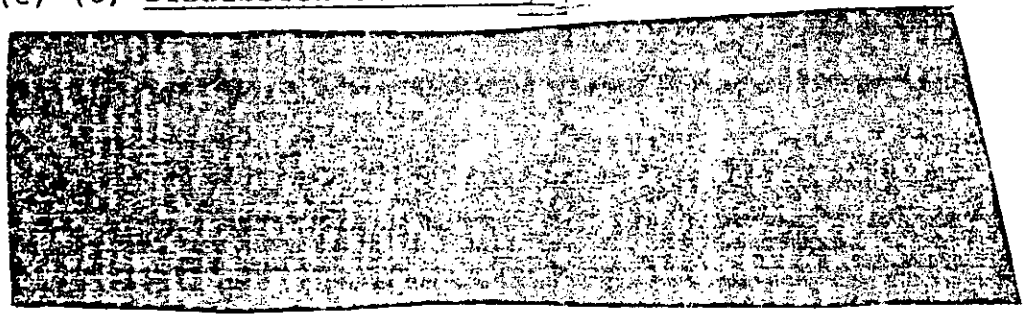


(c) (U) Conclusions



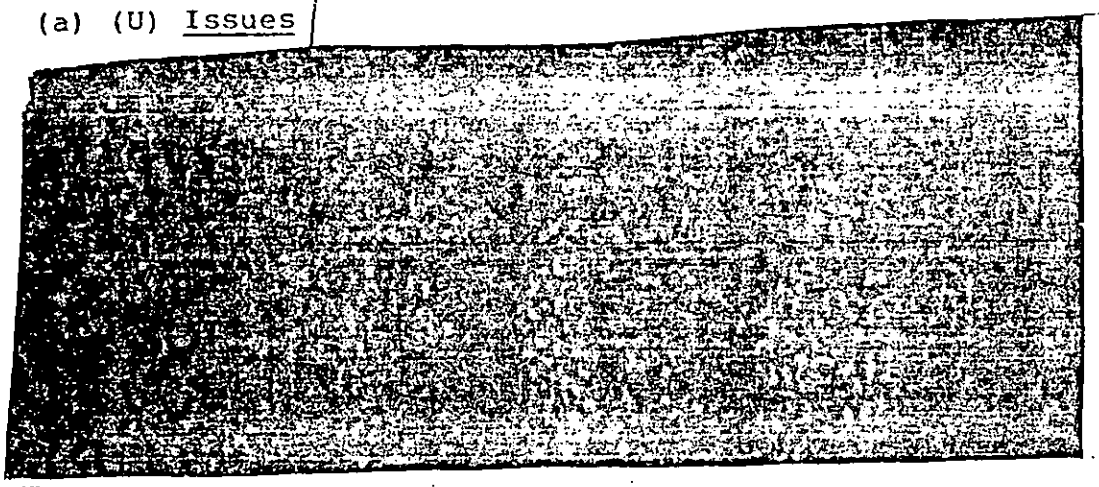
(d) (U) Data Sources. The short title for the reference used in this section is EAP Volume I, OJCS, 15 March 1983. The complete title is in the bibliography.

(e) (U) Discussion of Findings

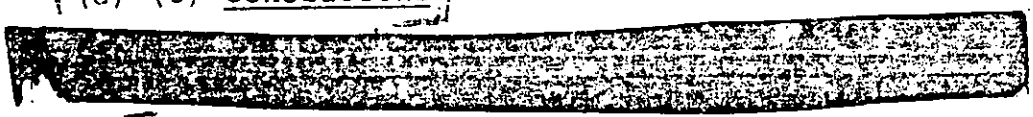


(2) (U) Vulnerability

(a) (U) Issues



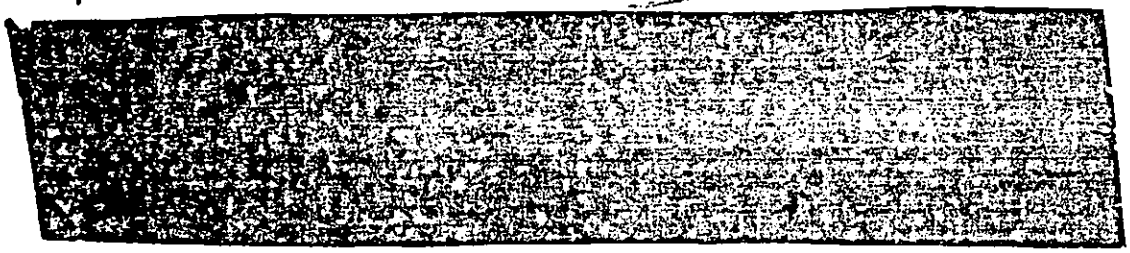
(c) (U) Conclusions



2. (U) Physical security was adequate.

(d) (U) Data Sources. Not applicable.

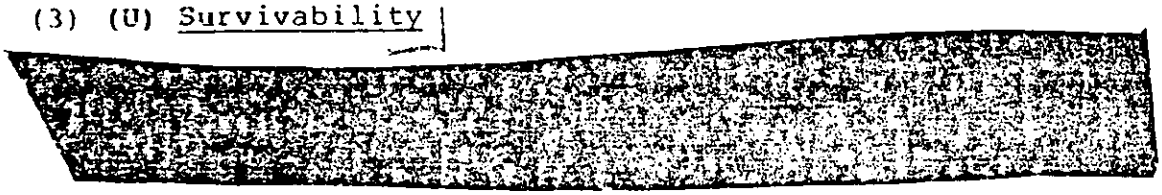
(e) (U) Discussion of Findings



2. (U) No apparent physical security problems were observed or reported (Appendix B (y)).

(f) (U) Corrective Action. The Director for Operations, OJCS will continue to emphasize OPSEC to improve security awareness and enforce adherence to security procedures.

(3) (U) Survivability



[redacted]

(f) (U) Corrective Actions

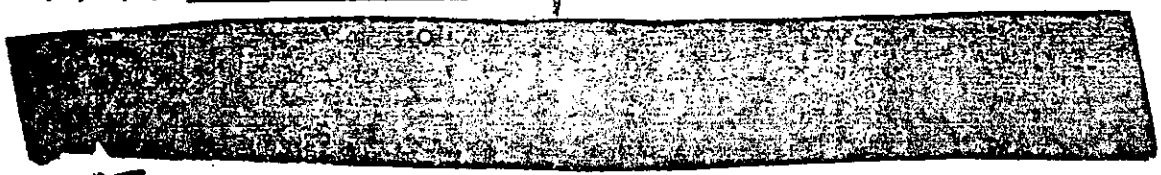
[redacted]

(e) (U) Discussion of Findings. No problems were encountered during Phase I (Appendix B (y)). See Paragraph 13 for Phase II commentary.

(f) (U) Corrective Action. None.

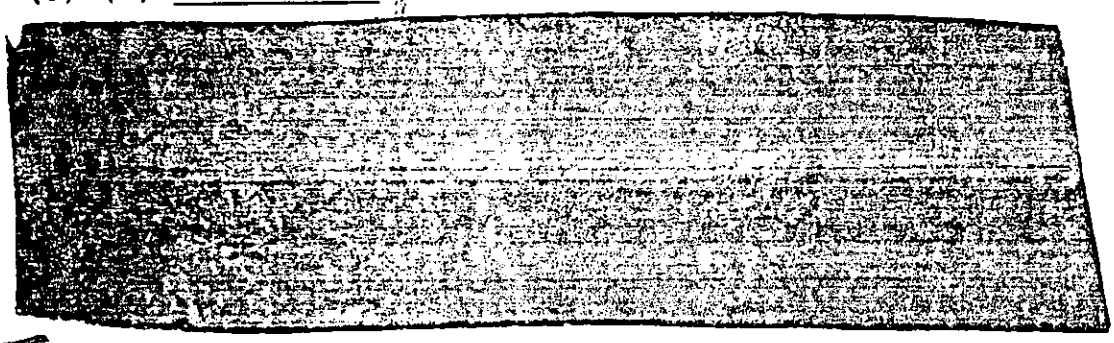
(2) (U) Logistics Supportability. Not applicable.

(3) (U) Personnel Selection



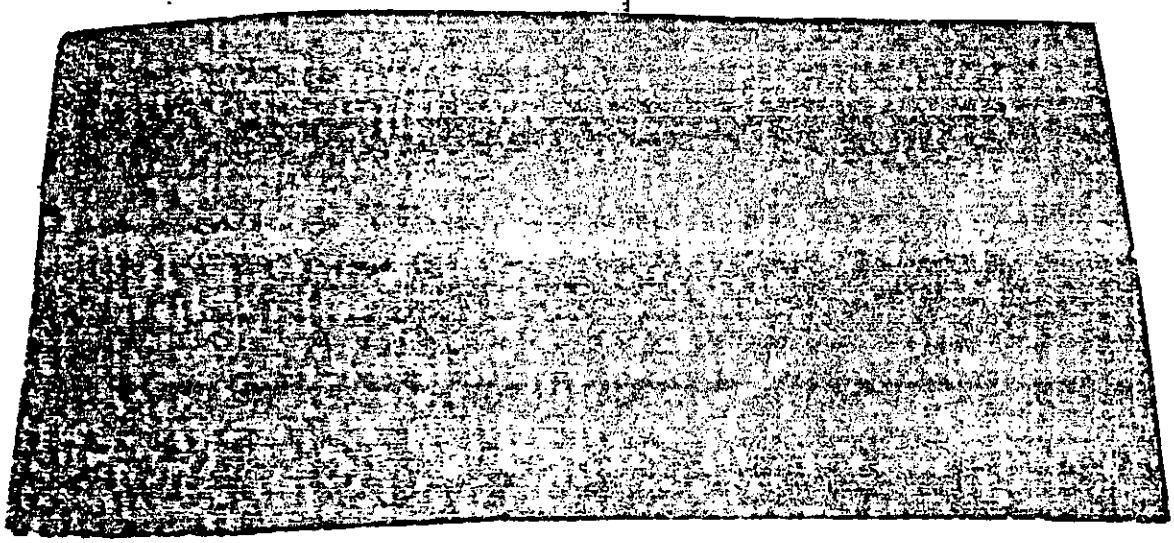
(b) (U) Criteria and Rationale. Assigned personnel must be able to begin functioning immediately, as no time will be available for lengthy training.

(c) (U) Conclusions



(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings



[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Corrective Action. None.

d. (U) Suitability

(1) (U) PAM

[redacted]

(b) (U) Criteria and Rationale

1. (U) All messages must be processed within the established time criteria for their precedence.

[redacted]

(c) (U) Data Sources. Not applicable.

[redacted]

(4) (U) Training

(a) (U) Issues

[redacted]

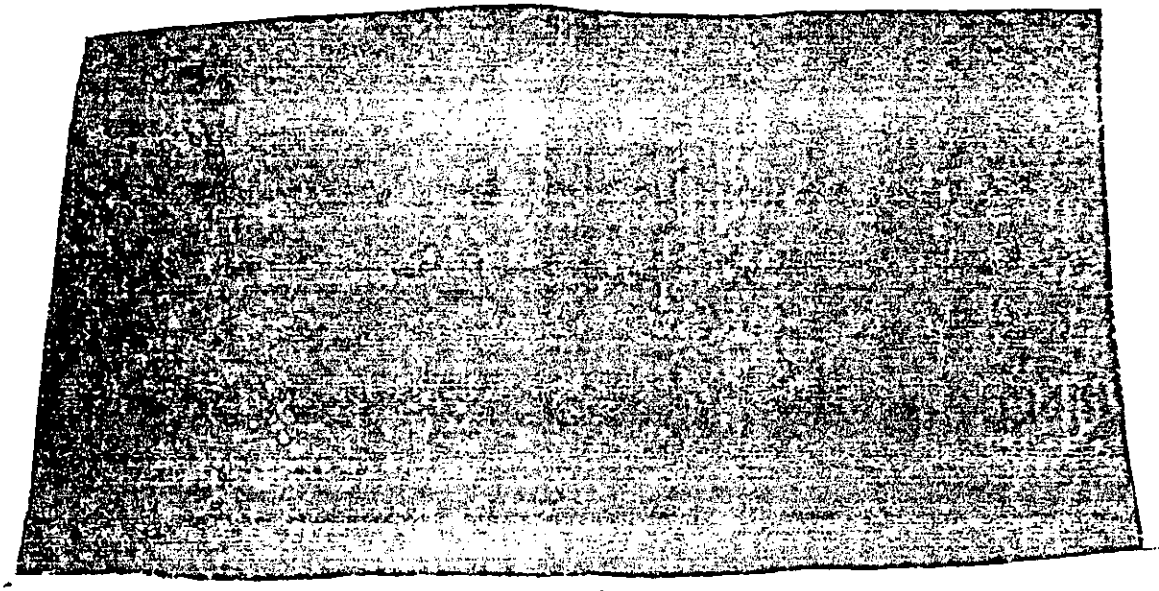
(b) (U) Criteria and Rationale. All personnel should begin functioning immediately. The pace of actions and the necessity for immediate processing of requests allow no time for initial training of personnel.

[redacted]

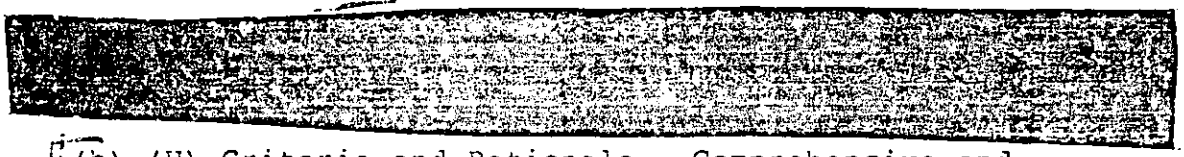
(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings

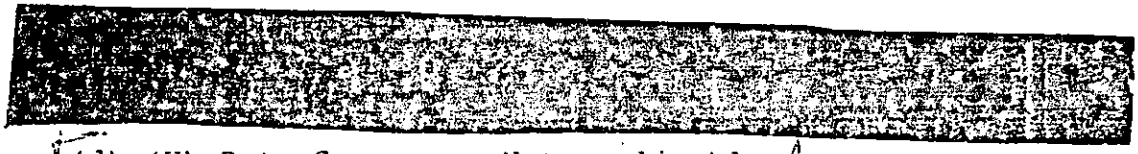
[redacted]



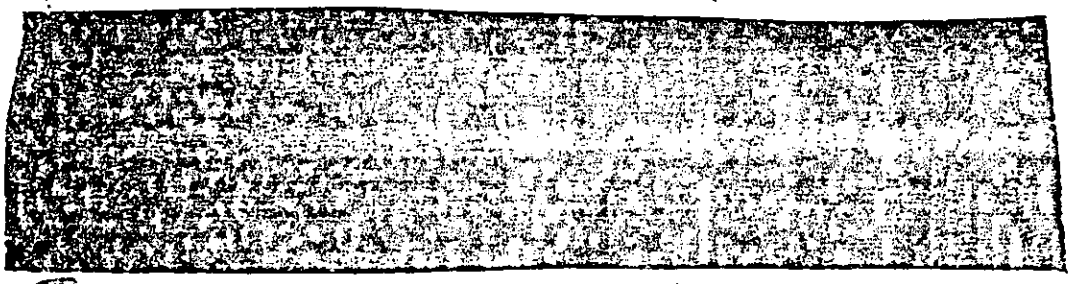
(5) (U) Organization



(b) (U) Criteria and Rationale. Comprehensive and economical coverage of functions requires that all responsibilities be defined and assigned without gaps, duplication, or unnecessary redundancy. Shifts must be staffed and organized to promote player productivity.



(d) (U) Data Sources. Not applicable.



(f) (U) Corrective Action. None.

(6) (U) Doctrine

(a) (U) Issues

[redacted]

(b) (U) Criteria and Rationale

[redacted]

(c) (U) Conclusions

[redacted]

(d) (U) Data Sources. The short title for the reference used in this section is EAP Volume I, OJCS, 15 March 1983. The complete title is in the bibliography.

(e) (U) Discussion of Findings

[redacted]

[redacted]

(f) (U) Corrective Actions.

[redacted]

(7) (U) Transportability. Not applicable.

(8) (U) Cooperative Systems

(a) (U) Issues

[redacted]

[redacted]

(b) (U) Criteria and Rationale

[redacted]

(c) (U) Conclusions

[redacted]

2. (U) Briefings for the OpsDeps and other decisionmakers generally were coordinated to expedite the information flow.

[redacted]

(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings

[redacted]

[redacted]

(9) (U) Human Factors

(a) (U) Issue. Are environmental and working considerations conducive to maximum productivity.

(b) (U) Criteria and Rationale. Working conditions must not present insurmountable obstacles to effective functioning.

(c) (U) Conclusion. Working conditions in the ONPG were satisfactory.

(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings

1. (U) Interviews and discussions (Appendix B (y)) with exercise participants revealed no significant problems with the environmental conditions in the ONPG offices.

[redacted]

[redacted]

[redacted]

[redacted]

(f) (U) Corrective Action. None.

[redacted]

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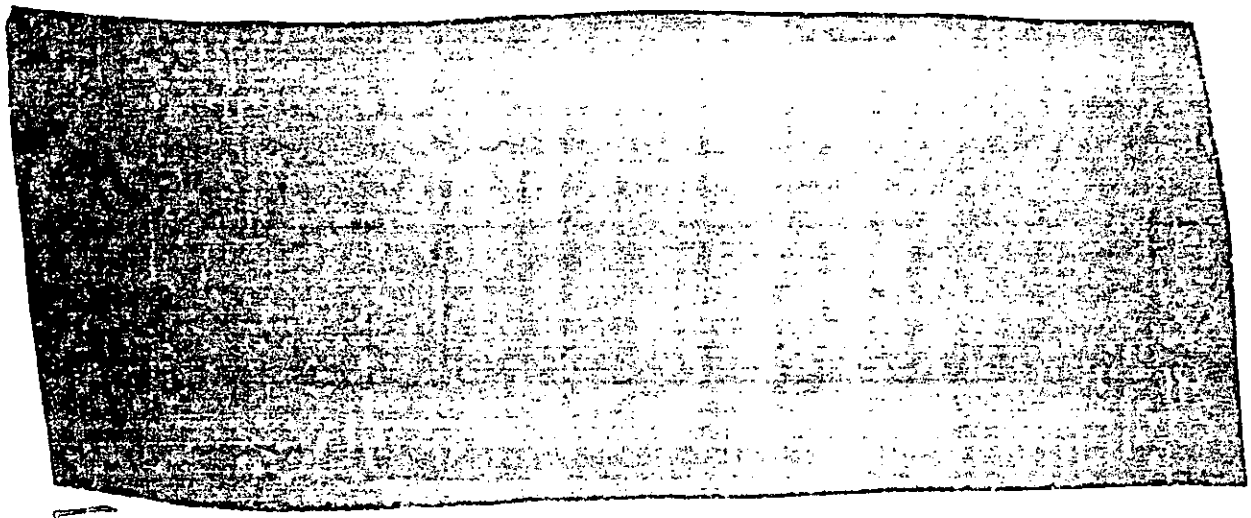
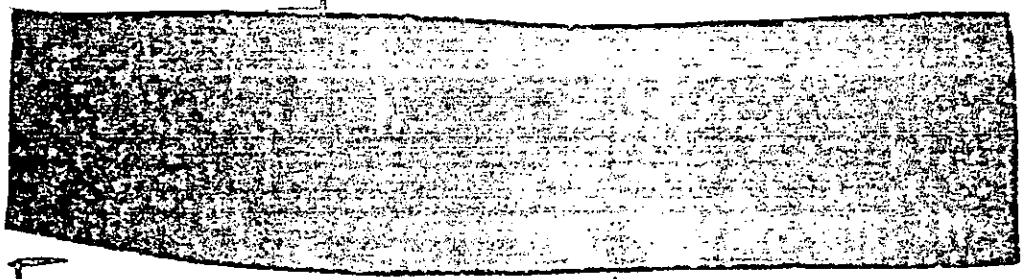


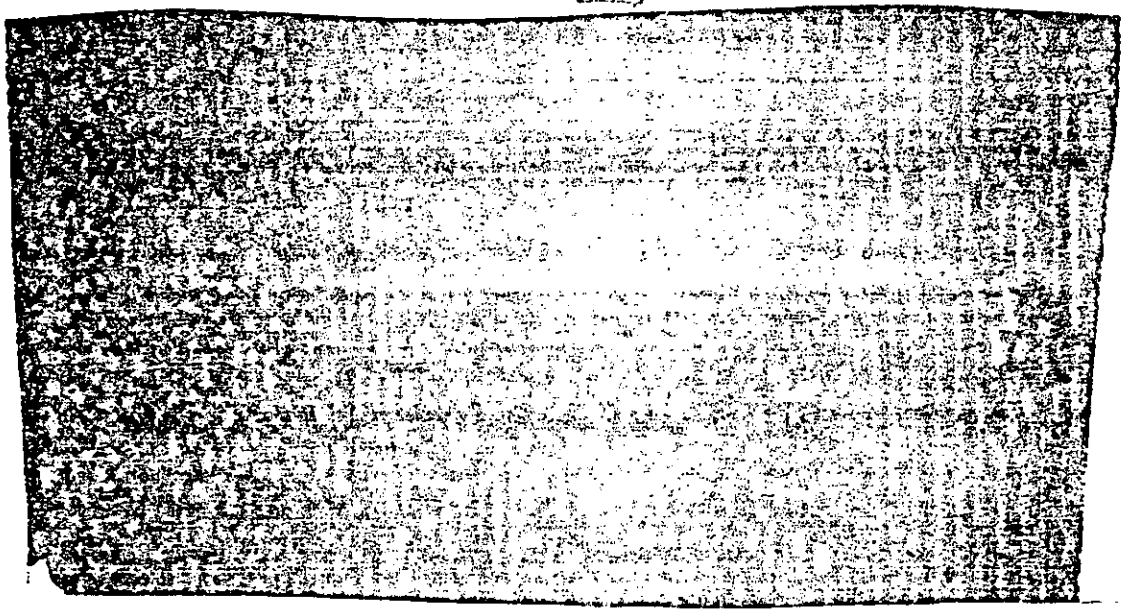
c. (U) Effectiveness

(1) (U) Mission Performance

(a) (U) Issues



(b) (U) Criteria and Rationale



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(c) (U) Conclusions

[redacted]

3. (U) The information content of request messages was satisfactory.

(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings

[redacted]

[redacted]

(f) (U) Corrective Action. None.

(2) (U) Vulnerability

(a) (U) Issues

[redacted]

(c) (U) Conclusions

1. (U) Nonsecure communications systems are subject to compromise.

2. (U) Physical security was adequate.

(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings

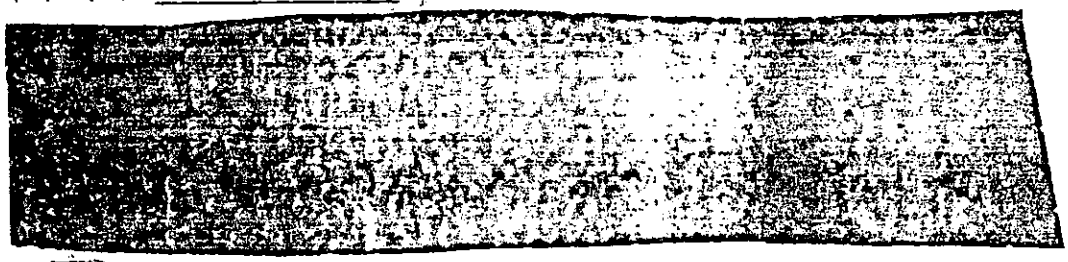
[redacted]

2. (U) No apparent physical security problems were observed or reported.

[redacted]

(f) (U) Corrective Action. The Director for Operations, OJCS will continue to emphasize OPSEC to improve security awareness and enforce adherence to security procedures.

(3) (U) Survivability



(c) (U) Conclusion. Not applicable.

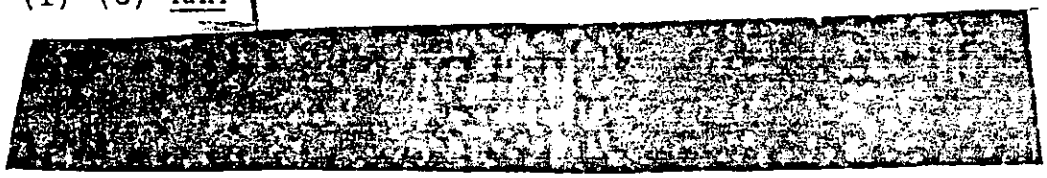
(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings. Not applicable.

(f) (U) Corrective Action. None.

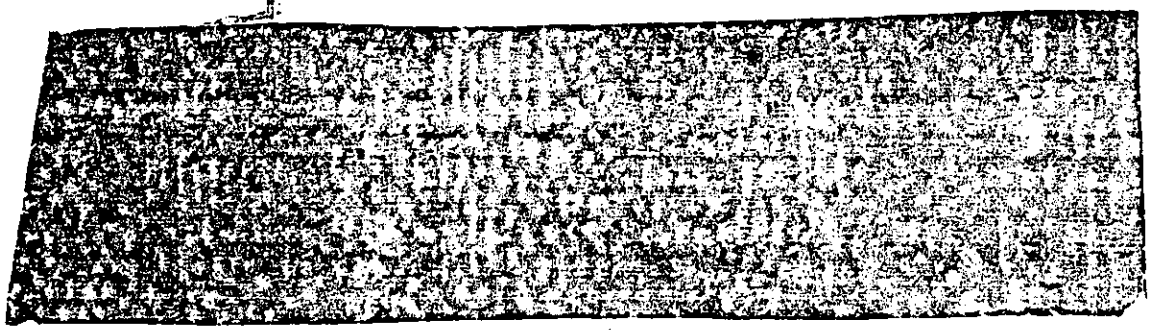
d. (U) Suitability

(1) (U) RAM



(b) (U) Criteria and Rationale

1. (U) All messages must be processed within the established time criteria for their precedence.



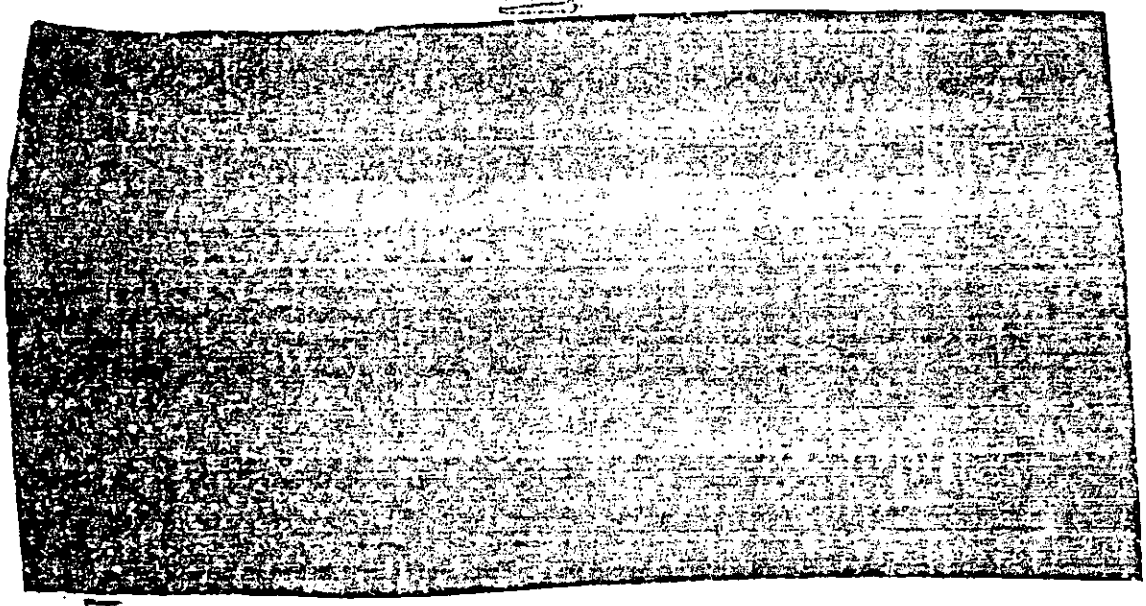
(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings. No problems were encountered (Appendix B (y)).

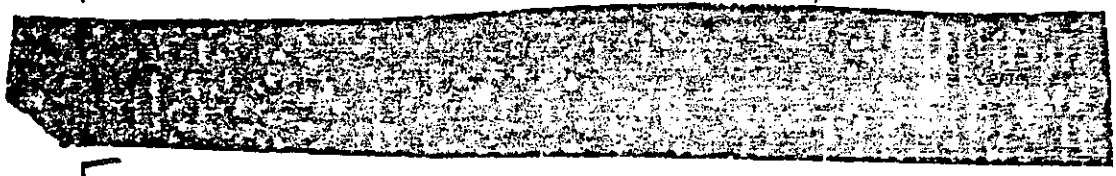
(f) (U) Corrective Action. None.

(2) (U) Logistics Supportability. Not applicable.

(3) (U) Personnel Selection



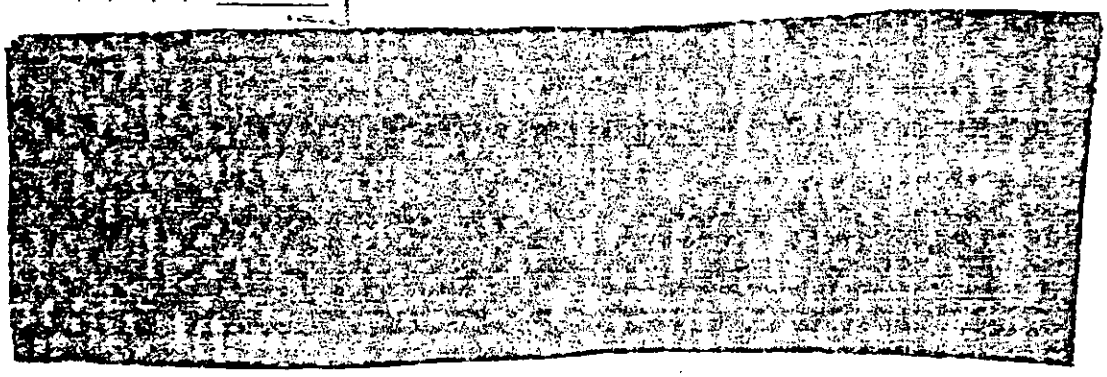
(d) (U) Data Sources. Not applicable.



(f) (U) Corrective Action. None.

(4) (U) Training

(a) (U) Issues



[redacted]

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Corrective Action. None.

(5) (U) Organization

[redacted]

(b) (U) Criteria and Rationale. Comprehensive and economical coverage of functions requires that all responsibilities be defined and assigned without gaps, duplication, or unnecessary redundancy. Shifts must be staffed and organized to promote player productivity.

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Corrective Action. None.

(6) (U) Doctrine

[redacted]

[redacted]

[redacted]

(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings

[redacted]

(f) (U) Corrective Action. None.

(7) (U) Transportability

[redacted]

(d) (U) Data Sources. The short title for the reference used in this section is EXPLAN 0025, Joint Chiefs of Staff, 26 September 1983. The

[redacted]

complete title is in the bibliography. Appendix B of this report was not used as a data source in this section.

(e) (U) Discussion of Findings. Not applicable.

[redacted]

(8) (U) Cooperative Systems. Not applicable.

(9) (U) Human Factors

(a) (U) Issue. Are environmental and working conditions conducive to maximum productivity.

(b) (U) Criteria and Rationale. Working conditions must not present insurmountable obstacles to effective functioning.

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Corrective Action. None.

[redacted]

[redacted]

(U) Effectiveness

(1) (U) Mission Performance

(a) (U) Issues

[redacted]

(b) (U) Criteria and Rationale

[redacted]

[redacted]

(c) (U) Conclusions

[redacted]

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

1. (U) Reference jjj. Operations Order 2-84, OJCS, 1 October 1983

2. (U) Reference lll. JCS Pub 19, Vol II, Annex C, OJCS, 1 April 1983

3. (U) Reference gg. JCS Pub 6, OJCS, June 1977.

(e) (U) Discussion of Findings

[redacted]

[redacted]

(2) (U) Vulnerability

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Corrective Action. None.

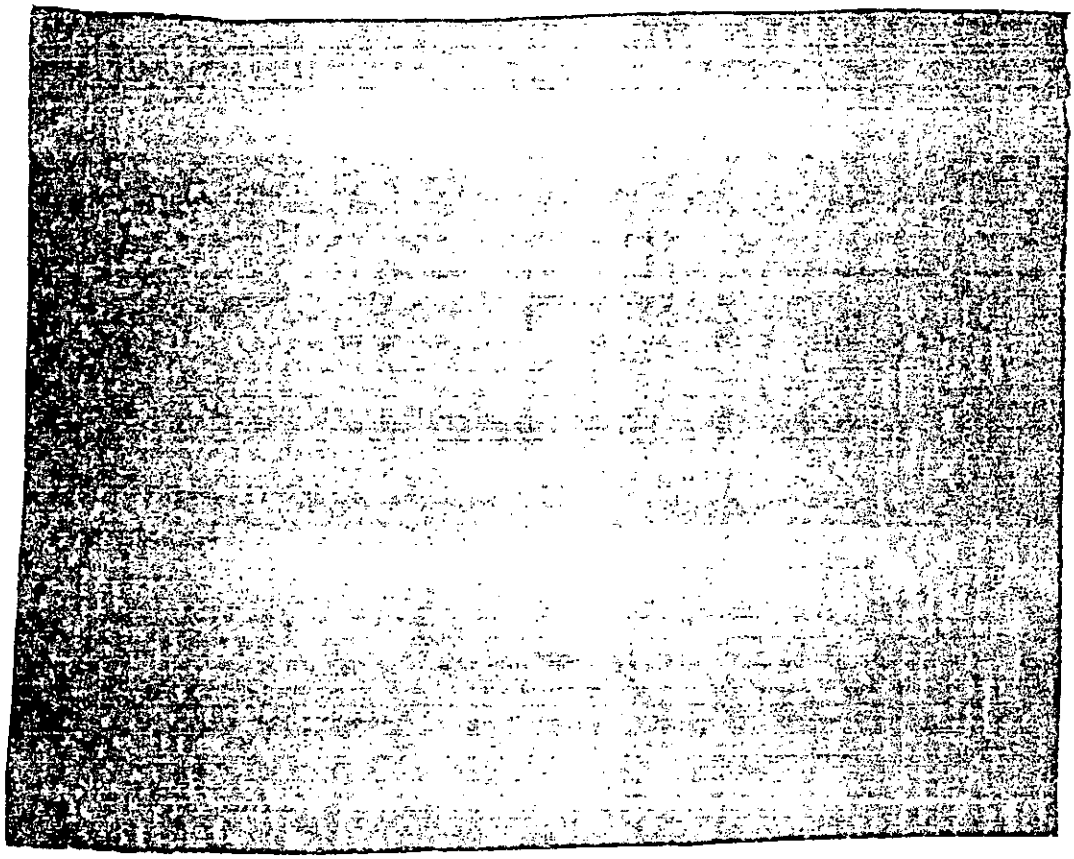
(3) (U) Survivability

[redacted]

(d) (U) Data Sources. Not applicable.

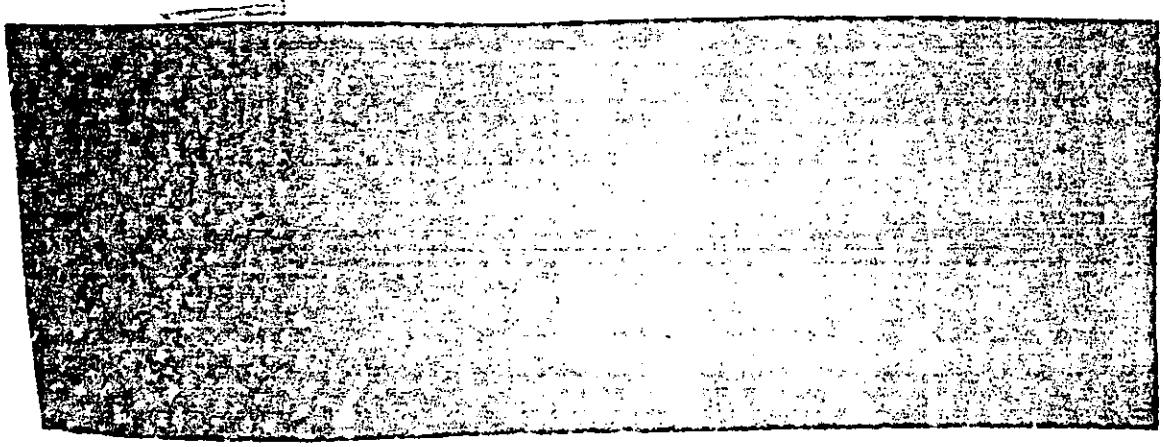
(e) (U) Discussion of Findings

[redacted]

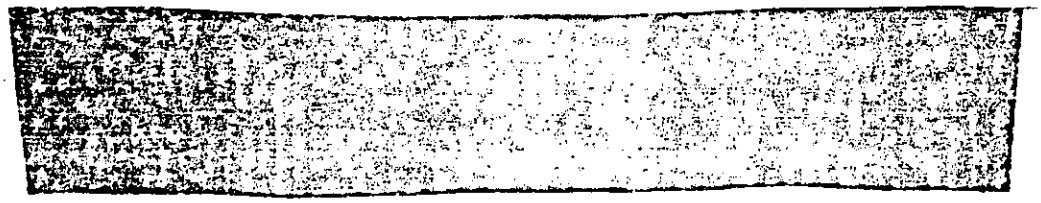


d. (U) Suitability

(1) (U) RAM



(d) (U) Data Sources. Not applicable.



[redacted]

(2) (U) Logistic Supportability. Not applicable.

(3) (U) Personnel Selection

[redacted]

(d) (U) Data Sources. Not applicable. Appendix B data were not used in this section.

[redacted]

(f) (U) Corrective Action. None.

(4) (U) Training

[redacted]

[redacted]

[redacted]

(d) (U) Data Sources. Not applicable.

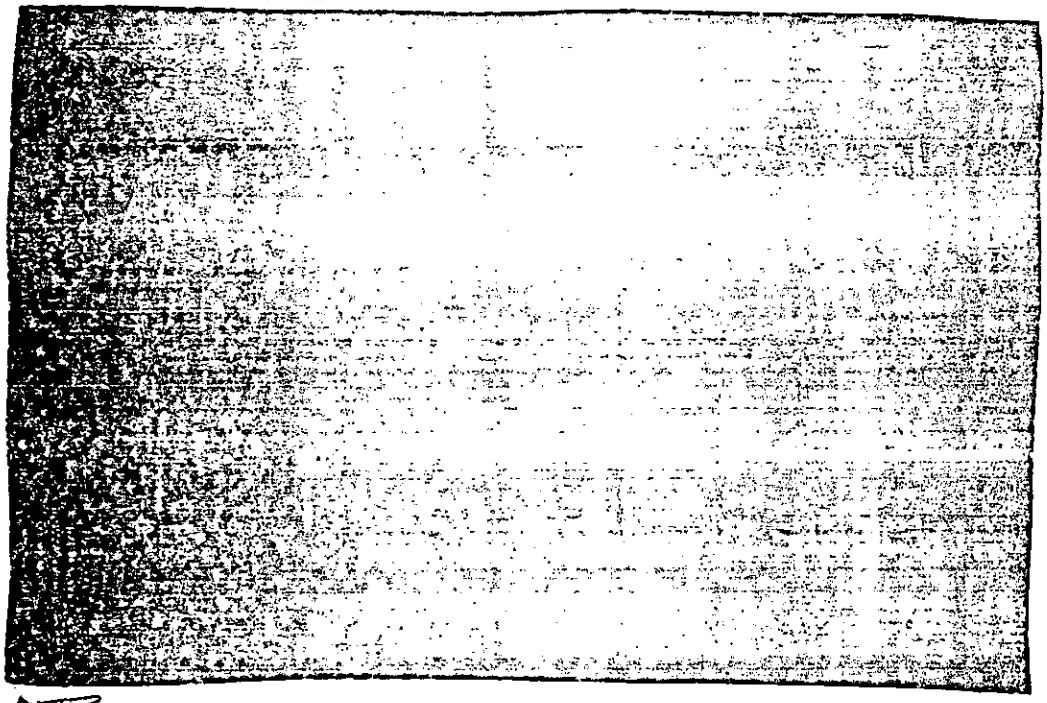
(e) (U) Discussion of Findings

[redacted]

[redacted]

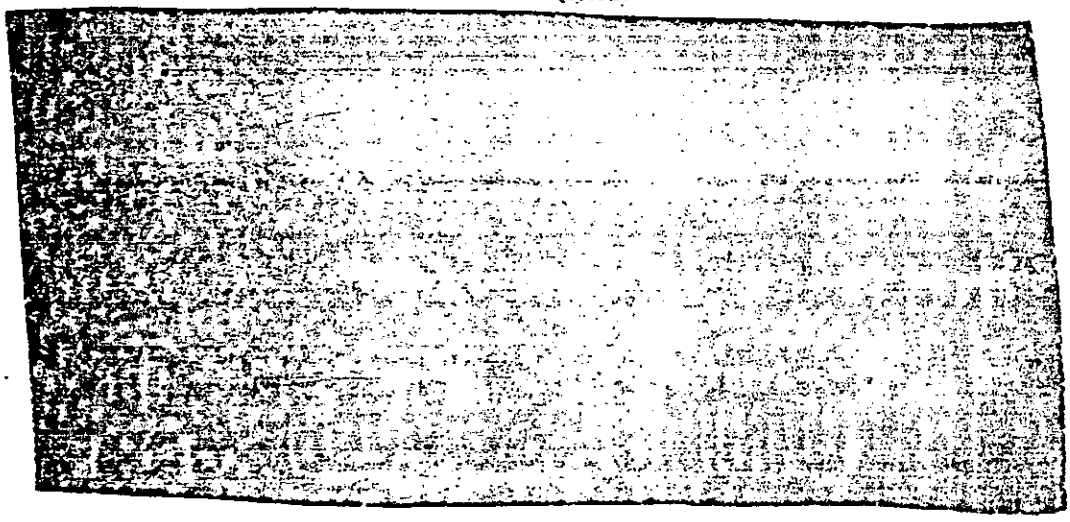
(5) (U) Organization

(a) (U) Issues.



(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings



[redacted]

(6) (U) Doctrine

[redacted]

(c) (U) Conclusions

[redacted]

(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings

[redacted]

[redacted]

(f) (U) Corrective Action. Appropriate corrective actions are contained in Paragraphs 12 and 13.

(7) (U) Transportability. Not applicable.

(8) (U) Cooperative Systems

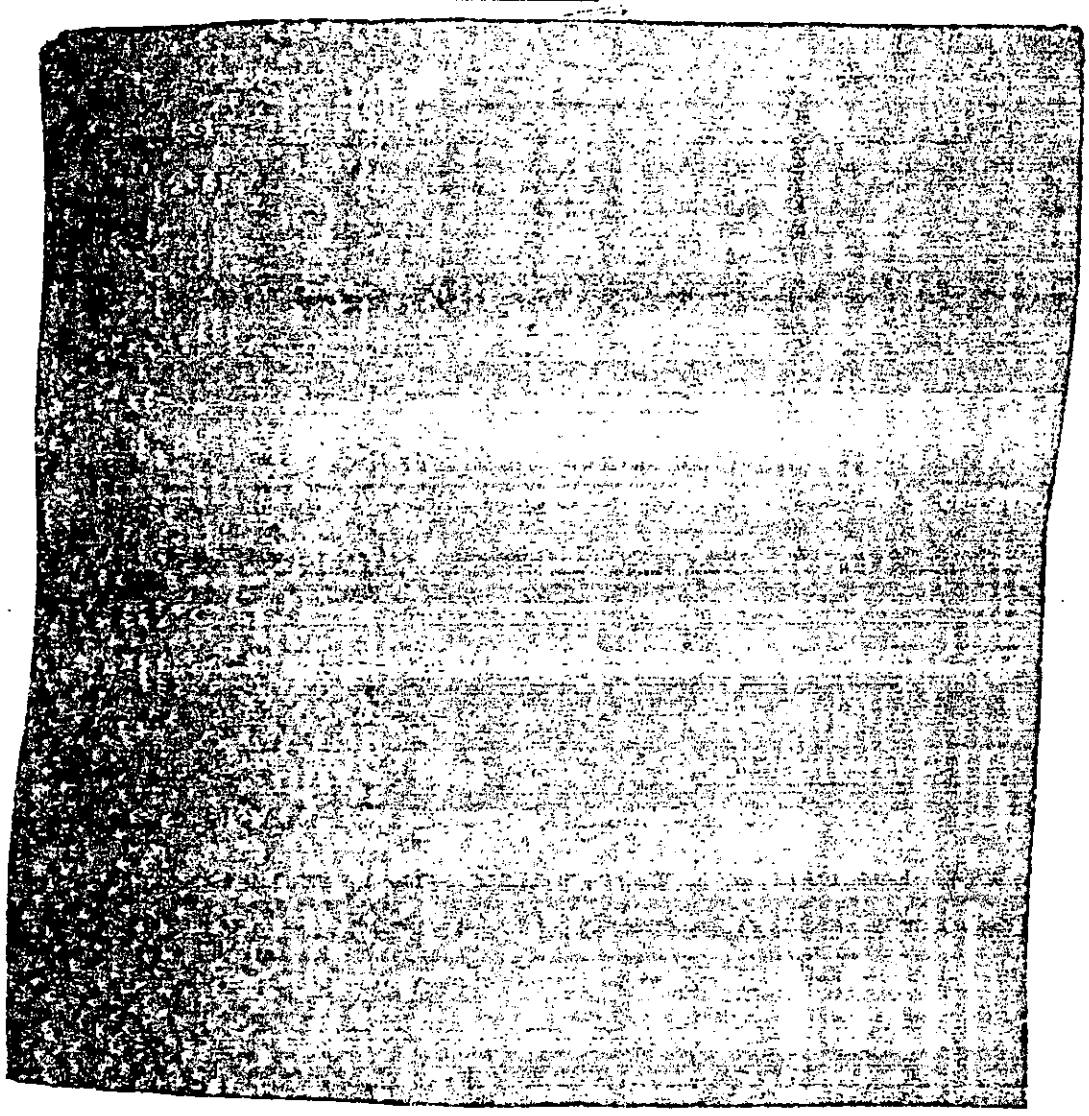
[redacted]

(c) (U) Conclusions

[redacted]

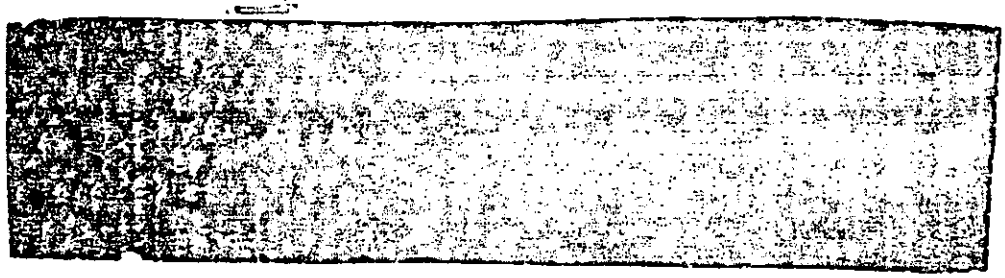
(d) (U) Data Sources. Not applicable. Appendix B data were not used in this section.

(e) (U) Discussion of Findings

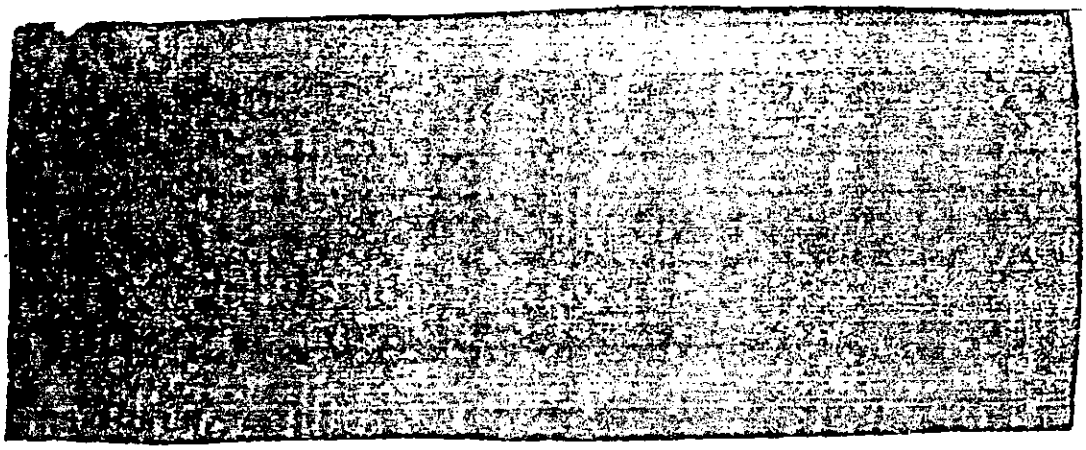


(9) (U) Human Factors

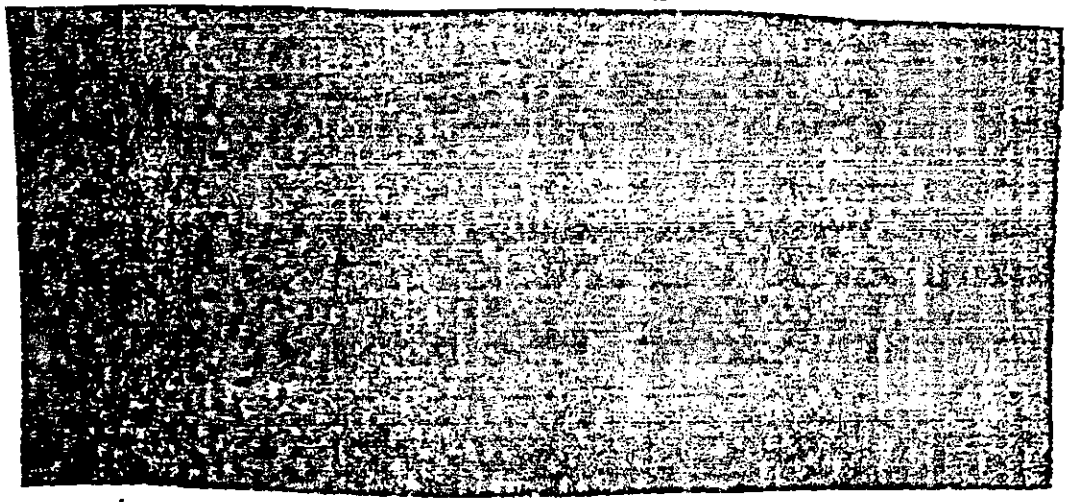
(a) (U) Issues



(b) (U) Criteria and Rationale



(d) (U) Data Sources. Not applicable.



(f) (U) Corrective Action. Paragraphs 12 and 13 contain appropriate corrective actions.

[redacted]

c. (U) Effectiveness

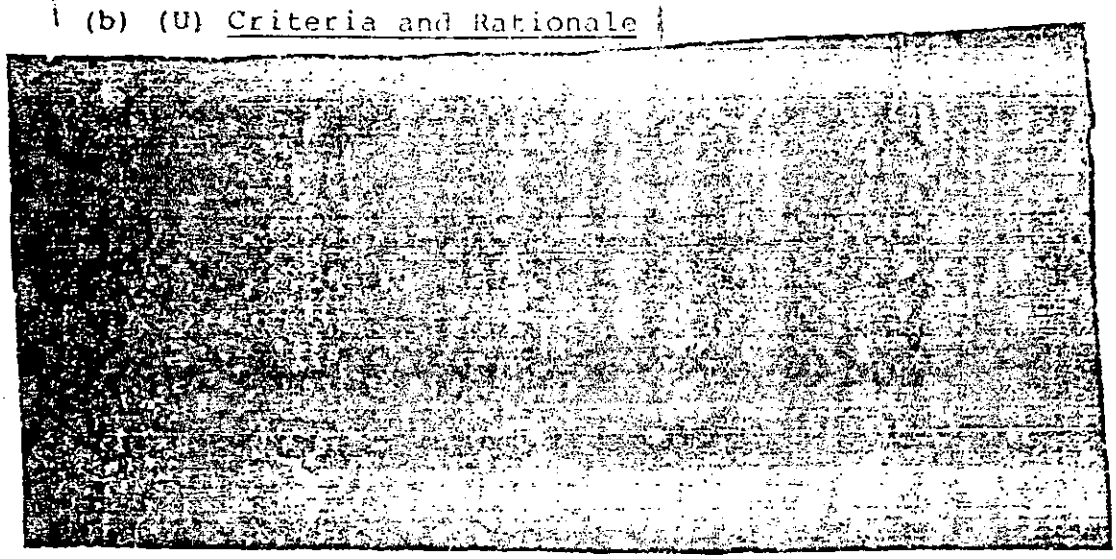
(1) (U) Mission Performance

(a) (U) Issues

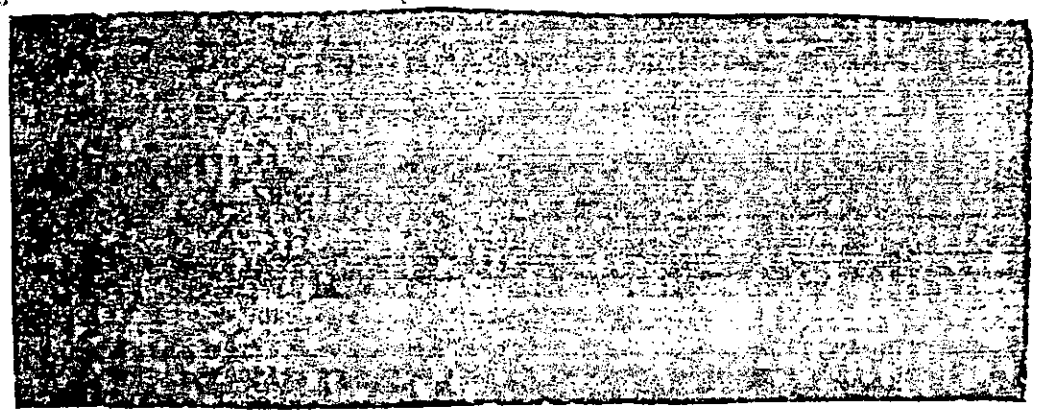
[redacted]

CLASSIFIED BY DIRECTOR, J-3
DECLASSIFY ON: OADR

(b) (U) Criteria and Rationale



(c) (U) Conclusions

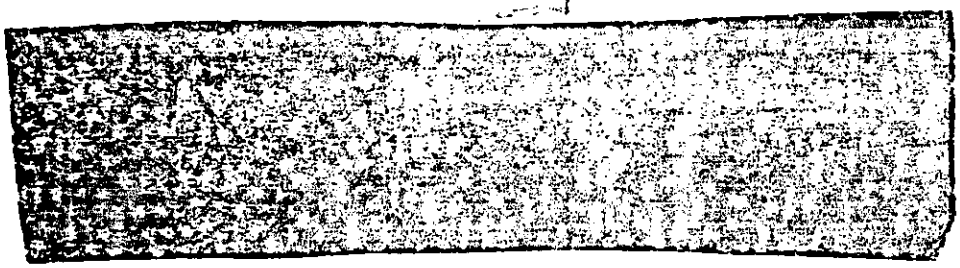


(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

1. (U) Reference r. EAP of the JCS, OJCS, 15 March 1983.

2. (U) Reference 1. CSP, OJCS, 12 July 1933.

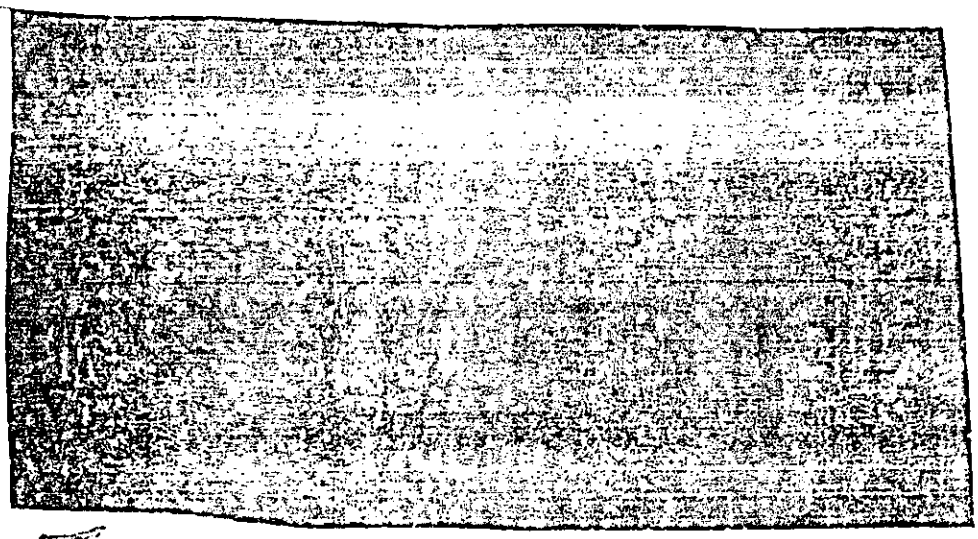
(e) (U) Discussion of Findings



[redacted]

2. (U) CSP. In the following sections references are made to a poll of players. Players were asked questions ranging from quality of communications services to working conditions. About 40 percent of the 55 players in the CAT and Logistics Readiness Center (LRC) responded to these questions. Some players had no comment and these were treated as no response for that question. The maximum number of responses for any question was 21.

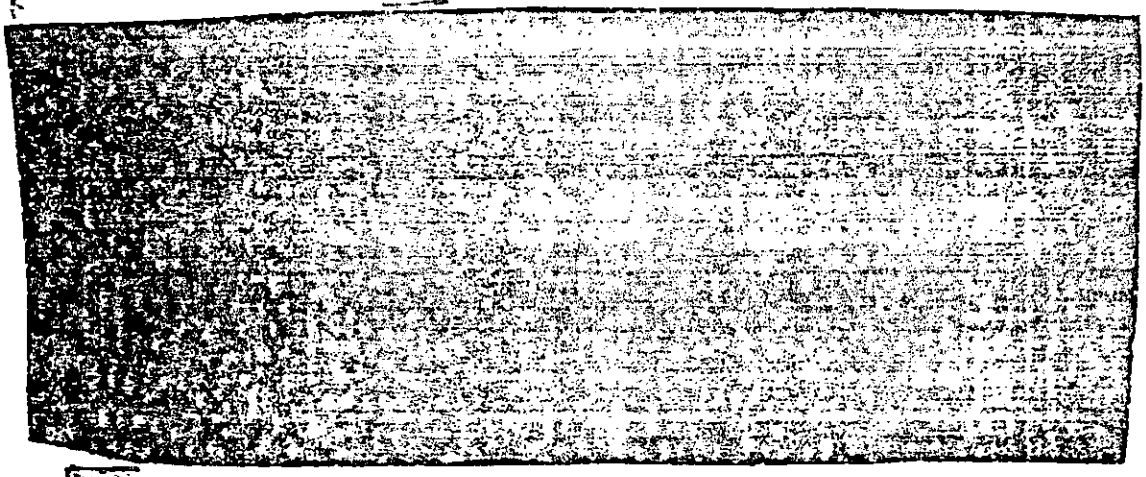
[redacted]



c. (U) A poll in the CAT and LRC indicated that about 62 percent of the players used the CSP.

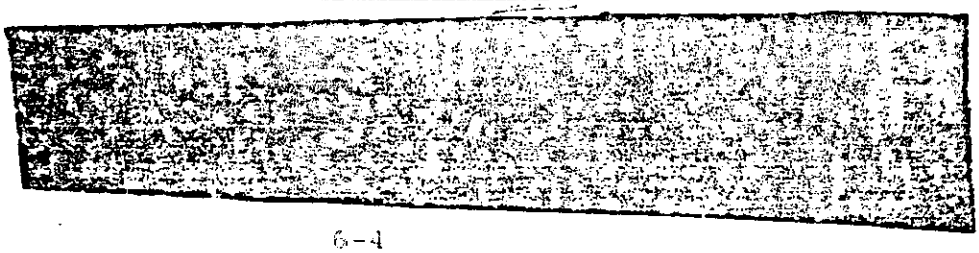
(f) (U) Corrective Action. None.

(2) (U) Vulnerability



(d) (U) Data Sources. No references from the bibliography were used in this section. Information came from OPSEC summaries which the JOAC issued daily. Appendix B of this report was not a data source.

(e) (U) Discussion of Findings



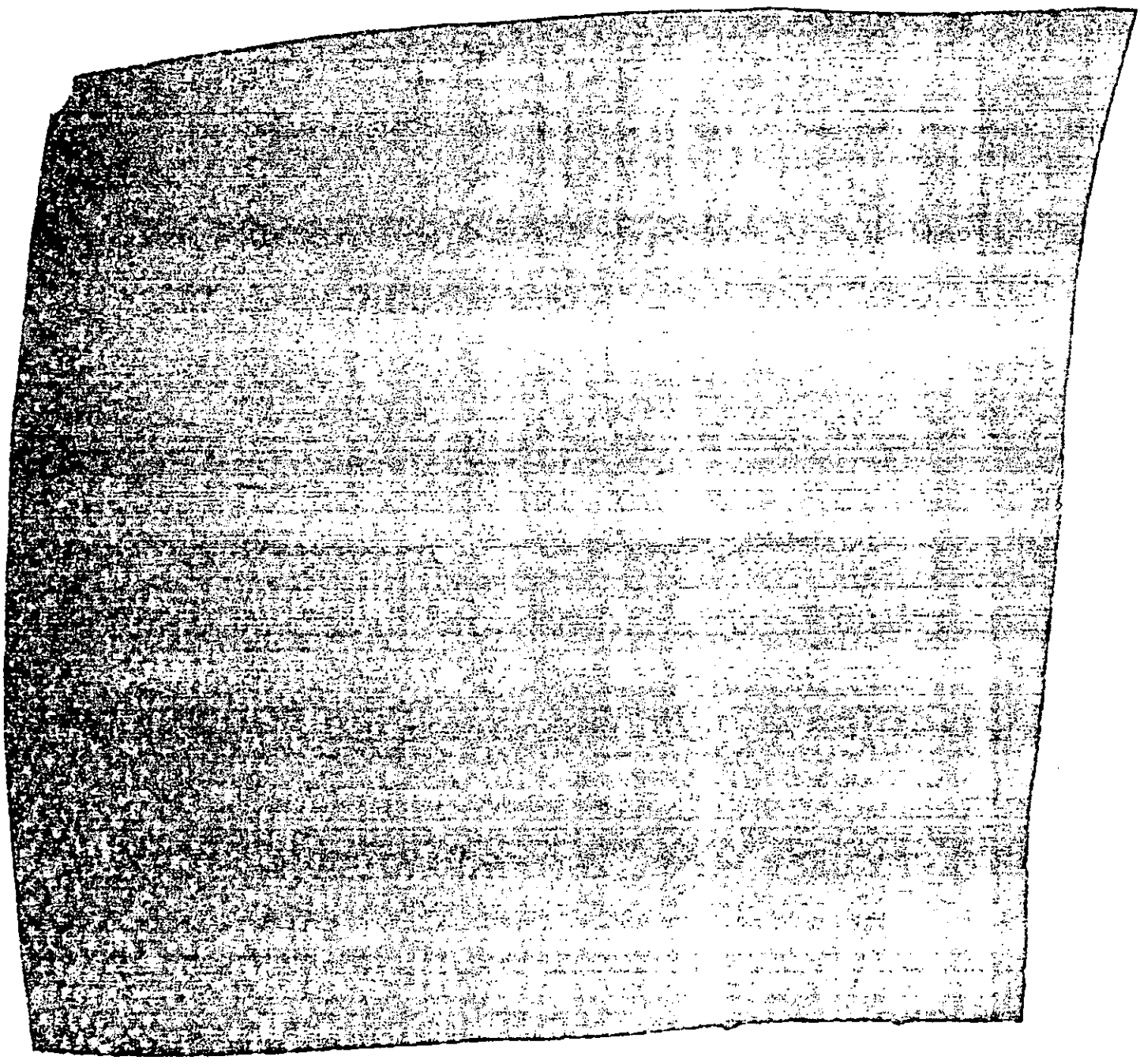
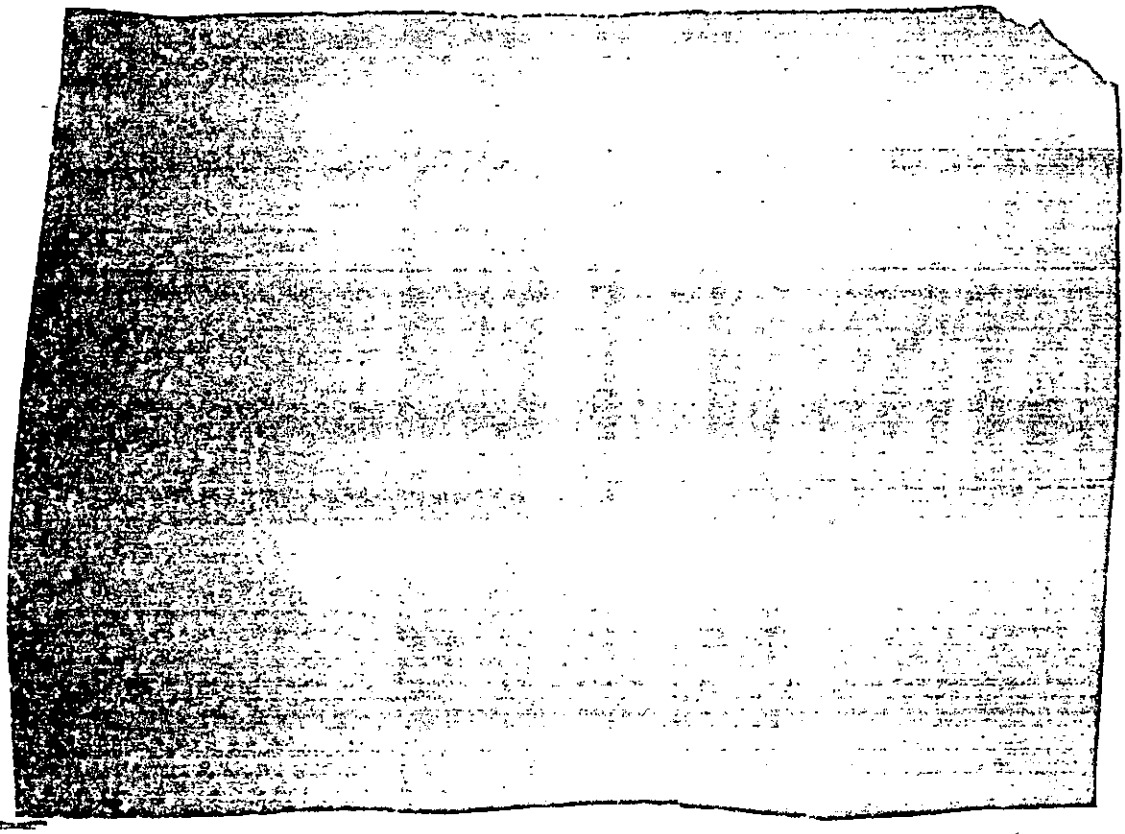
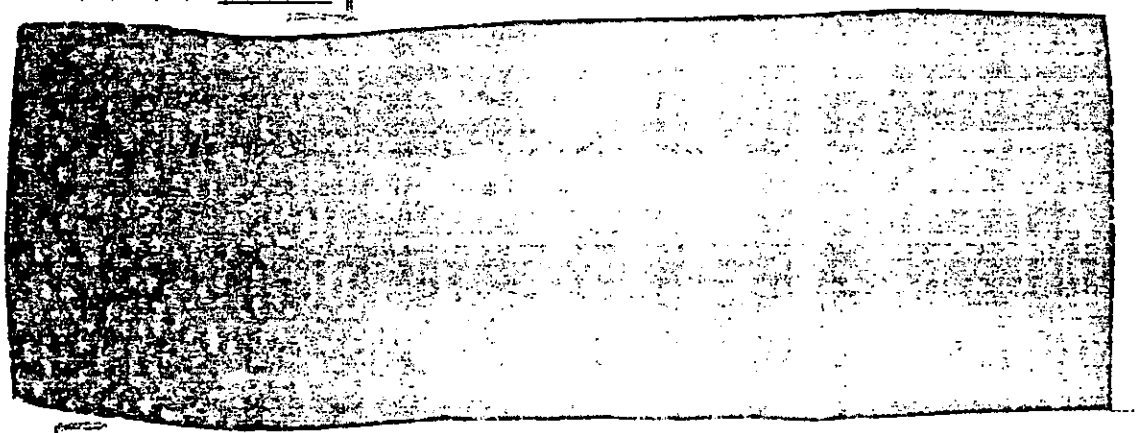


Figure 6-1. (C) Cumulative Distribution of SCA Times from Message Receipt to Assignment

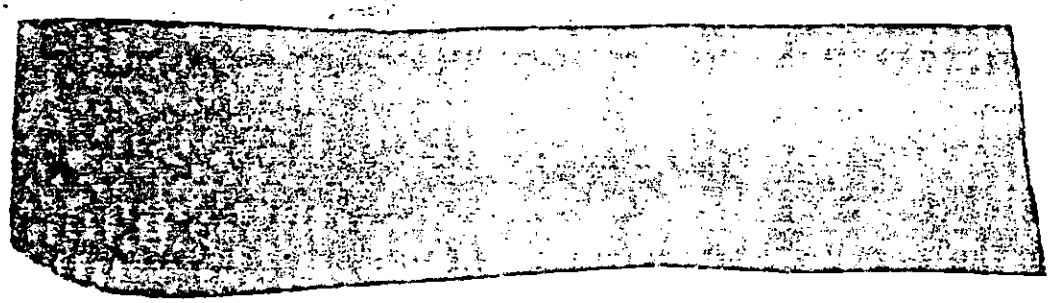


(3) (U) Survivability

(a) (U) Issues



(c) (U) Conclusions



[redacted]

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography. Appendix B of this report was not a data source.

1. (U) Reference l. CSP, OJCS, 12 July 1983

2. (U) Reference h. COOP, OJCS, 17 September 1981, under revision.

3. (U) Reference k. Annex K to COSIN, OJCS, 16 February 1984

4. (U) Reference vv. RAP Program, OJCS, July 1983.

(e) (U) Discussion of Findings

[redacted]

[redacted]

[redacted]

(f) (U) Corrective Actions.

[redacted]

d. (U) Suitability

(1) (U) RAM

(a) (U) Issues

[redacted]

[redacted]

1. (U) Reference bbb. System Description, Exercise NIGHT TRAIN 84, CJCS, November 1983

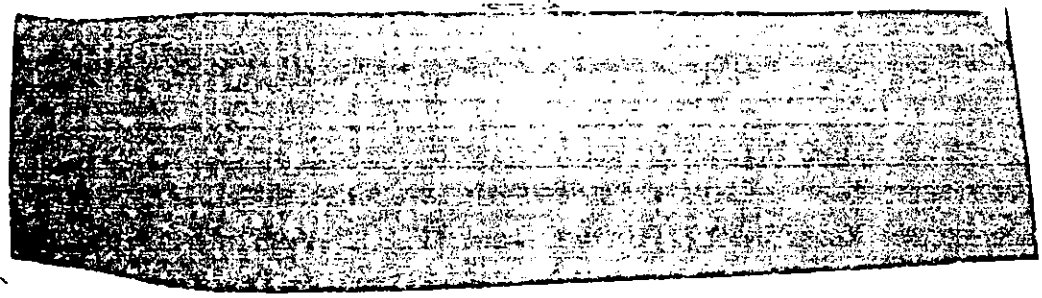
2. (U) Reference 1. CSP, OJCS, 12 July 1983.

[redacted]

3. (U) AUTODIN

[redacted]

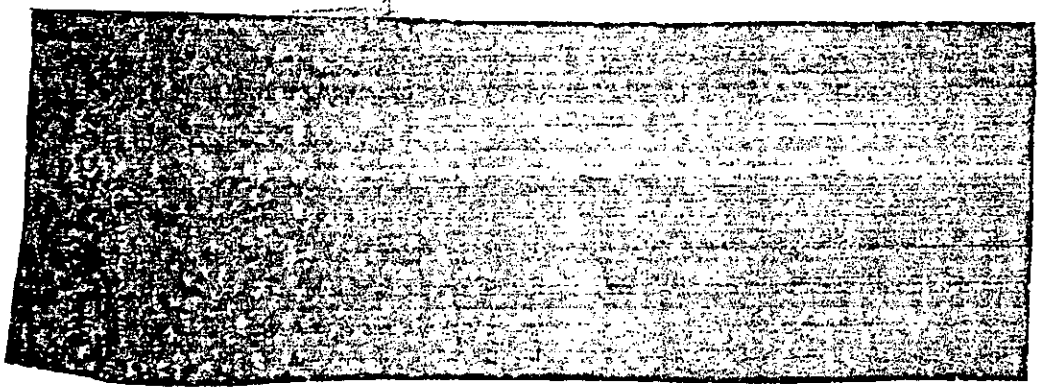
(f) (U) Corrective Action



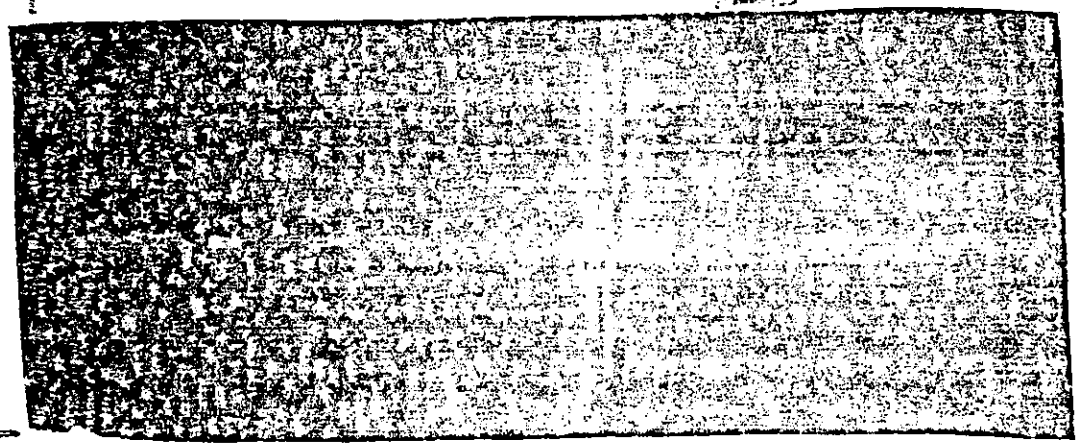
(2) (U) Logistic Supportability. Not applicable.

(3) (U) Personnel Selection

(a) (U) Issue. Did the Services and other designated agencies provide appropriate personnel to operate the NMCS.



(d) (U) Data Sources. Not applicable.



(4) (U) Training

(a) (U) Issue. Were NMCS personnel adequately trained to process JCS actions and support the NCA decisionmaking process.

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

1. (U) Reference b. Analysis Report, Exercise PRESSURE POINT 84, OJCS, April 1984

2. (U) Reference 1. CSP, OJCS, 12 July 1983.

(e) (U) Discussion of Findings

1. (U) EAP. Insufficient information and data were available to investigate training as related to the EAP.

[redacted]

[redacted]

(5) (U) Organization

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

1. (U) Reference zz. Exercise Staff Participation Paper, OJCS, 29 February 1984

2. (U) Reference 1. CSP, OJCS, 12 July 1983.

[redacted]

[redacted]

(c) (U) Corrective Action. None.

(6) (U) Doctrine

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

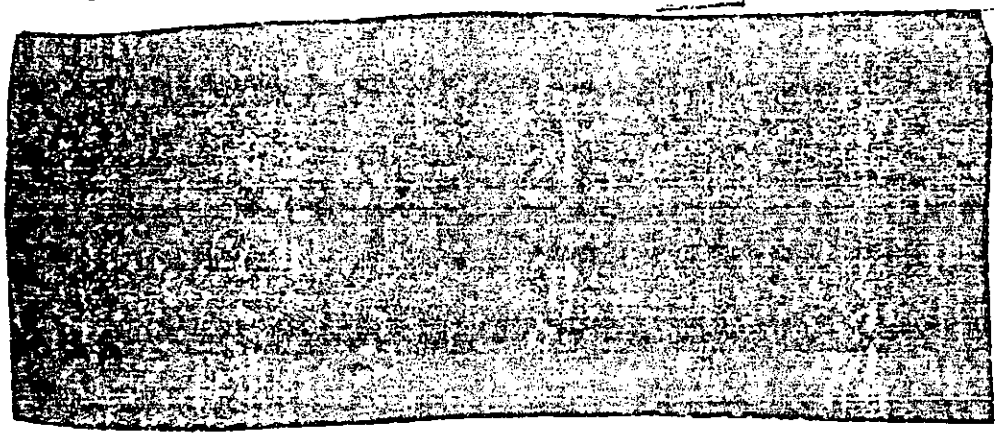
1. (U) Reference hhh. Vugraph Standards, J-3, 1 March 1983

2. (U) Reference 1. CSP, OJCS, 12 July 1983

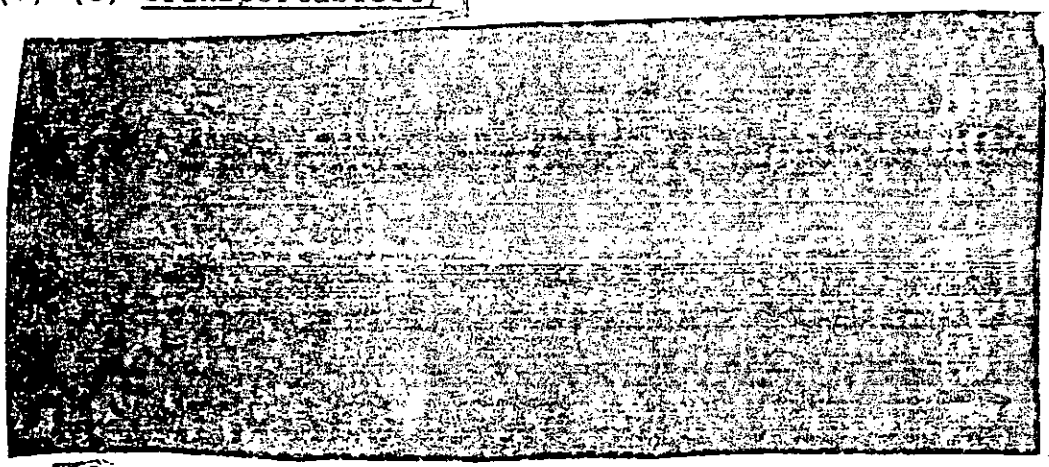
3. (U) Reference d. Briefing, Debriefing, and Related Procedures, DJS, 20 November 1981 w/change 1.

[redacted]

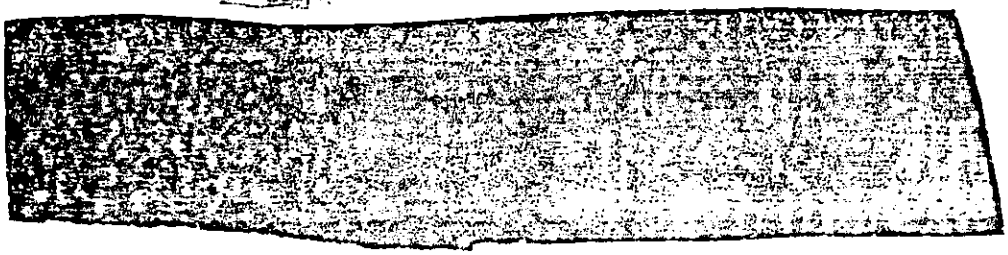
presentations to senior players. The Director, Joint Staff will modify JAI 5410.2L to include requirements for short notice briefings as experienced in exercises and crises.

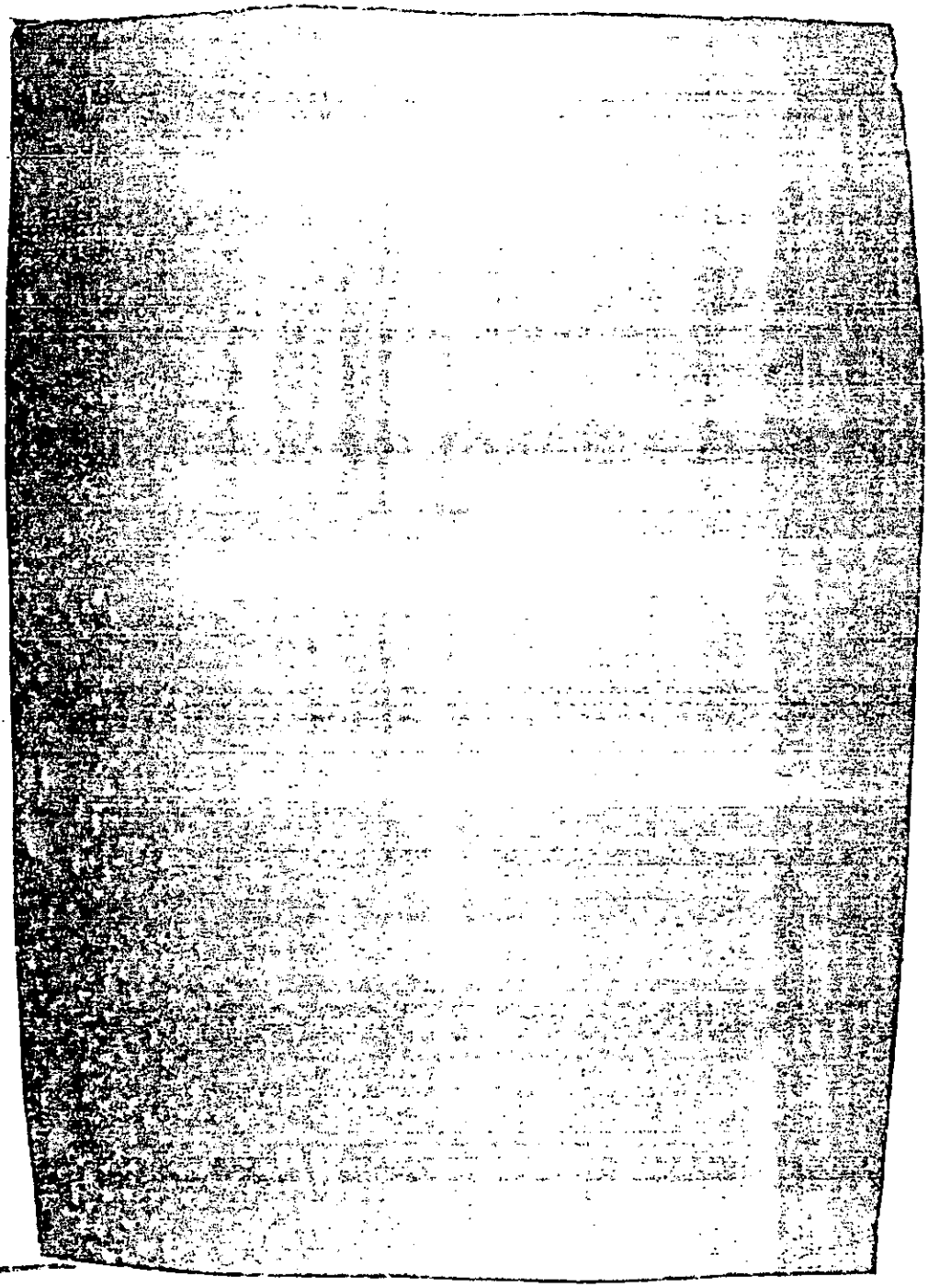


(7) (U) Transportability

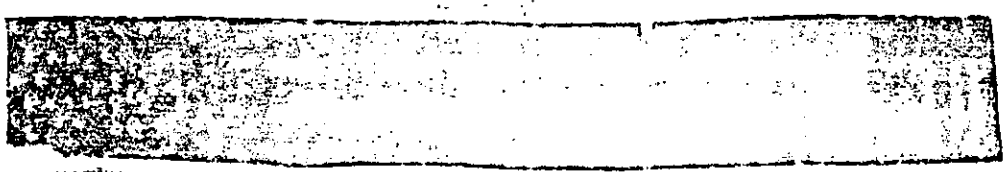


(d) (U) Data Sources. No references were used in this section. Appendix B of this report was not a data resource.





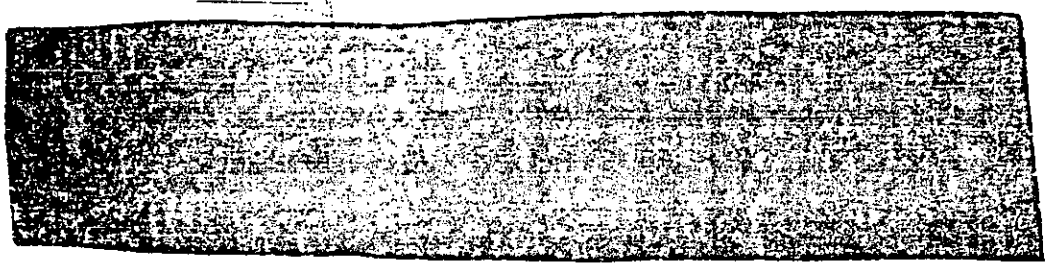
(E) (U) Corrective Actions



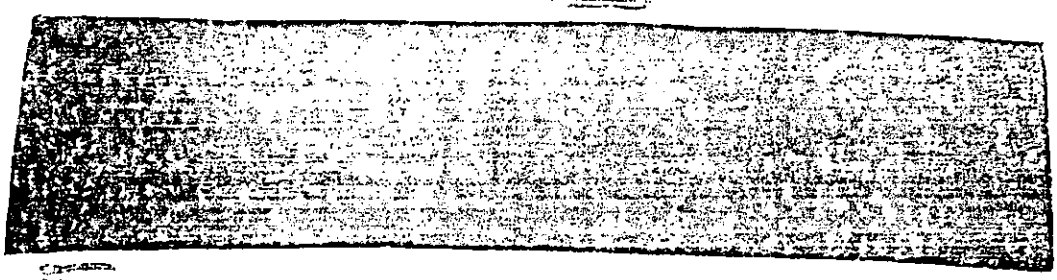
2. (U) Decisionmaker requirements for information to be presented at briefings should be documented and available to those who make

(S) (U) Cooperative Systems

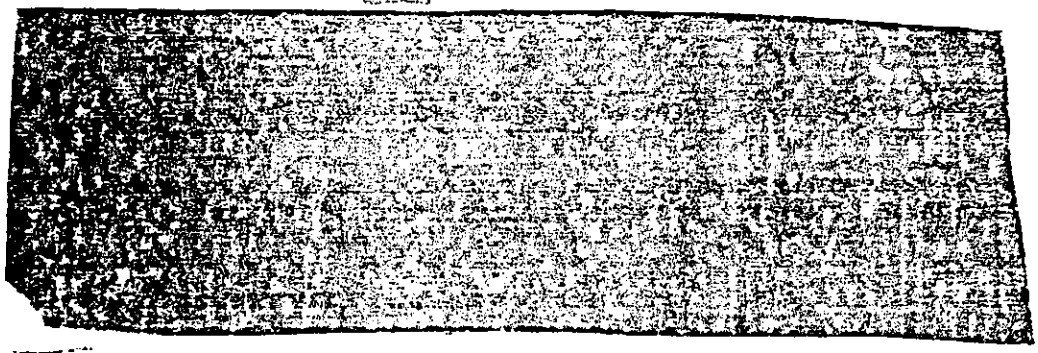
(a) (U) Issues



(b) (U) Criteria and Rationale

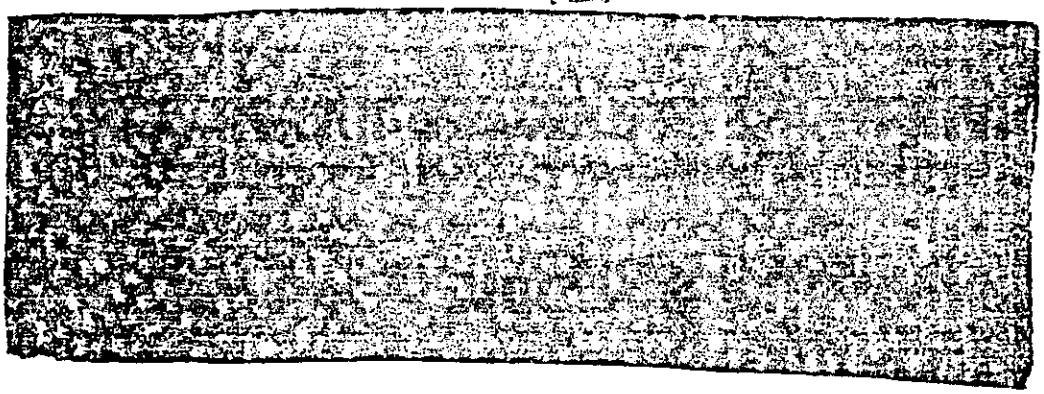


(c) (U) Conclusions



(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings



[redacted]

3. (U) Executive Aids

a. (U) Action Officer Briefing Console. The CAT Team Chief operated the Action Officer Briefing Console (AOBC) in the CAT during ECR meetings to provide quick responses to senior player questions.

[redacted]

c. (U) Closed Circuit Television. Most players had access to Closed Circuit Television (CCTV) and used it extensively to view briefings from the ECR.

[redacted]

(S) (U) Corrective Actions

1. (U) The OSD should publish operating procedures and billet descriptions for the OJCS

[redacted]

[redacted]

positions in the OSD CCG. RAP 0229 when completed will provide a DOD Directive (DODD) and DOD Instructions (DODI) to implement the CCG.

2. (U) The Director for Operations, OJCS will include in preexercise training information on the use of NIDS.

(9) (U) Human Factors

(a) (U) Issue. Were NMCS shifts organized so that players were used effectively.

(b) (U) Criteria and Rationale. Work schedules should be arranged to prevent player fatigue. Work conditions should be arranged to reduce to a minimum boredom and repetitious work.

(c) (U) Conclusion. Most players in the NMCC said that working conditions were acceptable.

(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Corrective Action. None.

[redacted]

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[redacted]

c. (U) Effectiveness

(1) (U) Mission Performance

(a) (U) Issues

[redacted]

(b) (U) Criteria and Rationale

[redacted]

(c) (U) Conclusions

[redacted]

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DECLASSIFY ON: OADR

[redacted]

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

1. (U) Reference ccc. Tactical Warning and Attack Assessment Test Results, CCEC, 23 April 1982

2. (U) Reference kkk. OJCS Pub 19, Volume IV, 4 October 1982.

(e) (U) Discussion of Findings

[redacted]

[redacted]

[redacted]

(f) (U) Corrective Actions

[redacted]

(2) (U) Vulnerability

(a) (U) Issues

[redacted]

[redacted]

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

(3) (U) Survivability. Not applicable.

d. (U) Suitability

(1) (U) RAM

[redacted]

(c) (U) Conclusions

[redacted]

[redacted]

(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings

[redacted]

(4) (U) Training

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

(5) (U) Organization

[redacted]

[redacted]

(2) (U) Logistic Supportability. Not applicable.

(3) (U) Personnel Selection

[redacted]

(d) (U) Data Sources. Not applicable.

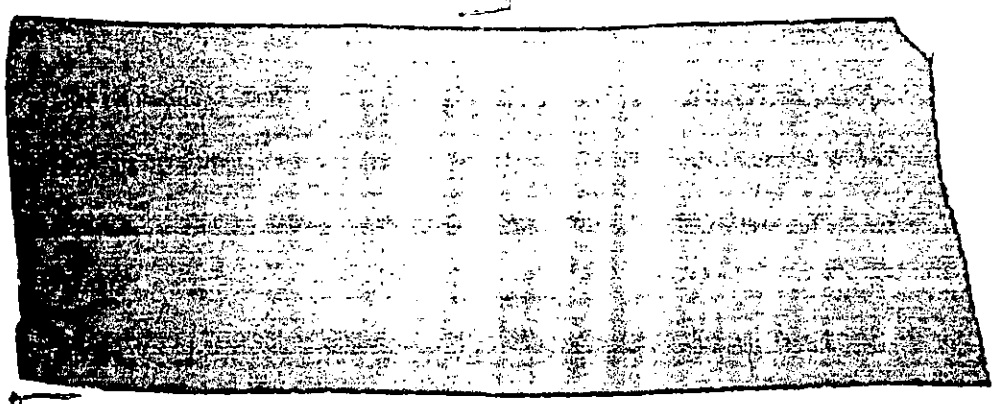
(e) (U) Discussion of Findings

[redacted]

(F) (U) Corrective Action. None.

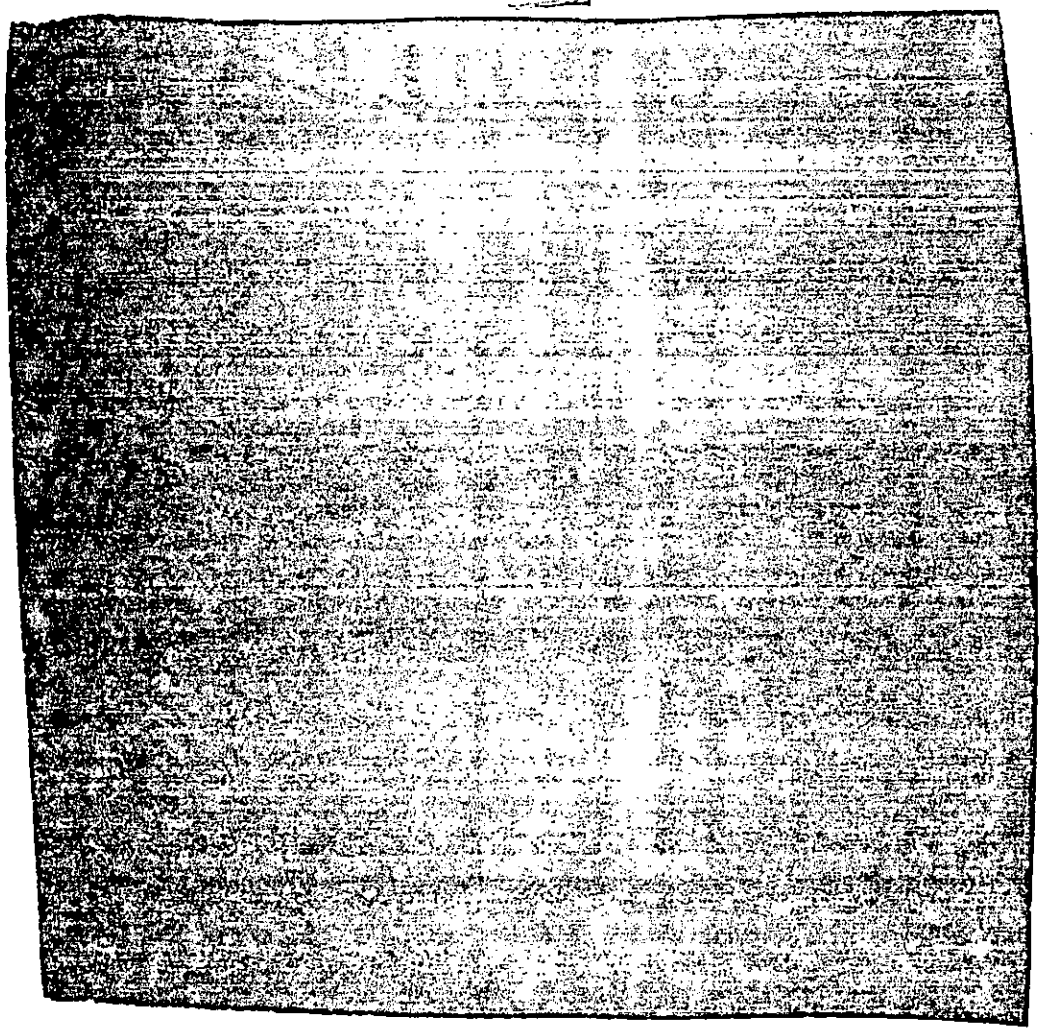
(7) (U) Transportability. Not applicable.

(8) (U) Cooperative Systems



(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings



(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Corrective Action. None.

(6) (U) Doctrine

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

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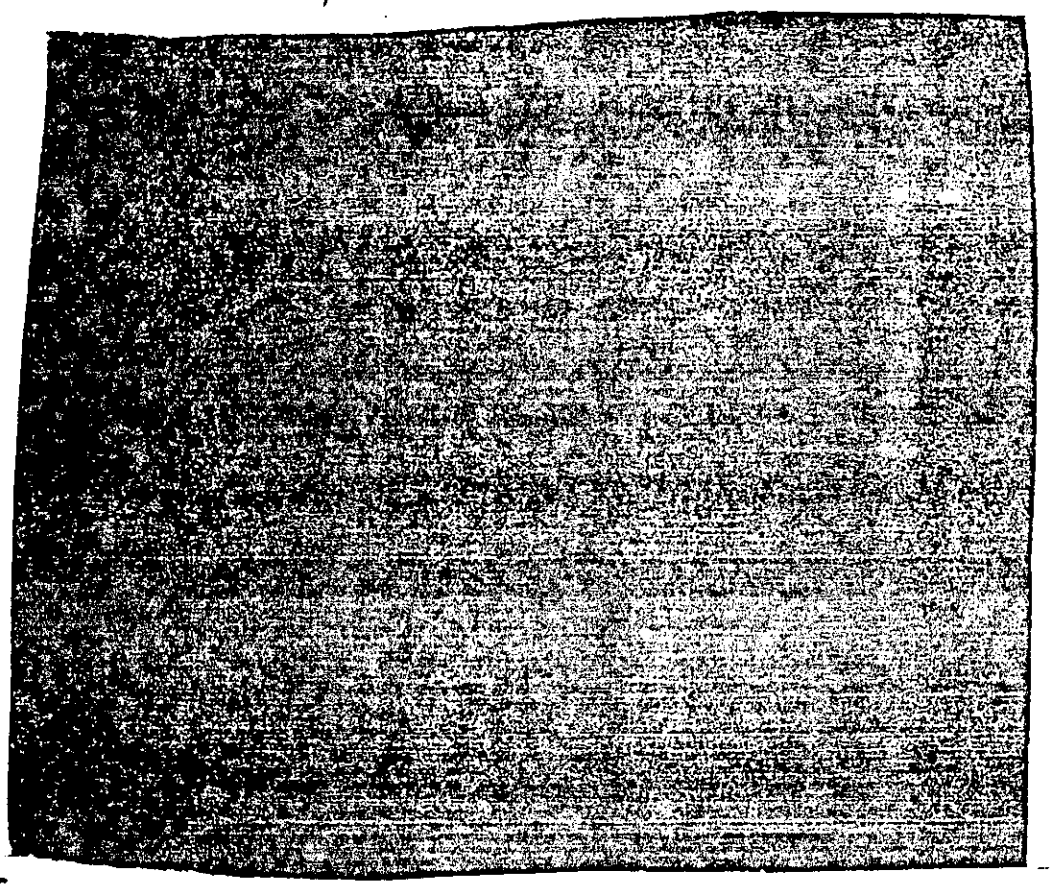
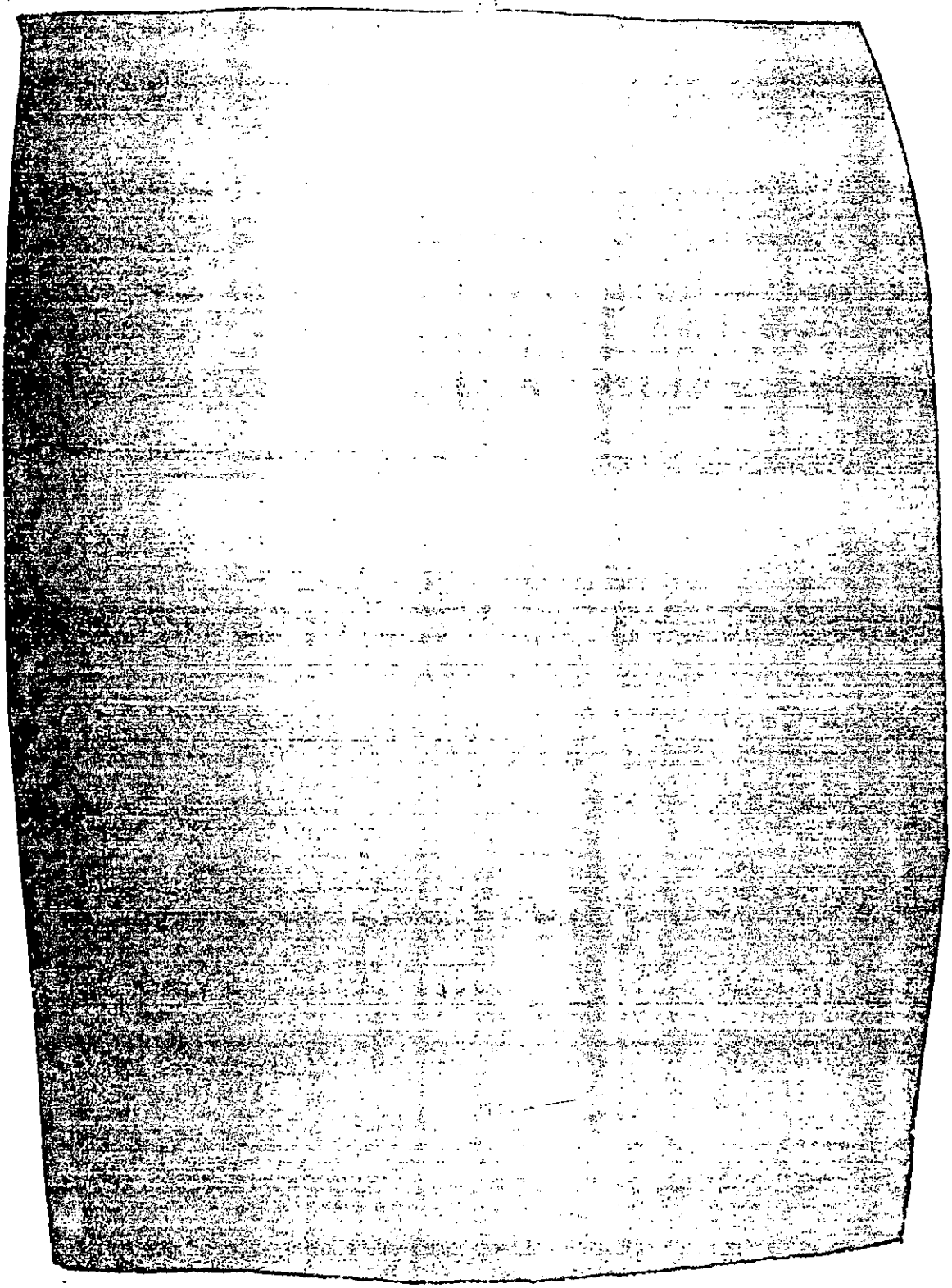


(9) (U) Human Factors. Not applicable.

(e) (U) Discussion of Findings



[redacted]

[redacted]

c. (U) Effectiveness

(1) (U) Mission Performance

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

1. (U) Reference iii. WWABNCP Test and Evaluation Plan, DCA, to be published

2. (U) Reference ff. NMCS Operating Instructions, OI 3220.6, OJCS, 5 April 1983.

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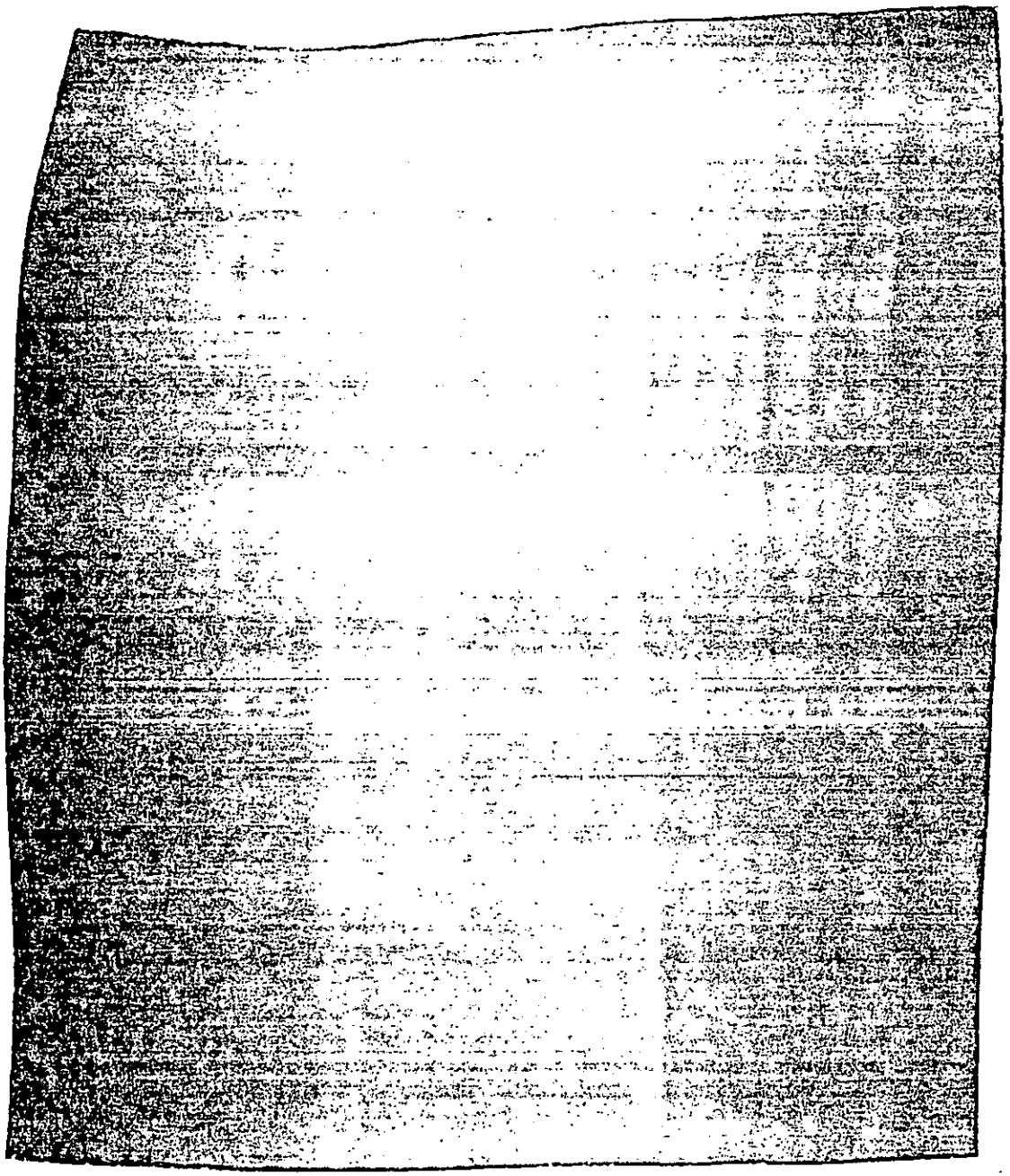
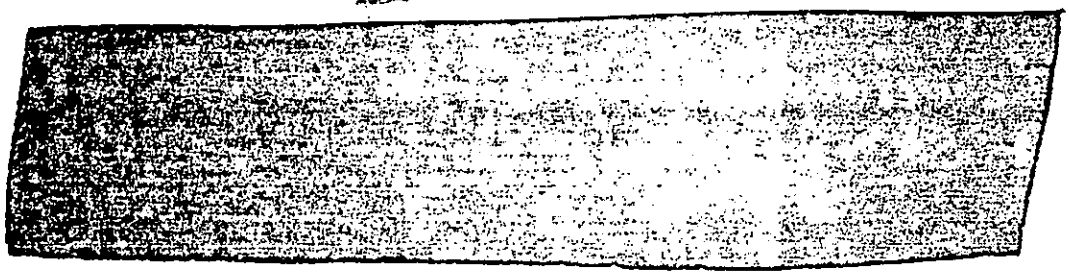
DECLASSIFY ON: OADR

[redacted]



(2) (U) Vulnerability



[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Recommendation. None.

(3) (U) Survivability

[redacted]

(d) (U) Data Sources. Not applicable.

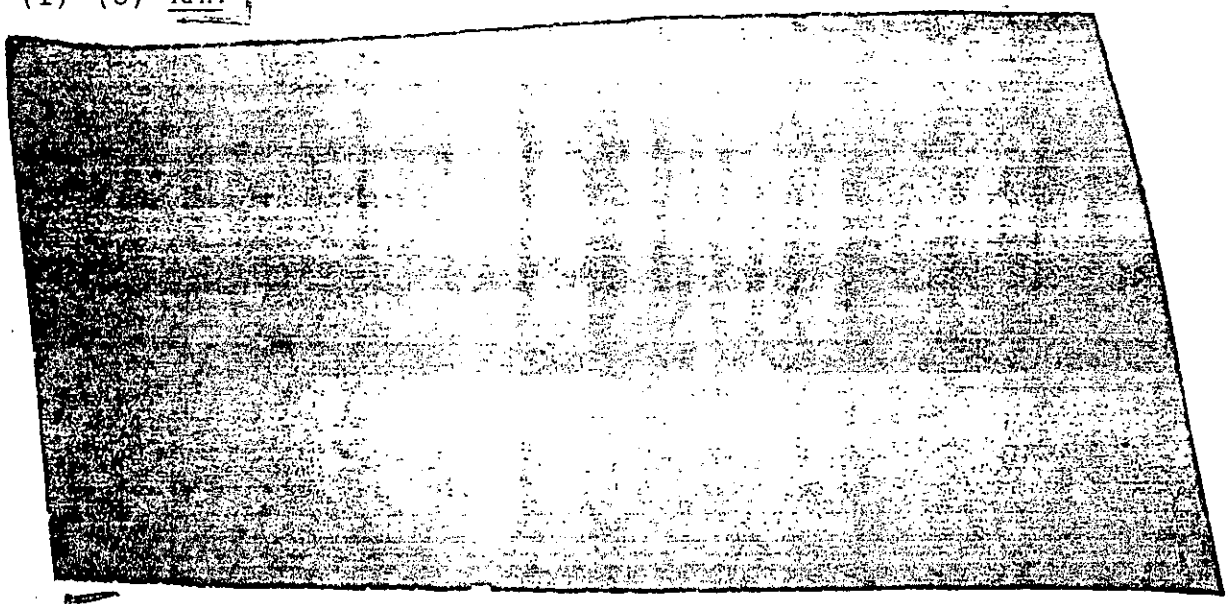
[redacted]

(f) (U) Corrective Action. The appropriate corrective action was assigned under the Mission Performance attribute.

[redacted]

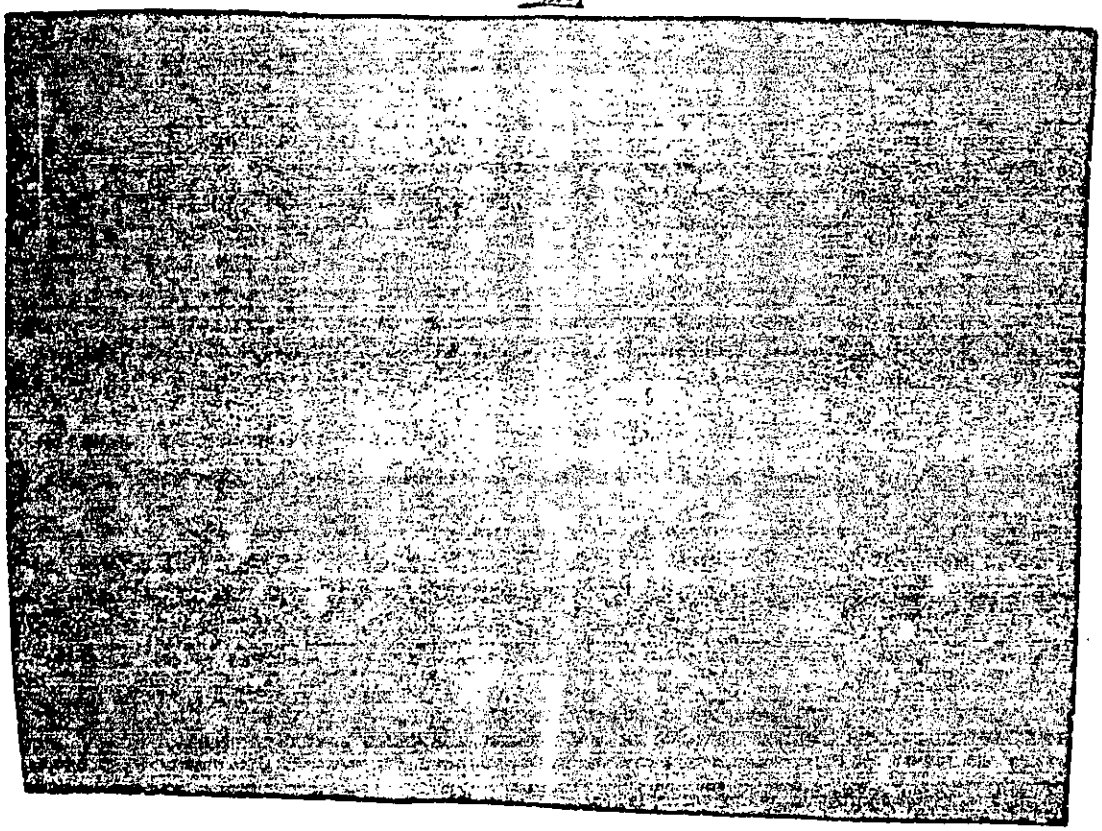
d. (U) Suitability

(1) (U) RAM



(d) (U) Data Sources. Not applicable.

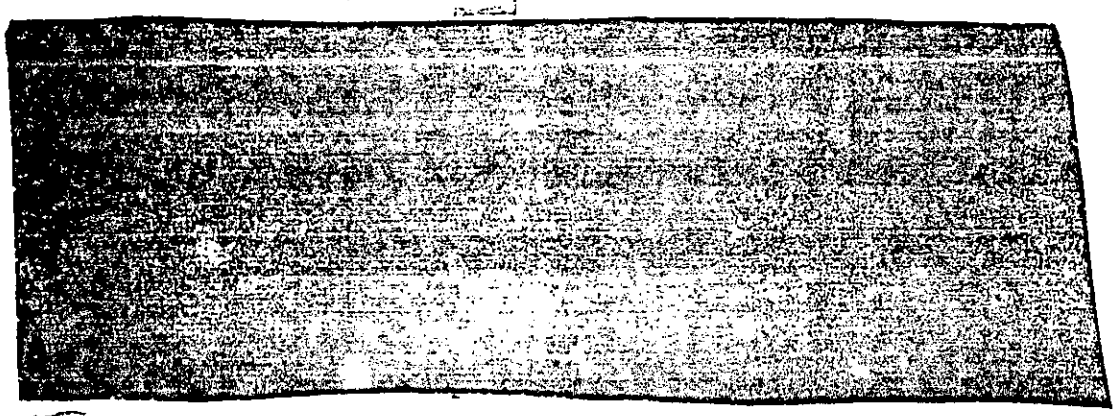
(e) (U) Discussion of Findings



create the PIFERS as a means to build an assessment of conventional forces.

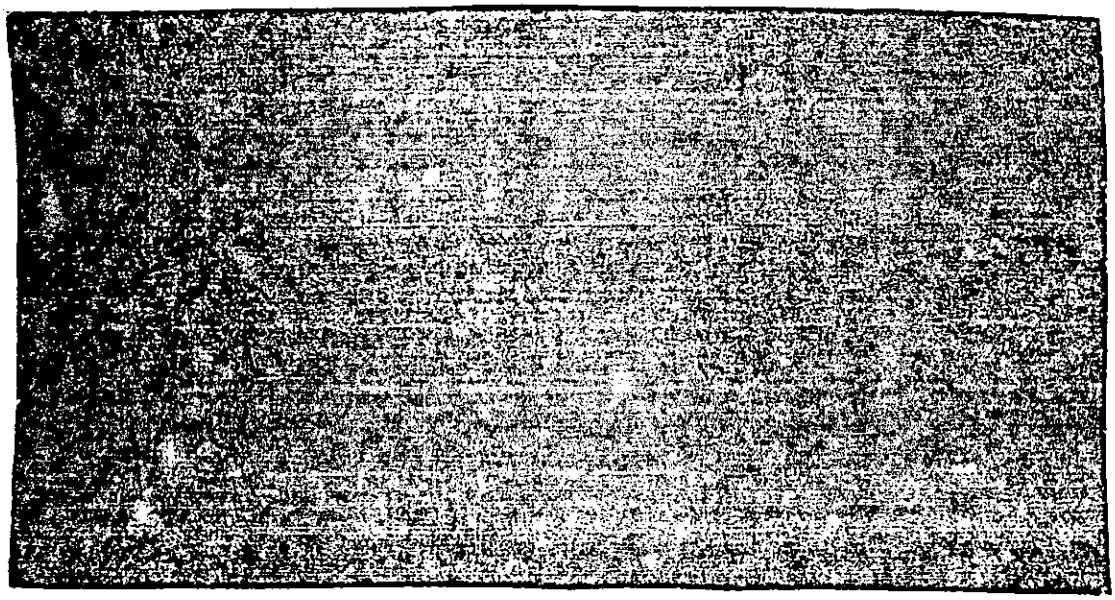
(2) (U) Logistic Supportability. Not applicable.

(3) (U) Personnel Selection

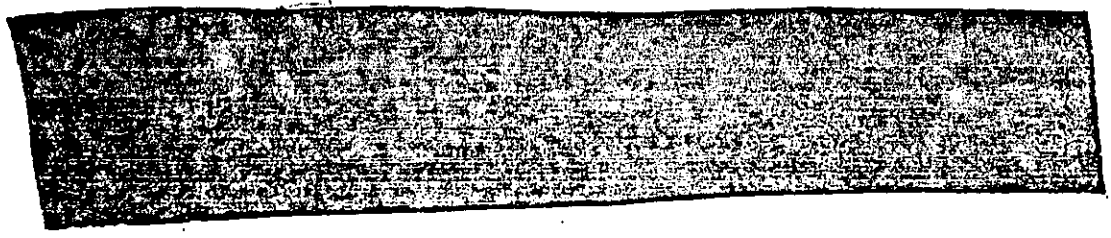


(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings



(4) (U) Training



[redacted]

(d) (U) Data Sources. Not applicable. Appendix B data were not used in this section.

[redacted]

(5) (U) Organization

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Corrective Action. None.

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Recommendation. The appropriate recommendation was made under the mission performance attribute.

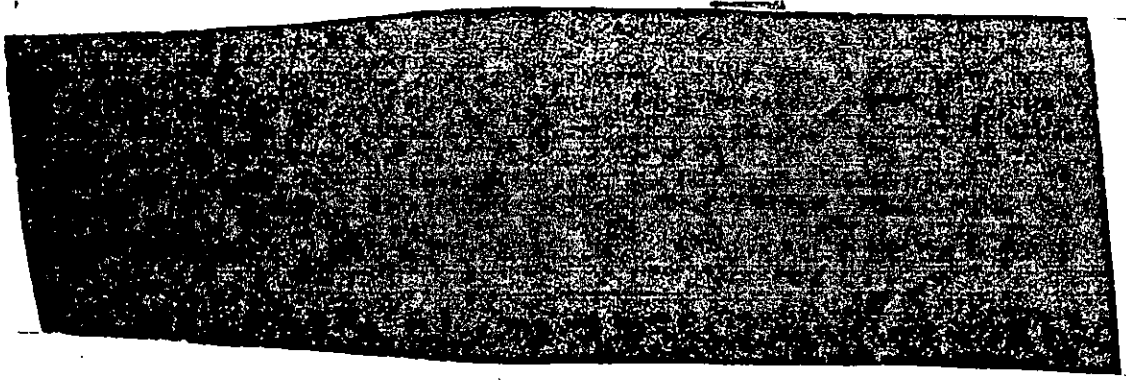
(7) (U) Transportability. Not applicable.

(8) (U) Cooperative Systems

[redacted]

[redacted]

(d) (U) Data Sources. Not applicable.



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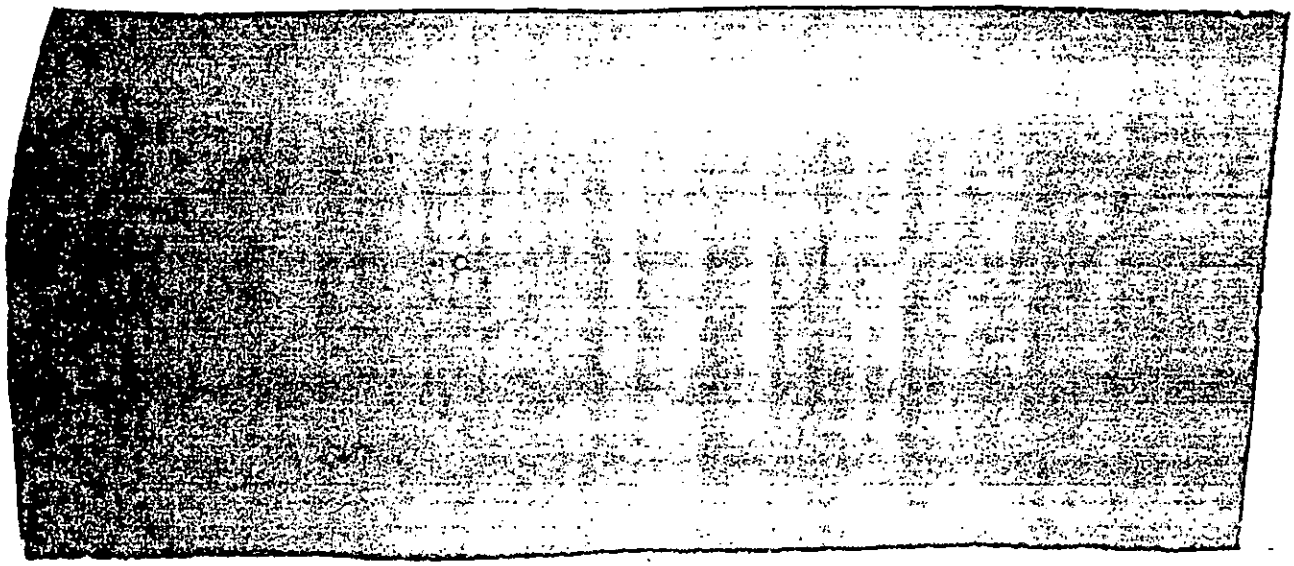
(d) (U) Data Sources. Not applicable.

[redacted]

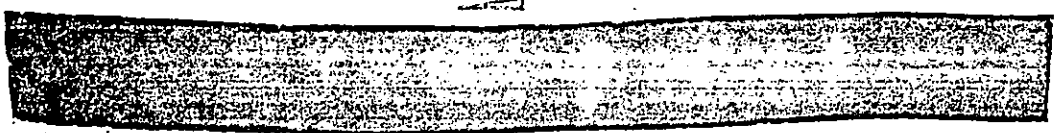
(9) (U) Human Factors

[redacted]

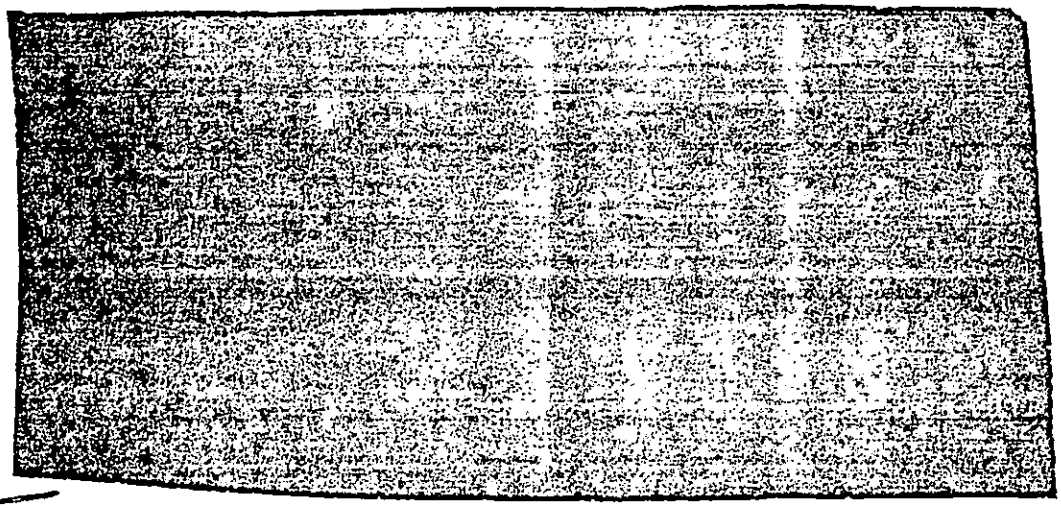


c. (U) Effectiveness

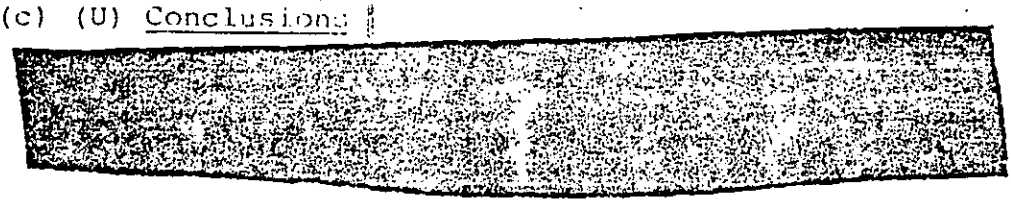
(1) (U) Mission Performance



(b) (U) Criteria and Rationale



(c) (U) Conclusions



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c. (U) Effectiveness

(1) (U) Mission Performance

[redacted]

(b) (U) Criteria and Rationale

[redacted]

(c) (U) Conclusions

[redacted]

CLASSIFIED BY DIRECTOR, J-3

[redacted]

[redacted]

(f) (U) Corrective Actions

[redacted]

(2) (U) Vulnerability

(a) (U) Issue. Is the process for receiving information reports vulnerable to compromise or disruption because of security measures.

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Corrective Action. None.

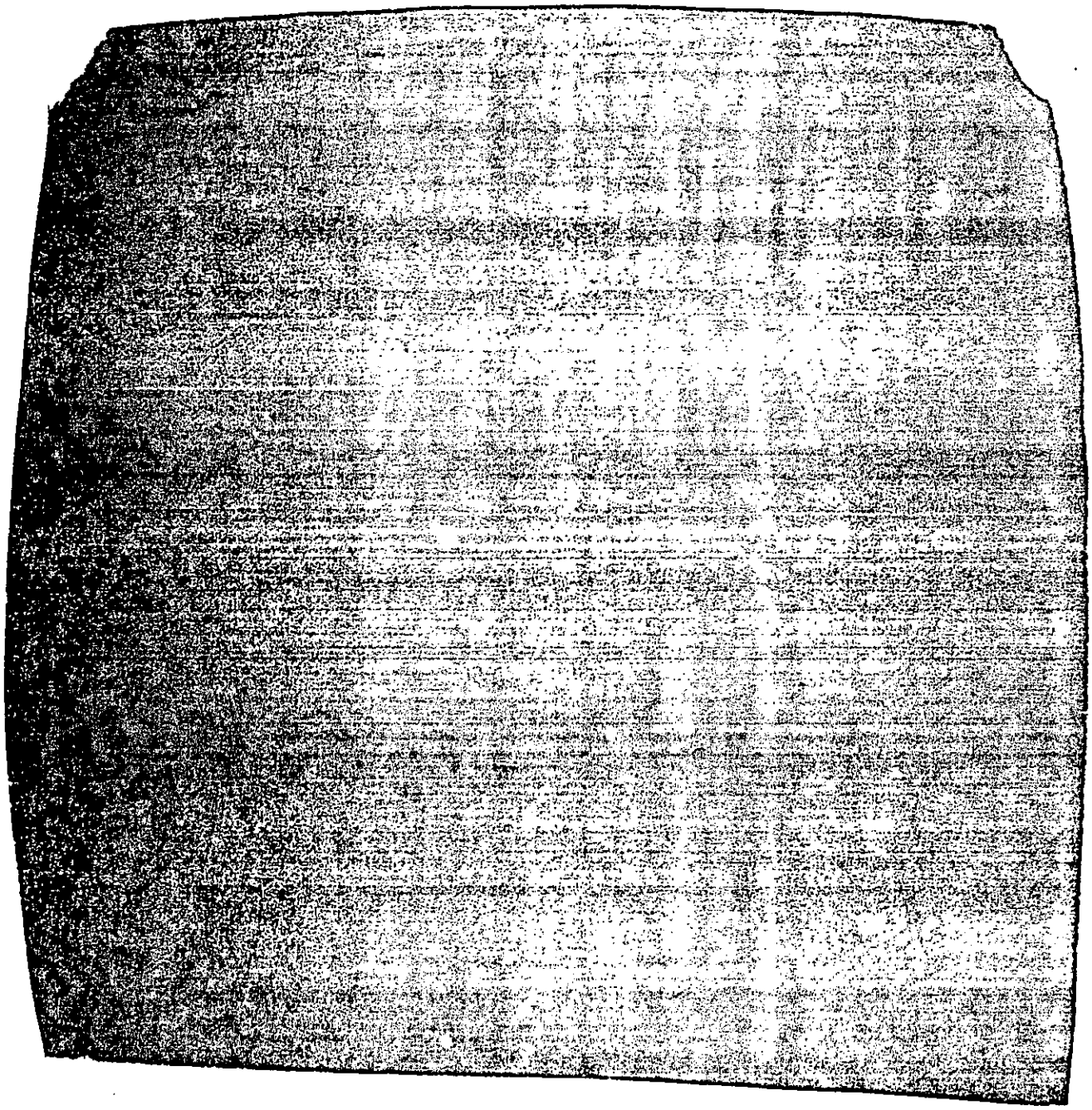
[redacted]

[redacted]

(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings

[redacted]



[redacted]

d. (U) [redacted]

(1) (U) RAM

(a) (U) Issues

[redacted]

(b) (U) Criteria and Rationale

[redacted]

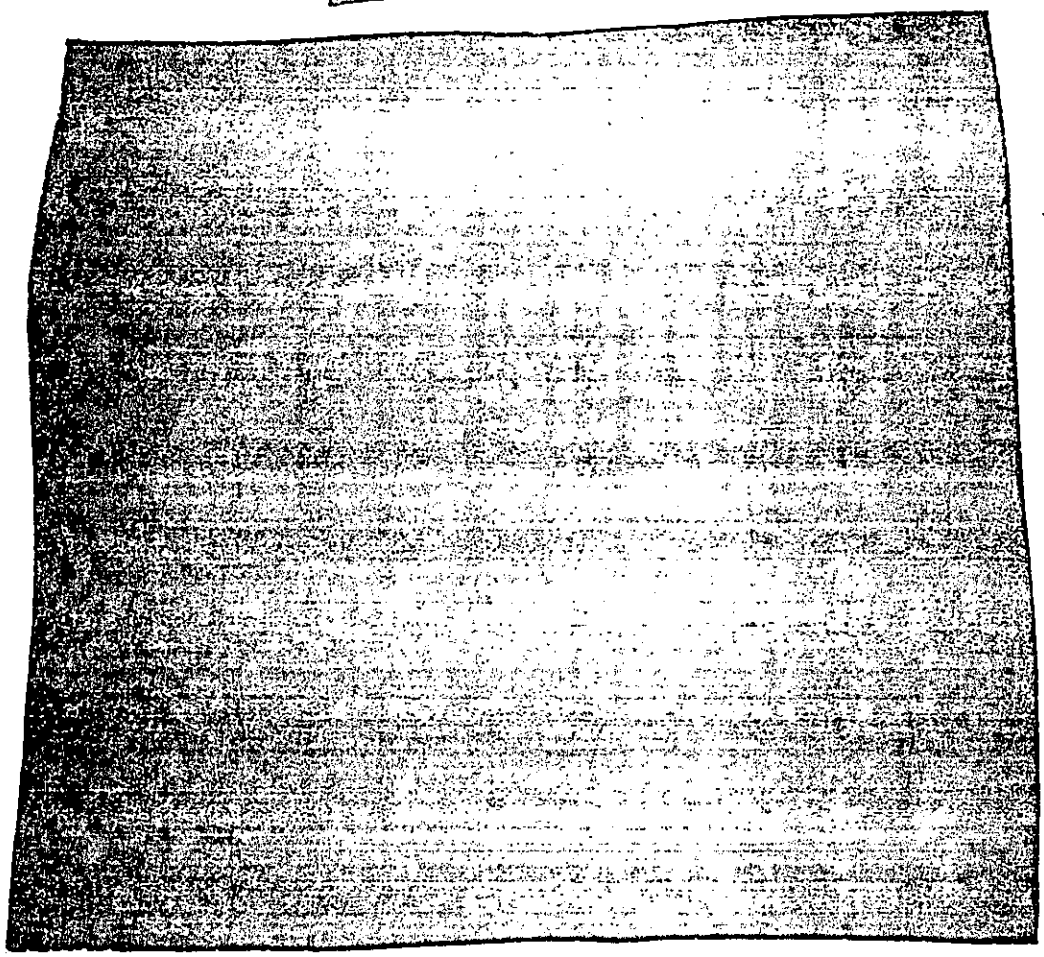
(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings

[redacted]

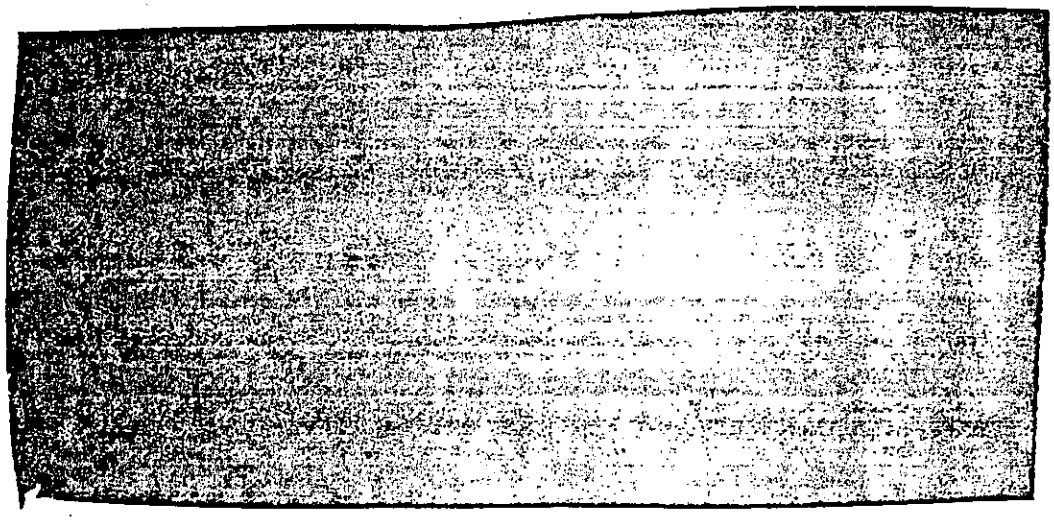
[redacted]

[redacted]



(2) (U) Logistic Supportability. Not applicable.

(3) (U) Personnel Selection



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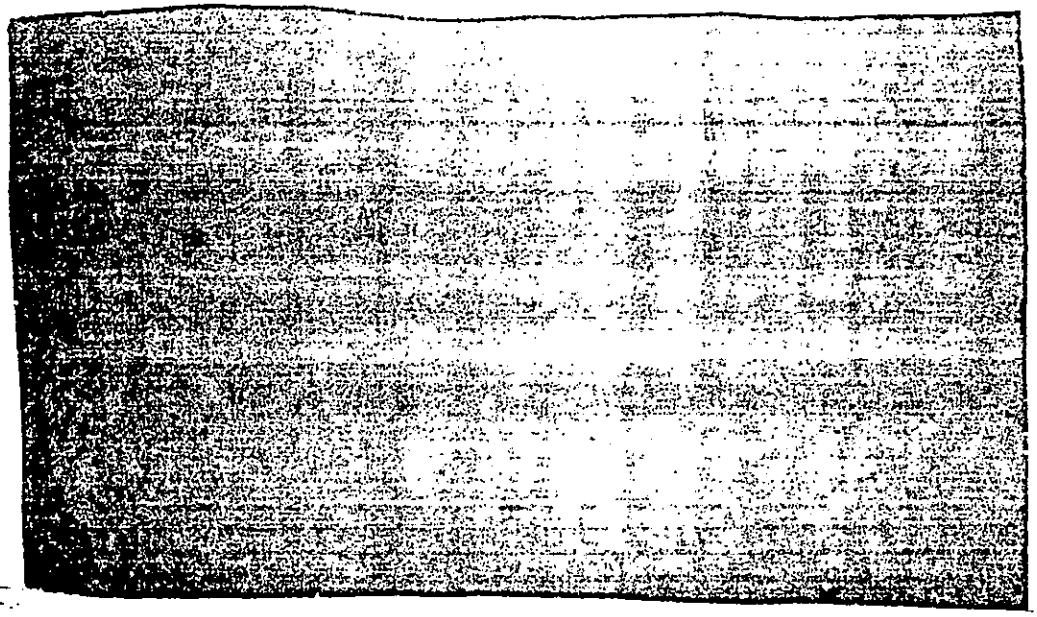
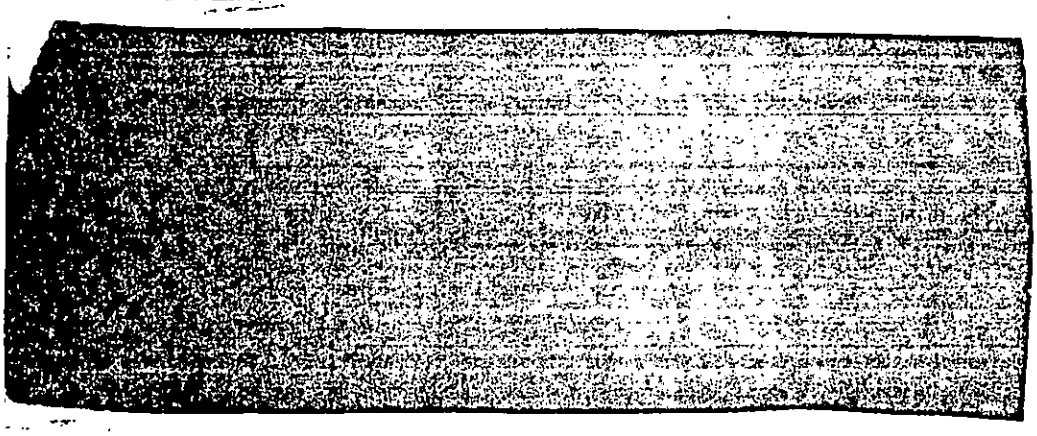
(e) (U) Discussion of Findings.

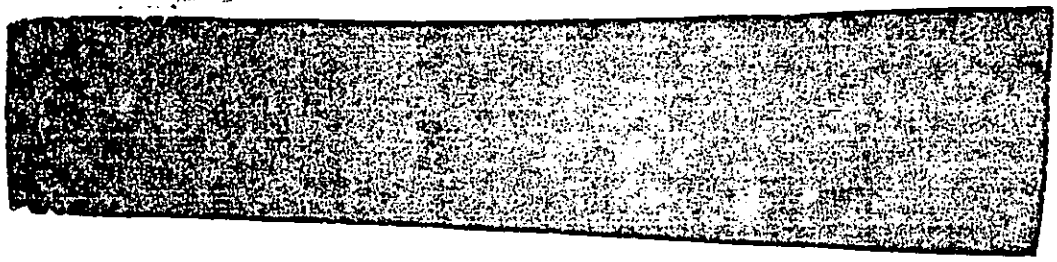


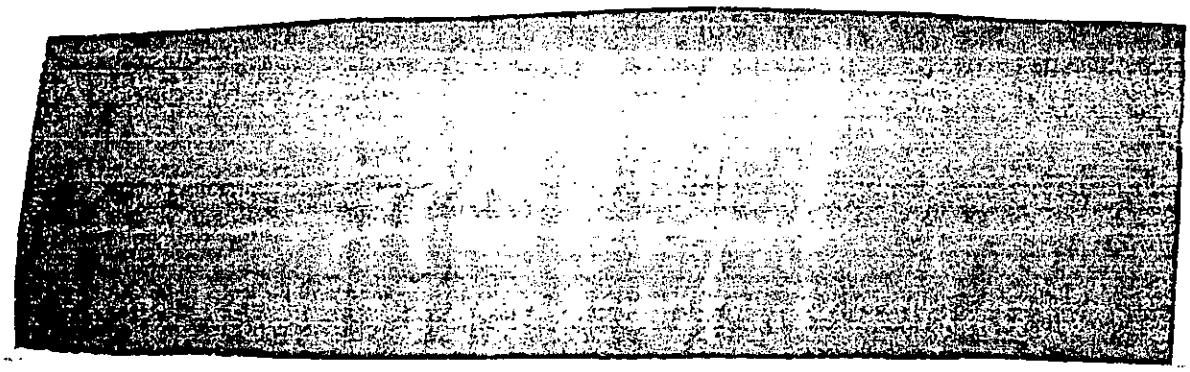
(f) (U) Corrective Action. None.

(4) (U) Training

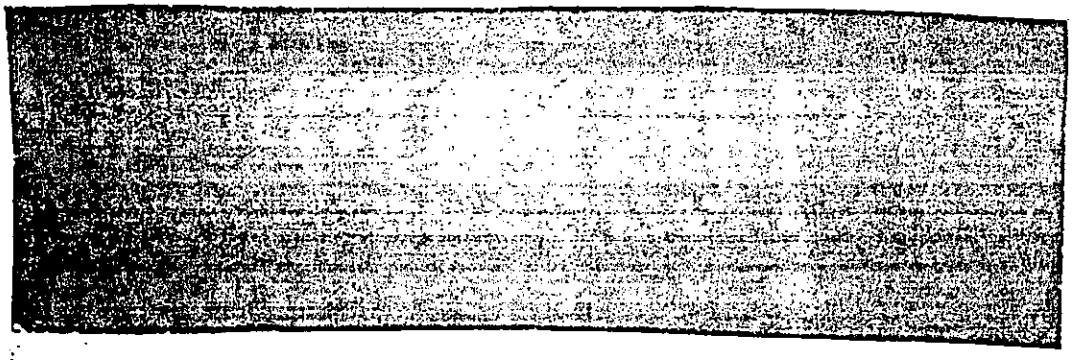


(d) (U) Data Sources. Not applicable. Appendix B data were not used in this section. Personal interviews after the exercise were used to obtain these data.

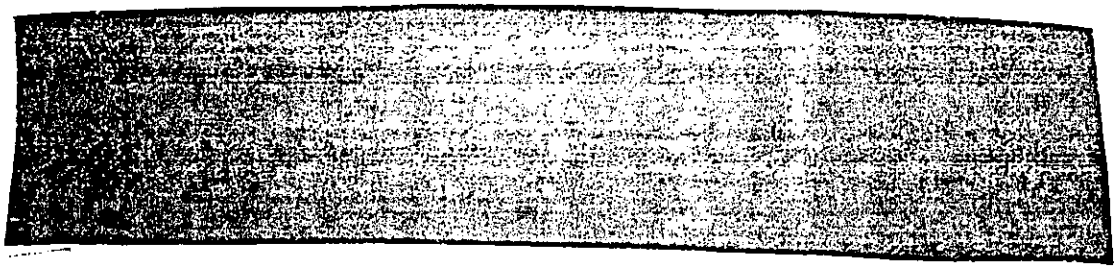




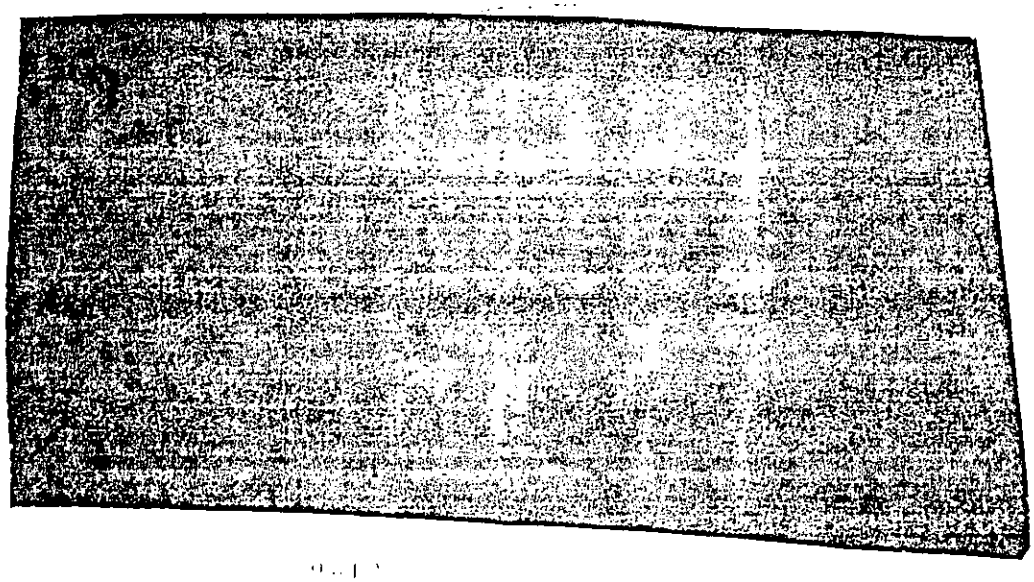
(5) (U) Organization



(c) (U) Conclusions



(e) (U) Discussion of Findings



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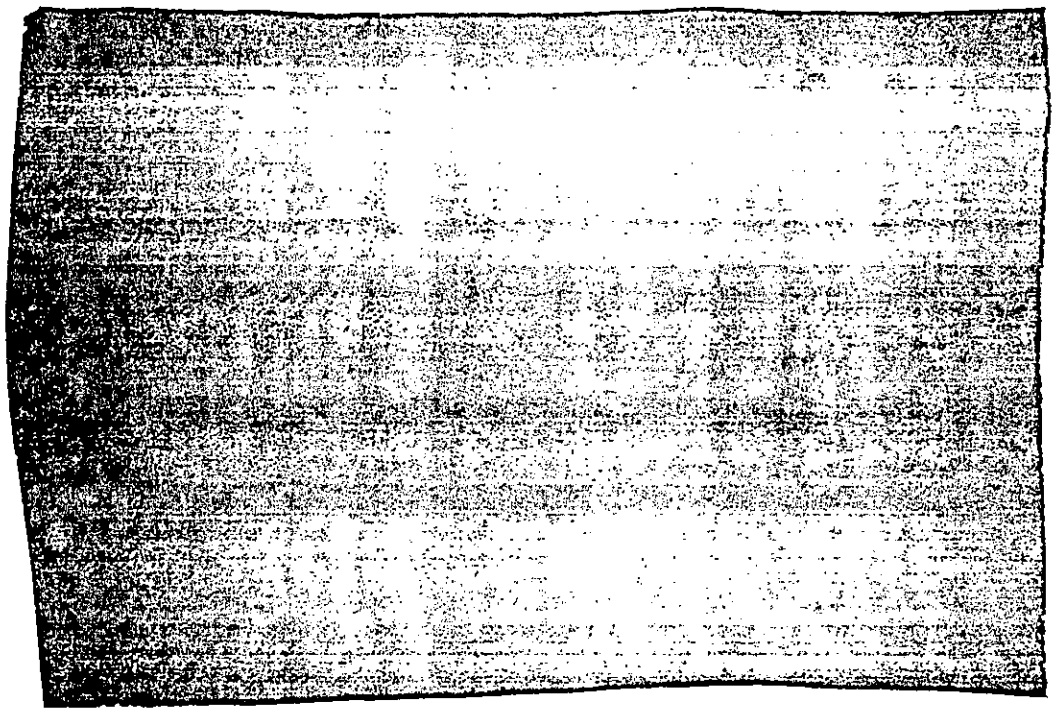
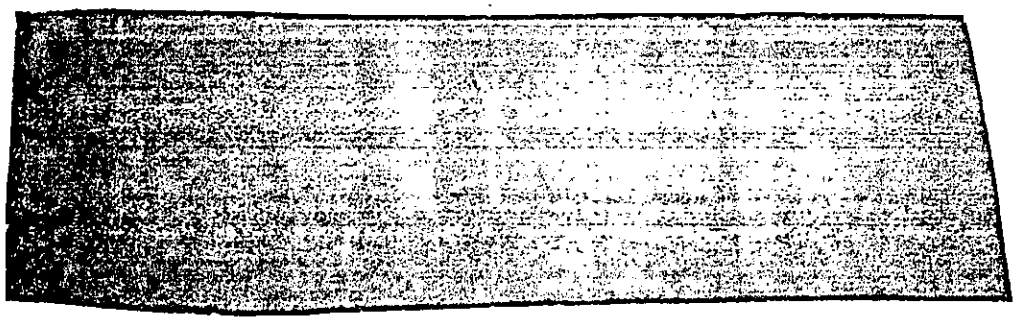
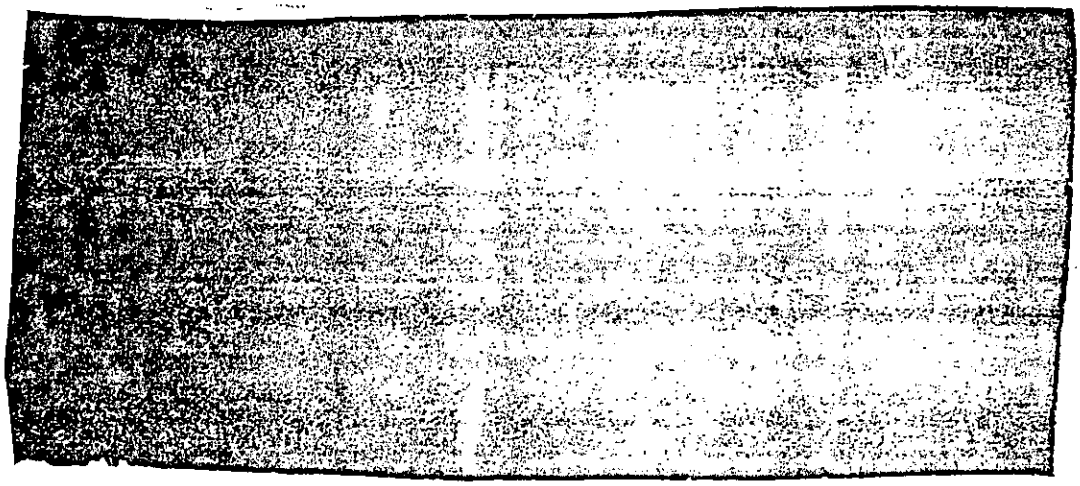


(E) (U) Corrective Actions:



(6) (U) Doctrine:



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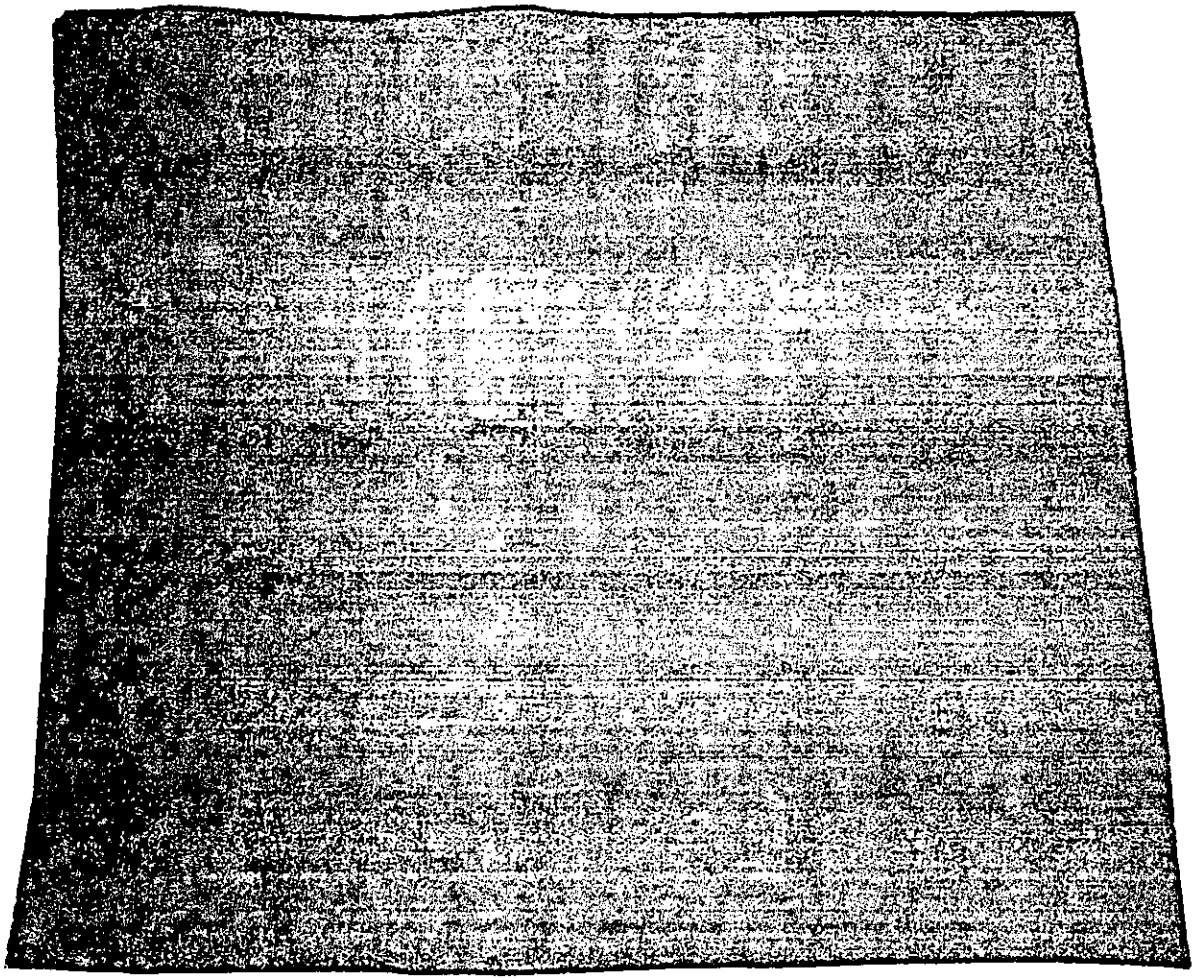
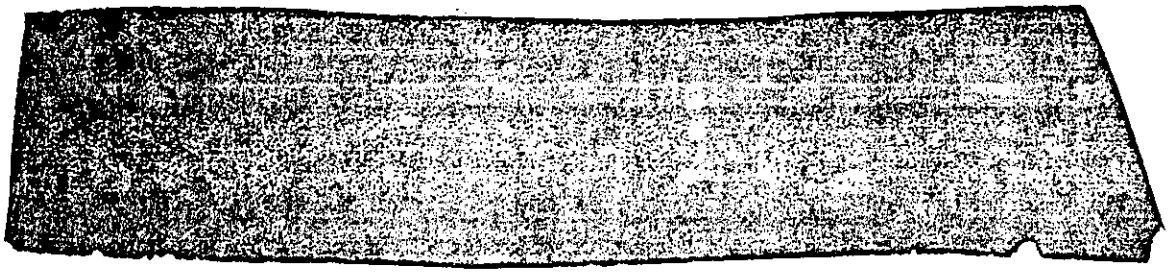
(d) (U) Data Reduction. Not applicable. Appendix B data were not used in this section. Personal interviews [illegible] were used to obtain these data.

(e) (U) Discussion of Findings



(7) (U) Transportability. Not applicable.

(8) (U) Cooperative Systems



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(d) (U) Data Sources. [illegible] applicable. Appendix [illegible] data were not used [illegible] section. Personal interviews after the exercise were used to obtain these data.

[redacted]

(f) (U) Corrective Action. None.

(9) (U) Human Factors

[redacted]

(b) (U) Criteria and Rationale. The air temperature and humidity must be kept at a specific level for human comfort. Criteria were based on human engineering specifics.

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

[redacted]

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c. (U) Effectiveness

(1) (U) Mission Performance

(a) (U) Issues

[redacted]

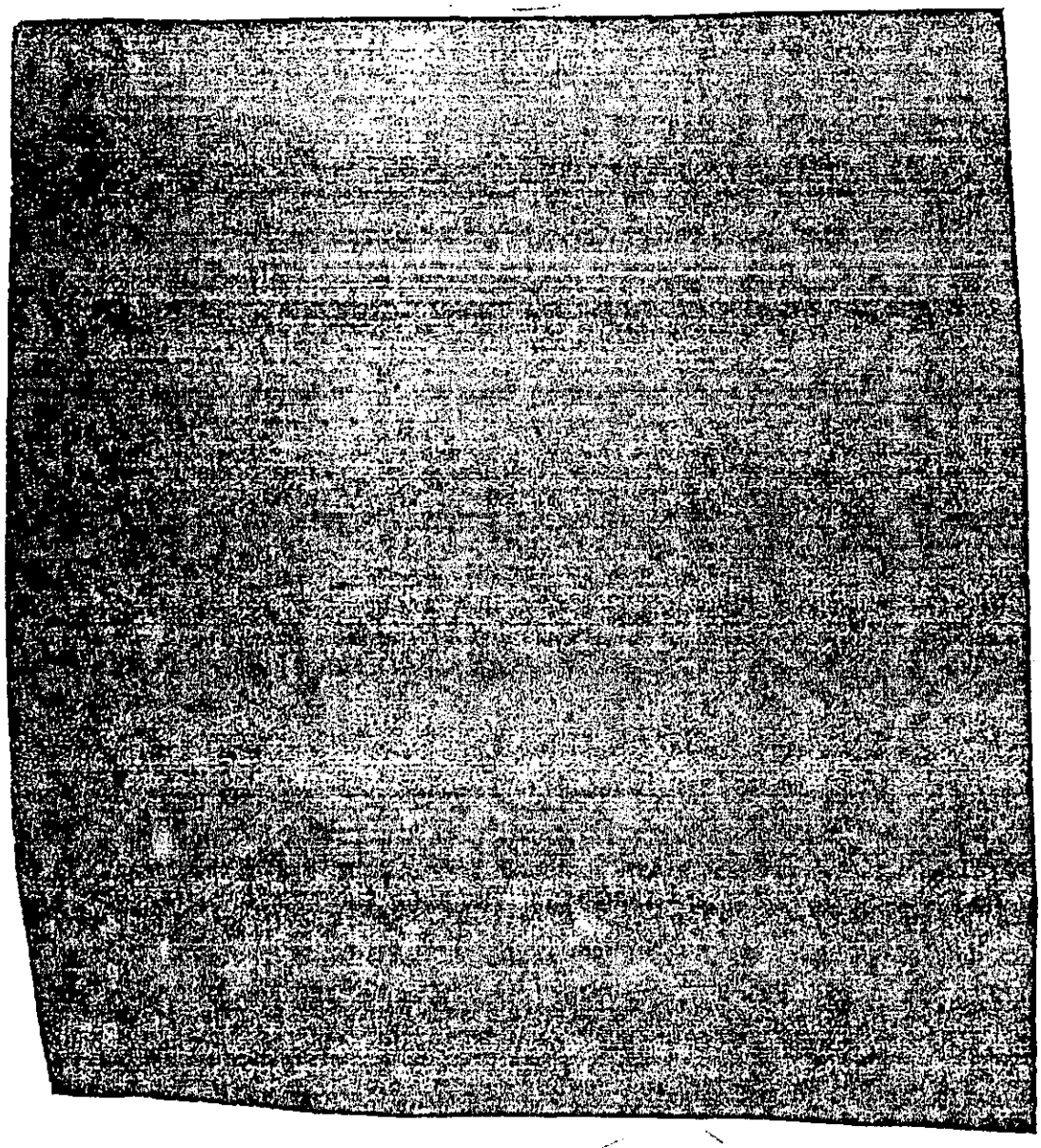
[redacted]

(d) [illegible]
references [illegible] below.
The complete [illegible]
Appendix [illegible] data
source for [illegible]

1. (U) Refe[illegible] Exercise NIGHT TRAIN [illegible], OJCS, November 1983

2. (U) Reference [illegible] Emergency Action Procedures of the JCS, Volume VI, TW/AA; OJCS; 1 September 1983.

(e) (U) Discussion of Findings



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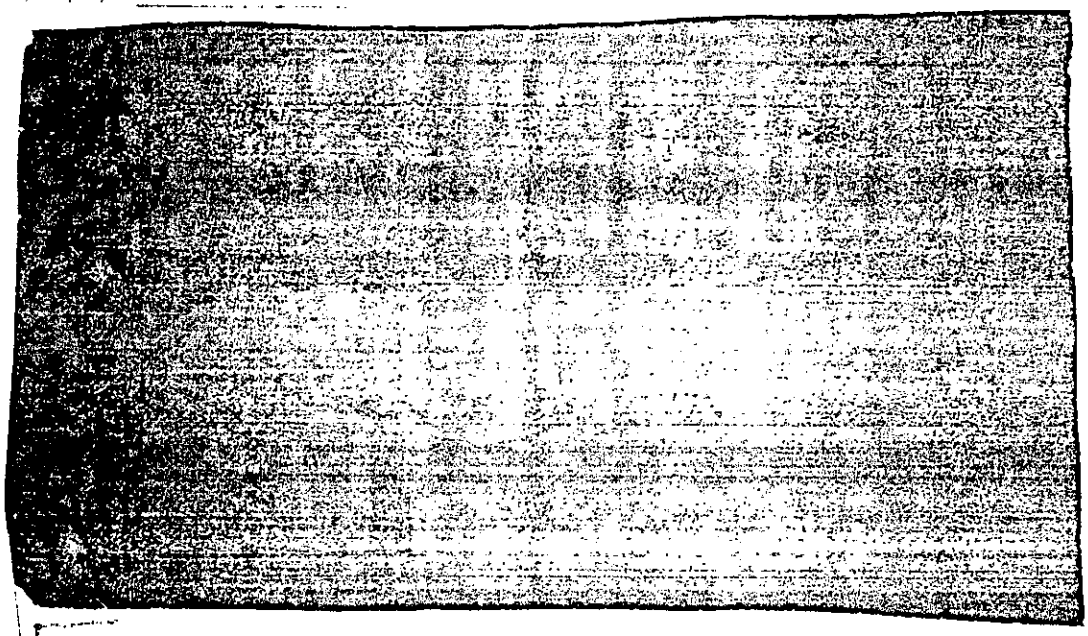
(f) (U) [redacted]

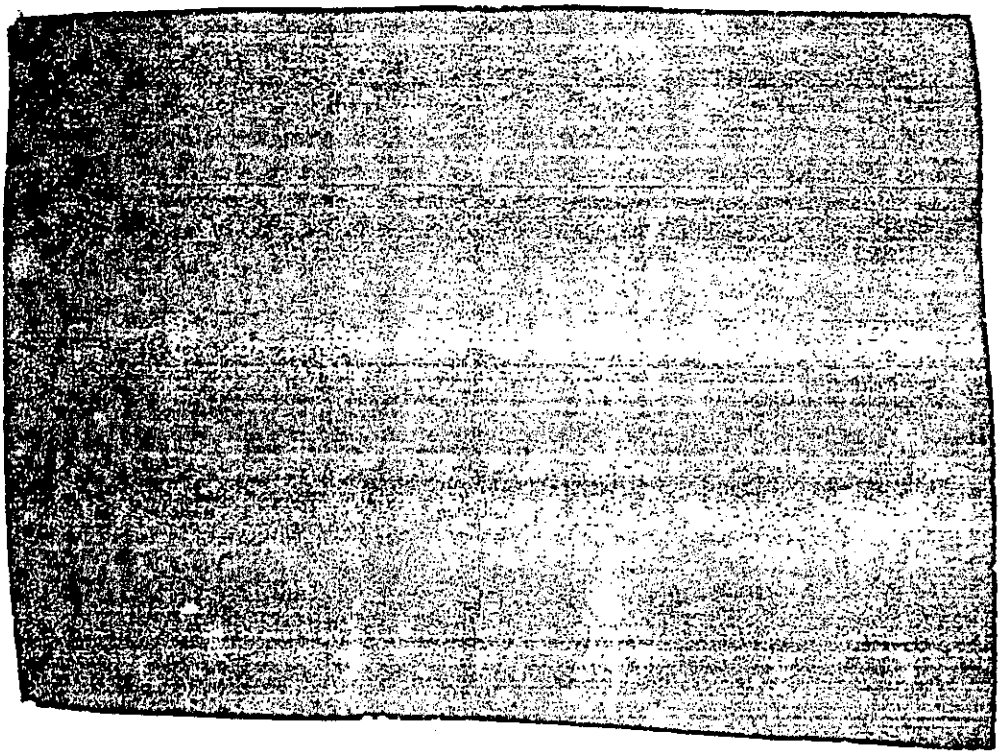
(2) (U) Vulnerability

[redacted]



(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings



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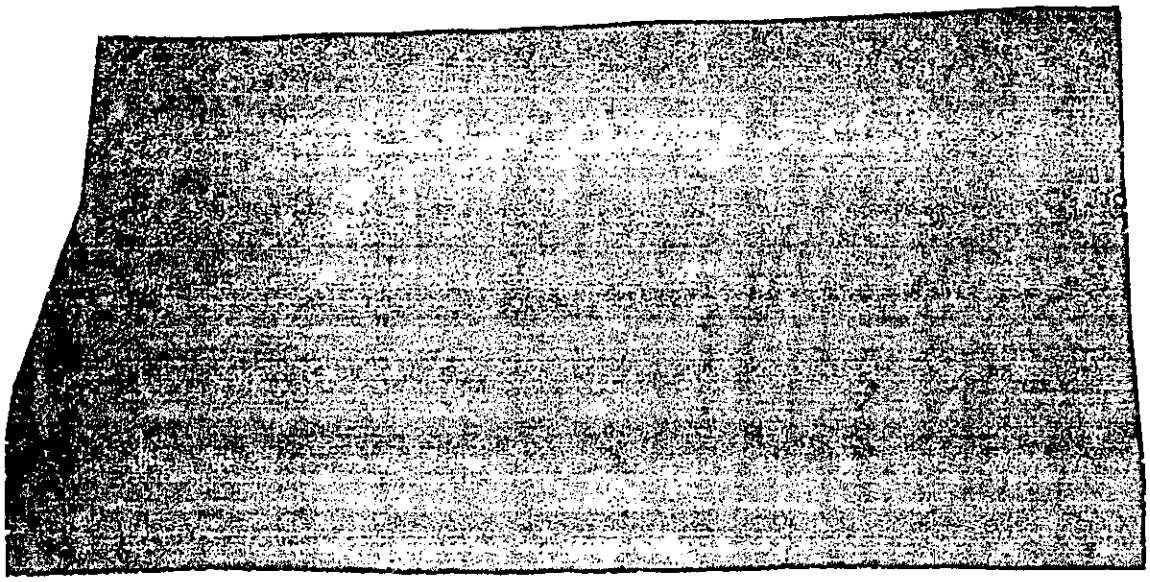


(3) (U) Survivability

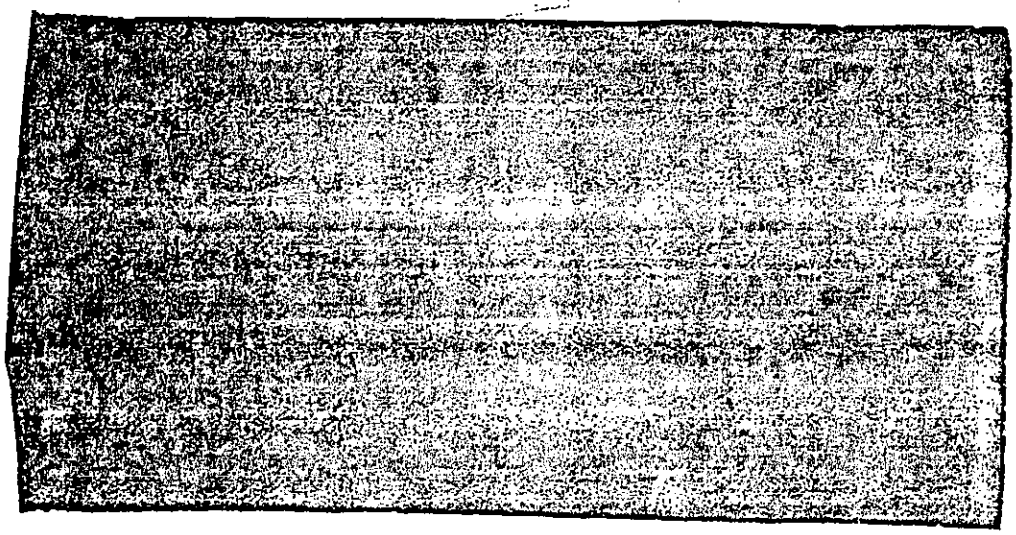
[redacted]

(b) (U) Criteria and Rationale. (See paragraph 10c(1)(b) and 10 c(1)(e)1. above.)

[redacted]

(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings



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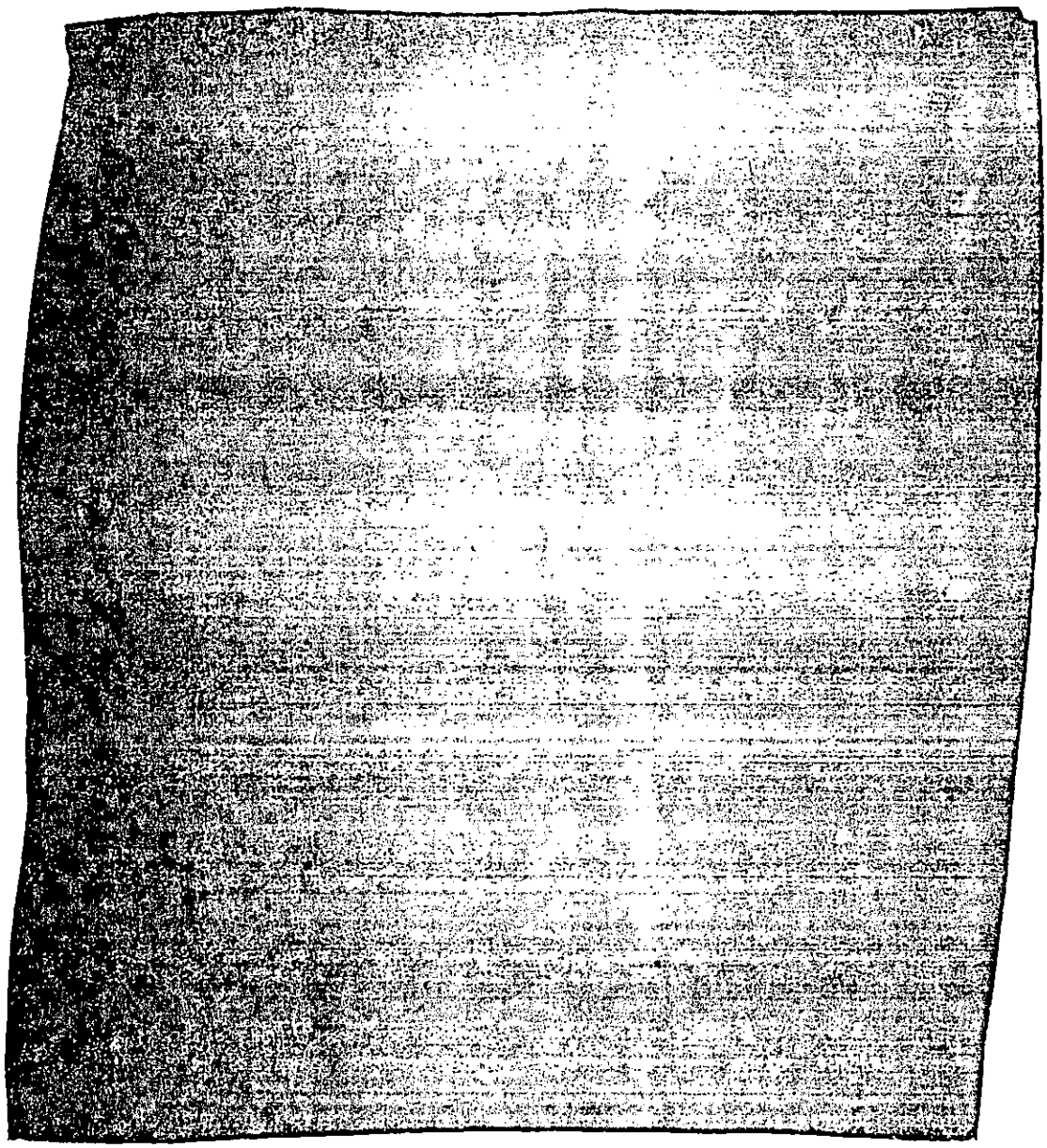

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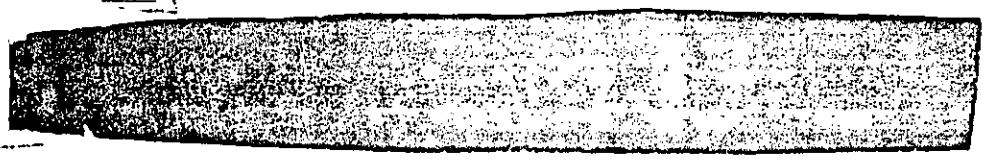
[redacted]

d. (U) Suitability

(1) (U) RAM

[redacted]

(b) ([redacted]
10c(1) [redacted]



[redacted]

(c) (U) Conclusions

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

1. (U) Reference k. COSIN to JCS EXPLAN 0025, Annex K, "Phase II STARTEX Information," OJCS, 15 February 1984

2. (U) Reference bbb. Systems Description, Exercise NIGHT TRAIN 84, OJCS, November 1983.

(e) (U) Discussion of Findings

[redacted]

[redacted]

(f) (U) Corrective Action. None.

(4) (U) Training. Not applicable.

(5) (U) Organization

(a) (U) Issue. Is the OJCS adequate to deal with the multiple-system, multiple-command, and multiple-Service aspects of the various space systems.

(b) (U) Criteria and Rationale. (See paragraph 10c(1)(b) and 10c(1)(e)1 above.)

[redacted]

(d) (U) Data Sources. The short title for the reference used in this section is OJCS RAP, OJCS, July 1983. The complete title is in the bibliography.

(e) (U) Discussion of Findings

[redacted]

[redacted]

[redacted]

[redacted]

(f) (U) Corrective Action. None.

(2) (U) Logistic Supportability. Not applicable.

(3) (U) Personnel Selection

(a) (U) Issue. Did personnel assigned to space related actions have the staff and system experience necessary to work the issues.

(b) (U) Criteria and Rationale. (See paragraph 10c(1)(b) and 10 c(1)(e)1 above.)

(c) (U) Conclusion. It was apparent that personnel assigned to space-related activities at the NMCC and NORAD had the staff and system experience to provide decisionmakers with any support they required.

(d) (U) Data Sources. Not applicable.

[redacted]

[redacted]

[redacted]

(E) (U) Corrective Action. None.

(6) (U) Doctrine

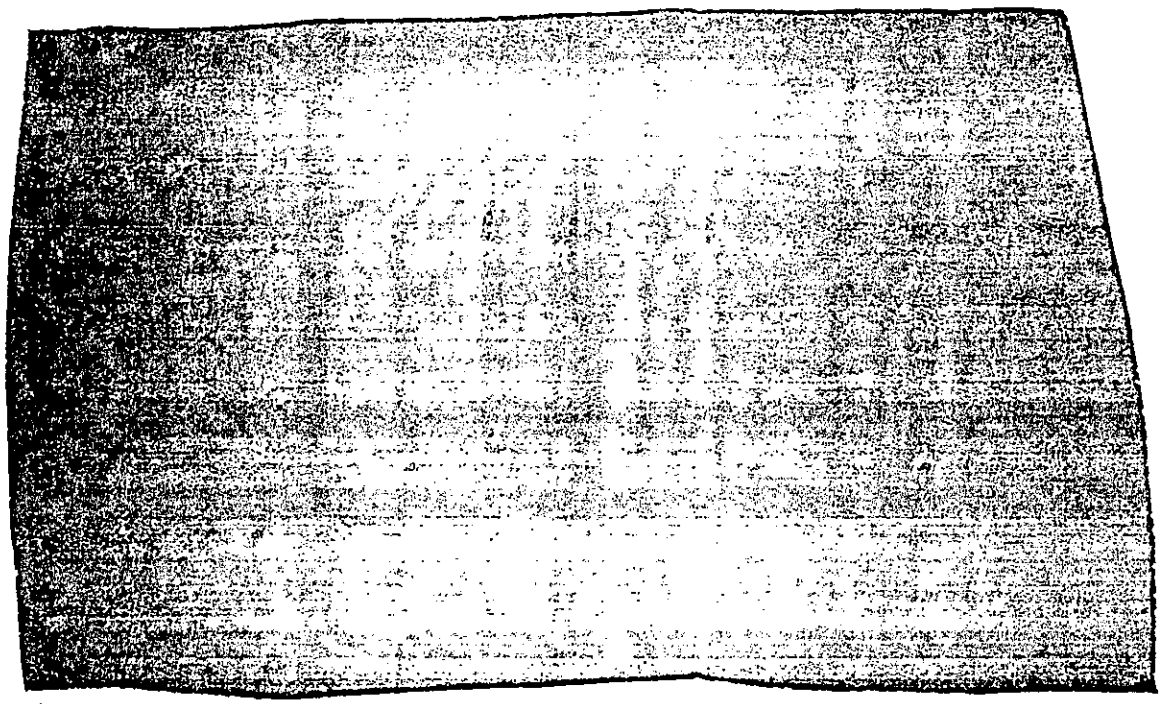
(a) (U) Issue. Are current policies governing the management of information provided by each of the separate space systems adequate.)

[redacted]

(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings

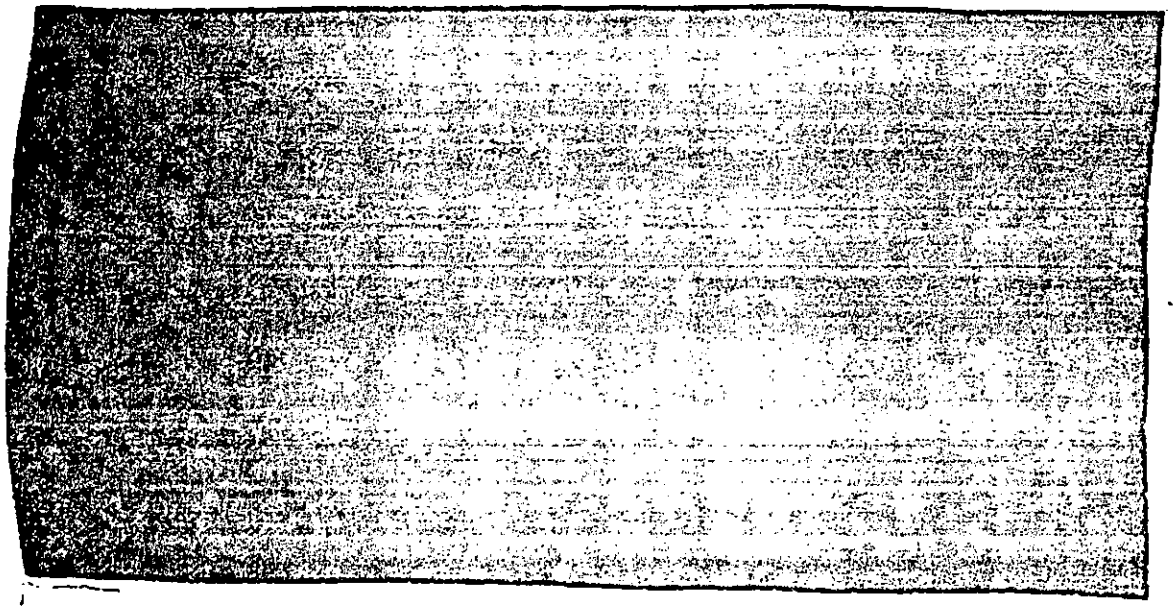
[redacted]



(f) (U) Corrective Action. None.

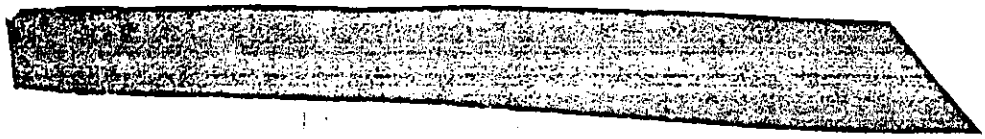
(7) (U) Transportability. Not applicable.

(8) (U) Cooperative Systems



(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings



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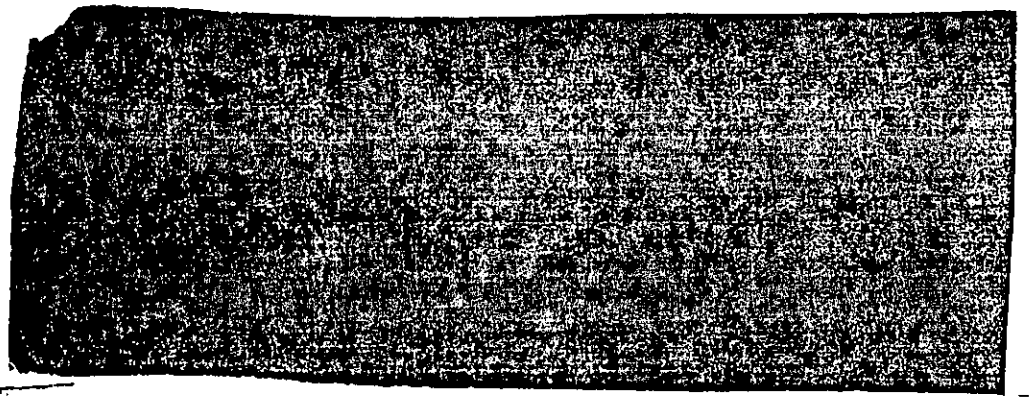

(f) (U) Corrective Action. None.

(9) (U) Human Factors. Not applicable.

[redacted]

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(f) (U) Corrective Action. None.

(2) (U) Vulnerability

[redacted]

[redacted]

c. (U) Effectiveness

(1) (U) Mission Performance

[redacted]

(d) (U) Data Sources. Not applicable. Appendix B was not used as a data source for this entire paragraph.

(e) (U) Discussion of Findings

[redacted]

[redacted]

[redacted]

(f) (U) Corrective Action. None.

(3) (U) Survivability

[redacted]

(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings

[redacted]

[redacted]

(c) (U) Corrective Actions

[redacted]

d. (U) Suitability

(1) (U) RAM

[redacted]

(b) (U) Criteria and Rationale. (See paragraph 11c (1)(b) and 11c(1)(e) above.)

[redacted]

(d) (U) [redacted]

[redacted]

[redacted]

(f) (U) Corrective Action. None.

(2) (U) Logistic Supportability. Not applicable.

(3) (U) Personnel Selection

[redacted]

(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings

[redacted]

[redacted]

(4) (U) Training

[redacted]

(c) (U) Conclusions

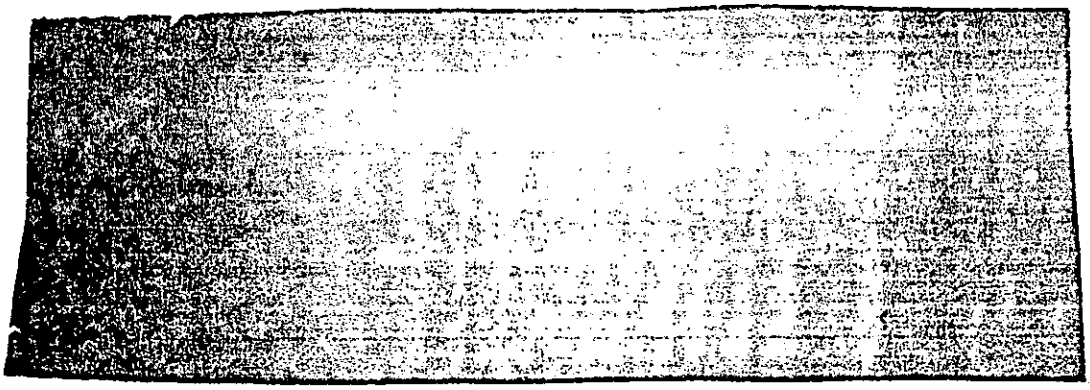
[redacted]

(d) (U) Data Source. The short title for the reference used in this section is JCS EXPLAN 3025, OJCS, 23 September 1983. The complete title is in the bibliography.

(e) (U) Discussion of [redacted]

[redacted]

[redacted]



(5) (U) Organization

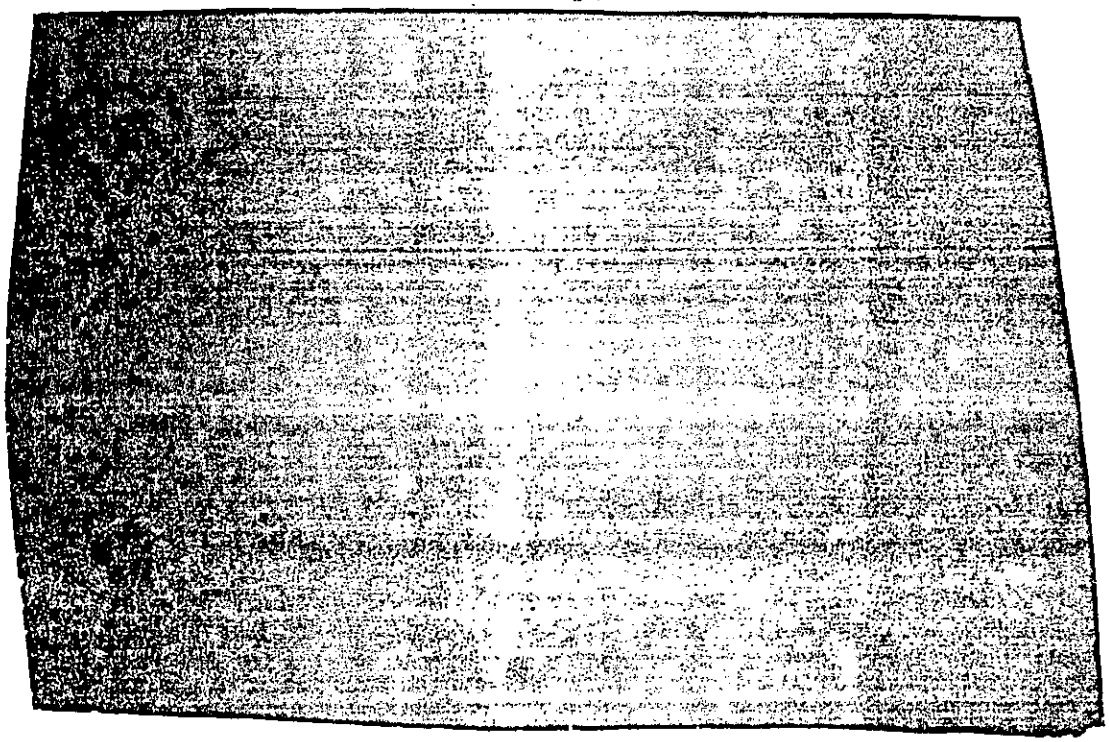
[redacted]

(b) (U) Criteria and Rationale. (See paragraph 11c(1)(b) and 11c(1)(e) above.)

[redacted]

(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings



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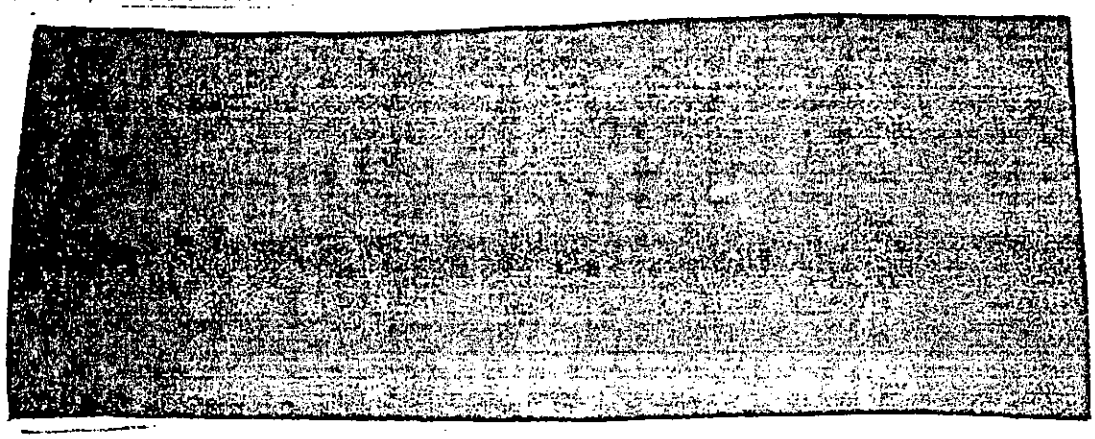
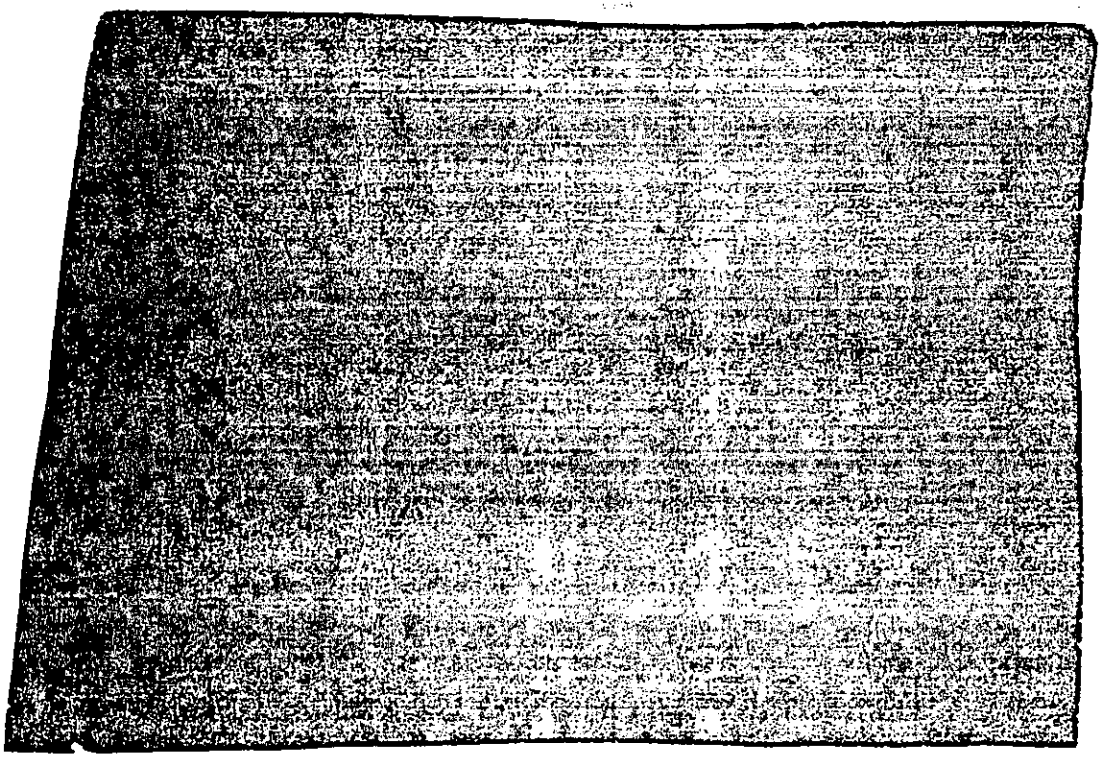
(c) (U) [redacted]
Selection: [redacted]

(6) (U) Doctrine: [redacted]



(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings: [redacted]



(7) (U) [redacted]

[redacted]

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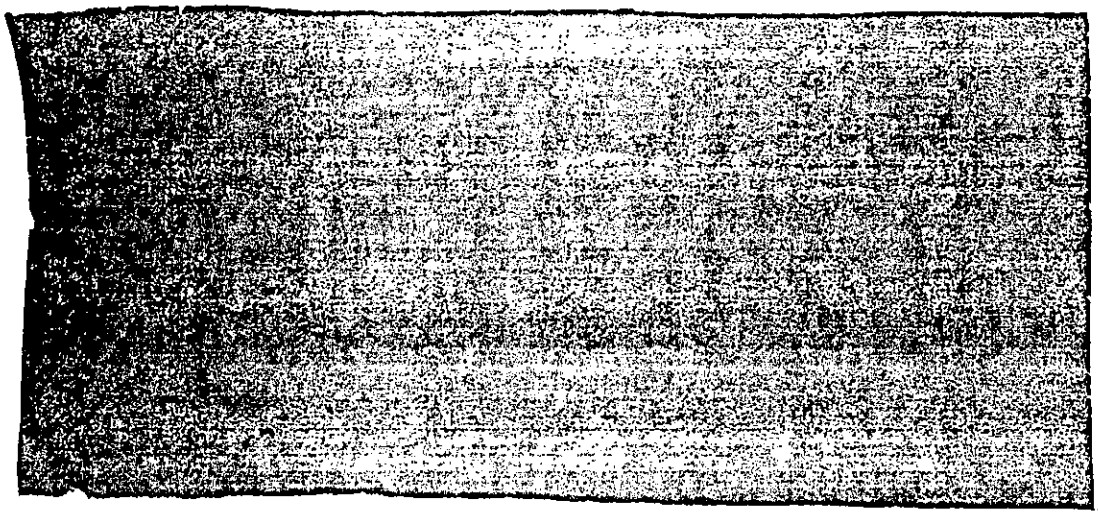
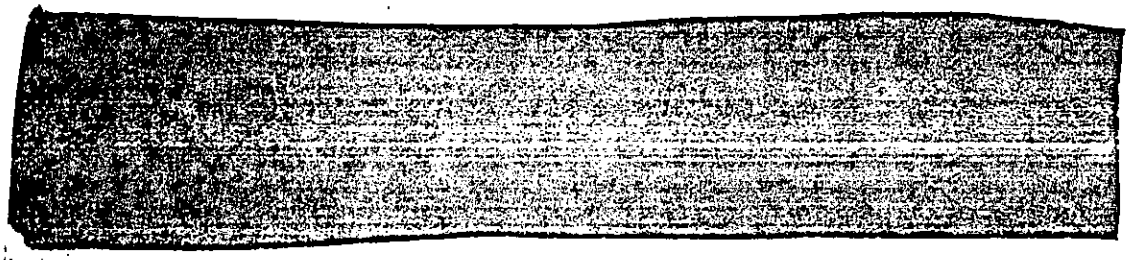
(S) (U) [redacted]



(c) (U) Conclusions

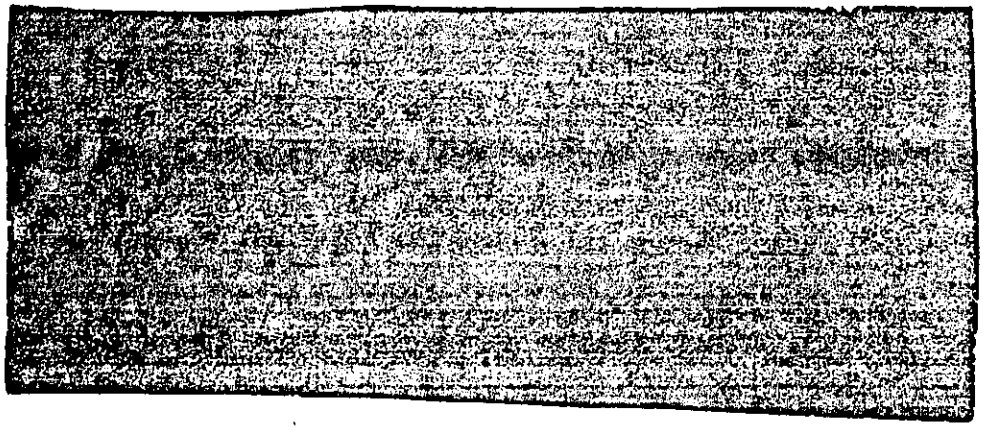


(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

1. (U) Reference k. Annex K to COSIN to JCS OPLAN 0025, OJCS, 16 February 1984.

2. (U) Reference i. USAF OPLAN 2-84, "CONUS Airborne Reconnaissance for Damage Assessment," March 1984.

(e) (U) Discussion of Findings



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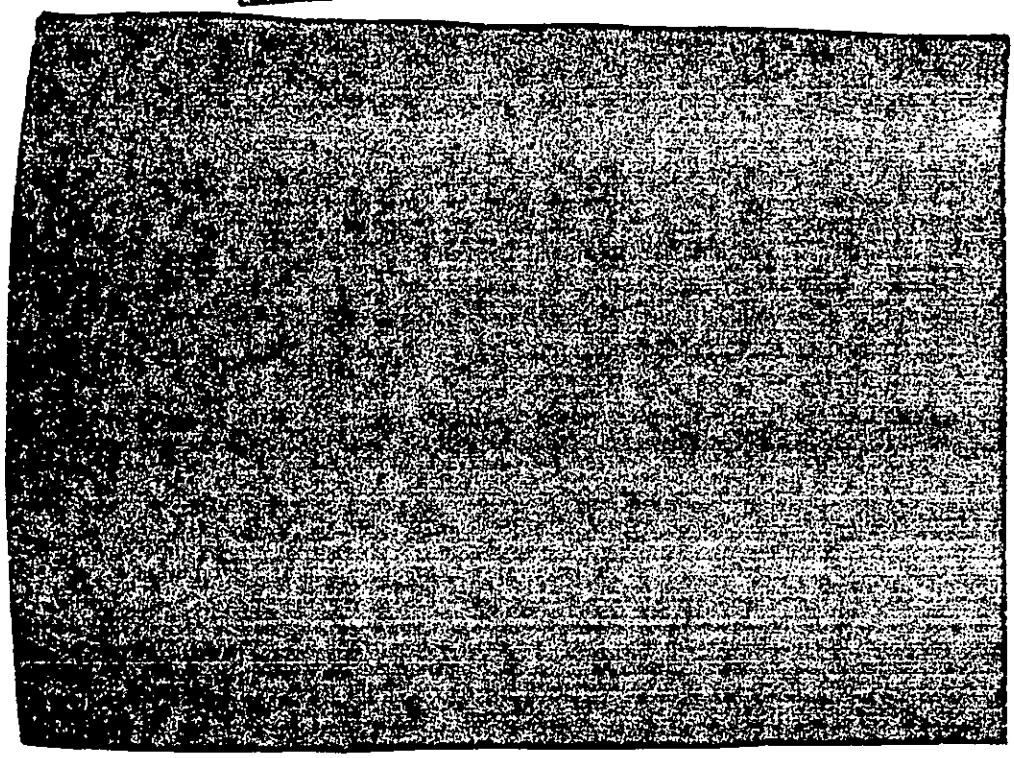


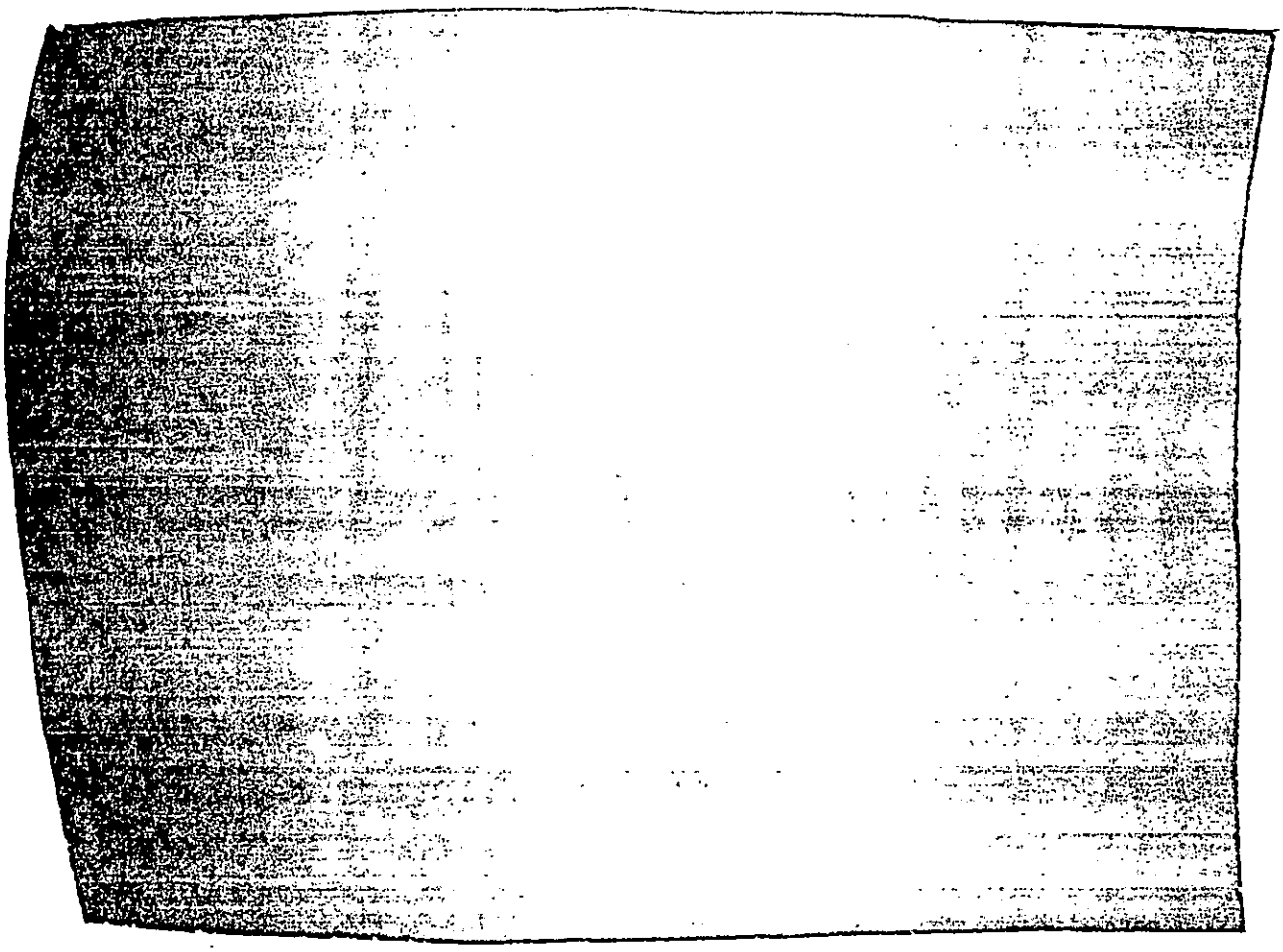
(f) (U) Corrective Actions

1. (U) The Director for Operations, OJCS will develop fully in future exercises exercise-unique policies (such as the "Open Skies" policy discussed above) before STARTEX.

2. (U) The Director for Operations, OJCS will review procedures transferring responsibility for CARDA.

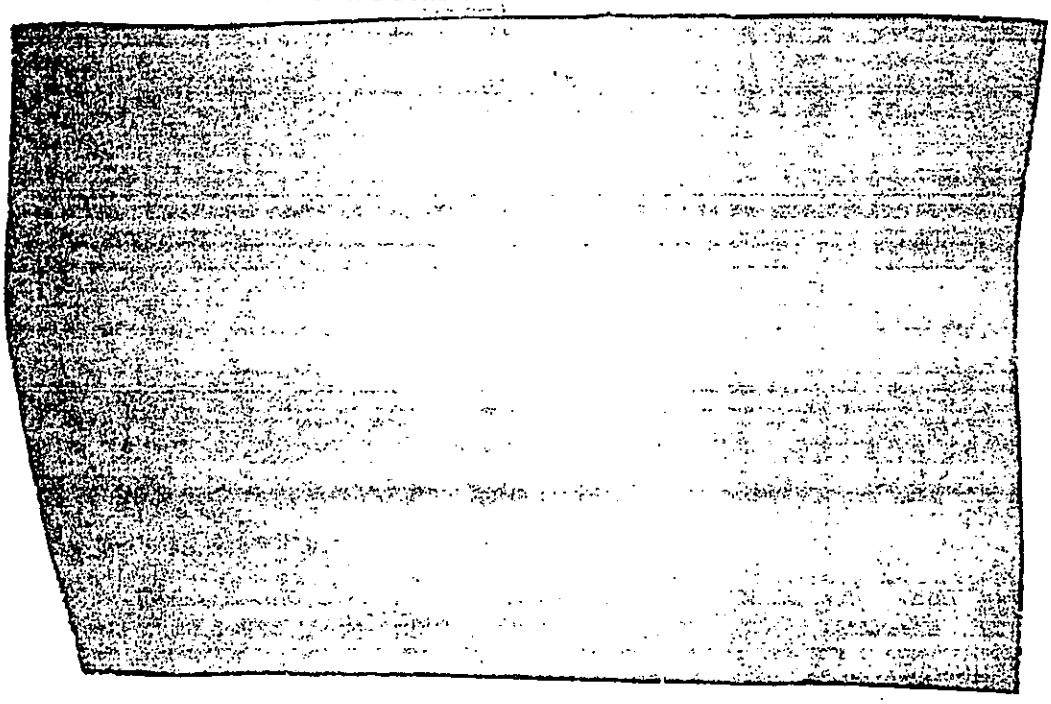
(9) (U) Human Factors. Not applicable.

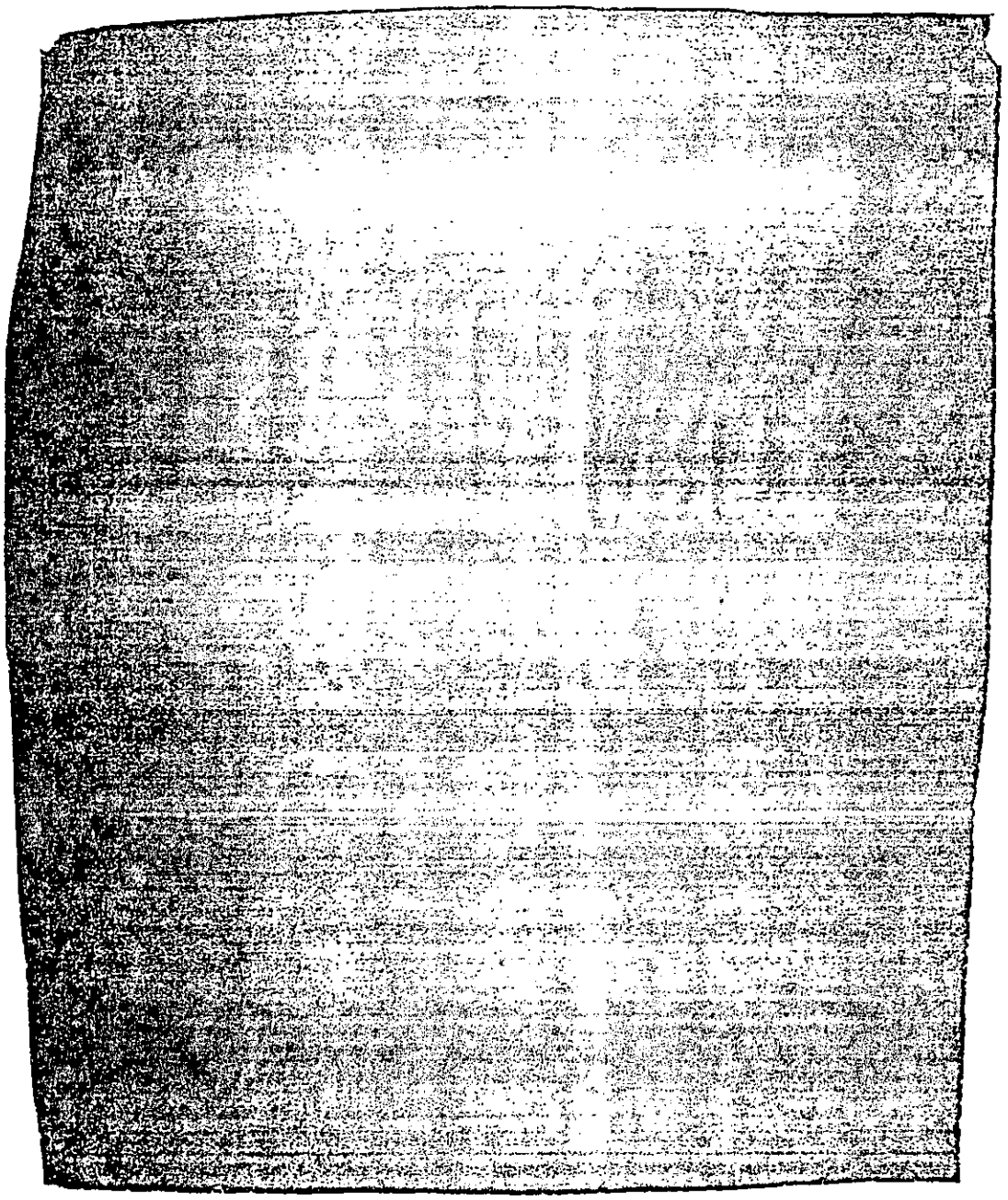
[redacted]



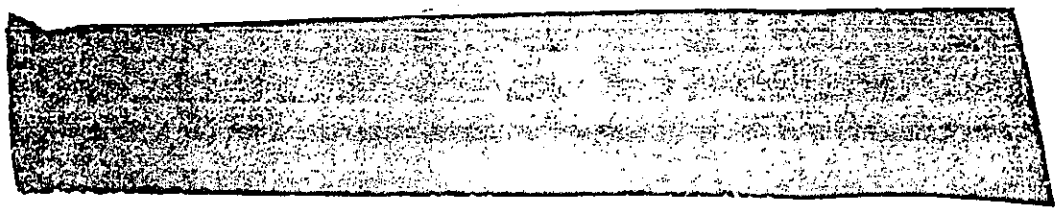
c. (U) Effectiveness

(1) (U) Mission Performance





(b) (U) Criteria and Rationale. The following criteria reflect the requirements contained in JCS Pub 19, Volume II, Annex C.



[redacted]

(c) (U) Conclusions

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the Bibliography.

[redacted]

1. (U) Reference [illegible] EXPLAN 3025, OJCS 15 February 1984

2. (U) Reference cc. Force Management Communications Plan, OJCS, 15 January 1984

3. (U) Reference dd. MEECN Communications Plan, OJCS, March 1983

4. (U) Reference aaa. JCS Pub 6, Volume II, OJCS, 10 September 1981

5. (U) Reference bb. Final Report, Exercise POLO HAT 84-2, DCA, to be published

6. (U) Reference iii. WWABNCP T&E Plan, DCA, 2 March 1984.

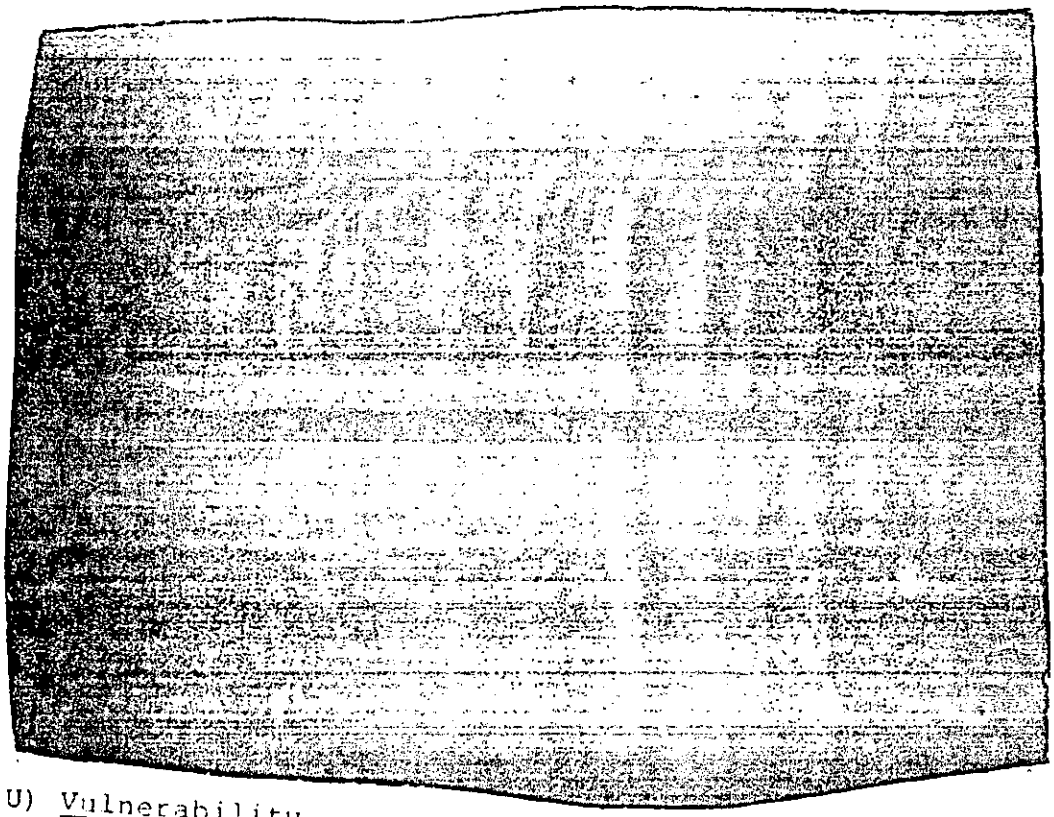
(e) (U) Discussion of Findings

[redacted]

[redacted]

(1) [illegible]

[redacted]



(2) (U) Vulnerability

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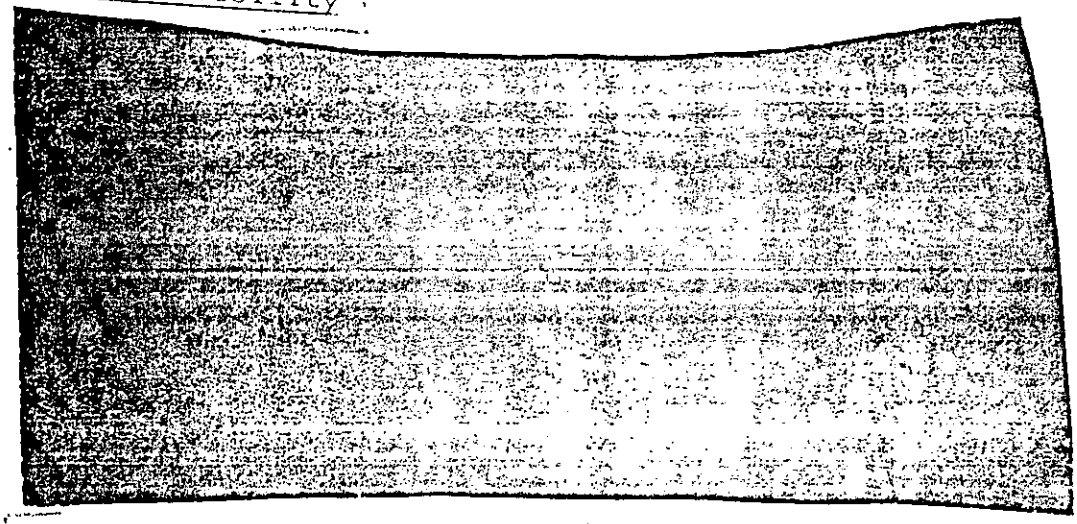

(d) (U) [illegible]

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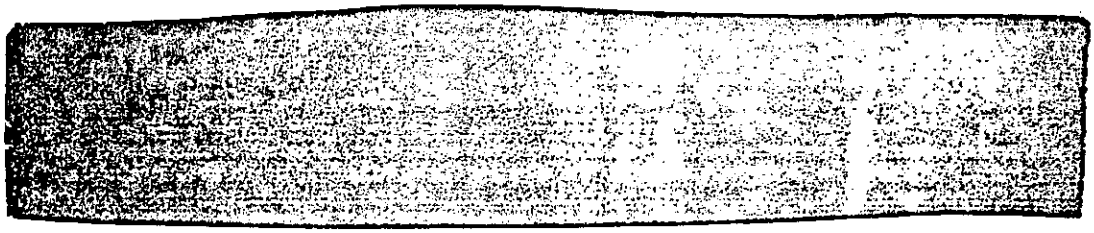


[redacted]

(f) (U) Corrective Action. None.

(3) (U) Survivability

[redacted]

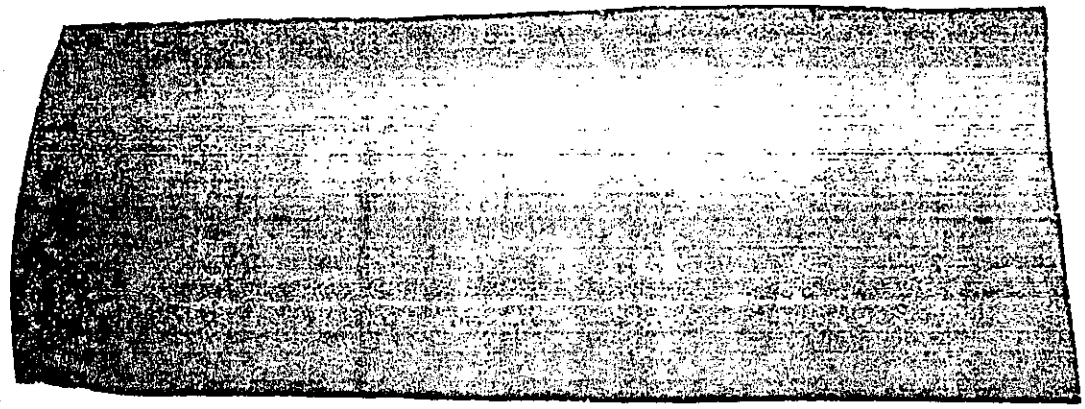
(d) (U) Data Sources. The short title for the references used in this section are listed below. The complete titles are in the bibliography.

[redacted]

(e) (U) Discussion of Findings

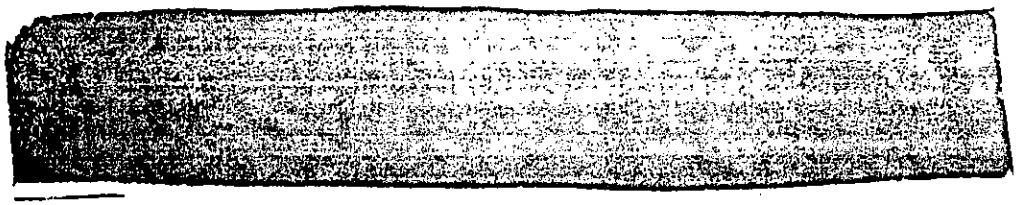
[redacted]

[redacted]

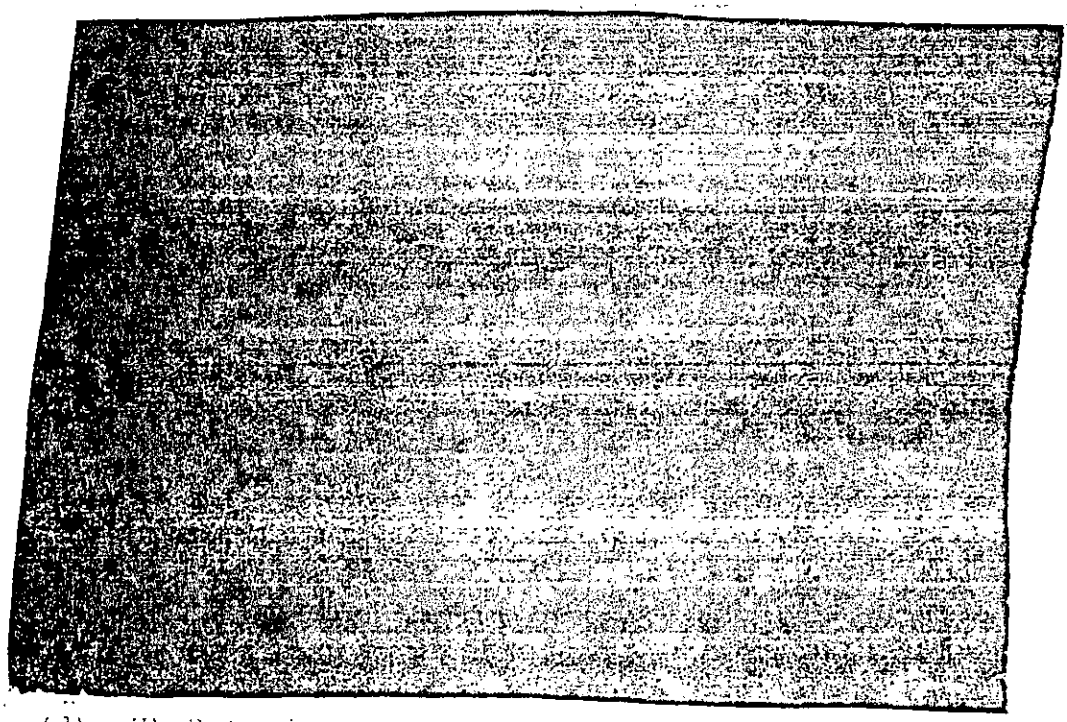


d. (U) Suitability

(1) (U) RAM



(b) (U) Criteria and Rationale. The following criteria reflect JCS Pub 19 values.



(3) (U) [redacted]

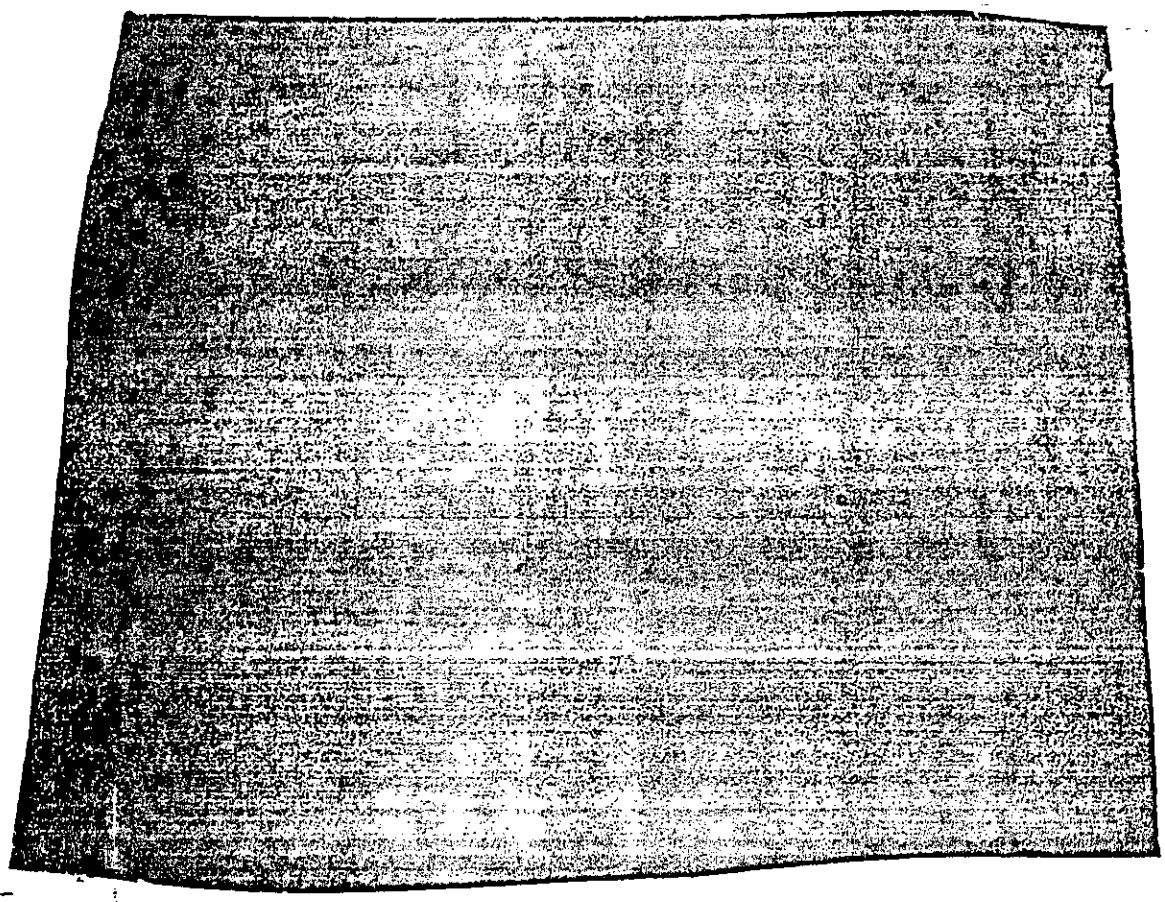
(a) (U) [redacted]

[redacted]

[redacted]

Connectivity was maintained throughout the exercise (Appendix [illegible]).

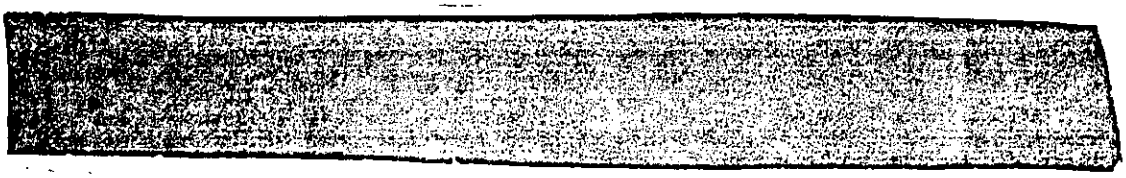
[redacted]



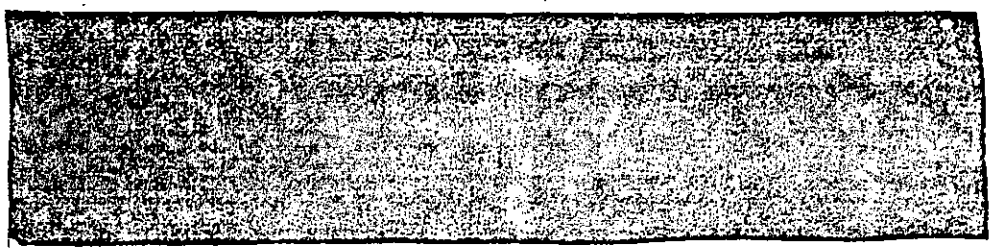
(2) (U) Logistics Supportability. Not applicable.

(3) (U) Personnel Selection

[redacted]



(b) (U) Criteria and Rationale



[redacted]

[redacted]

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Corrective Action. The Director for Operations, OJCS will reexamine periodically personnel selection criteria as functional capabilities evolve.

(4) (U) Training

(a) (U) Issue. Are the operations teams and battle staffs adequately trained to perform the required functions.

(b) (U) Criteria and Rationale. The ABNCP staffs must be trained to perform all applicable functions as described in paragraph 12c(1)(a). The amount and quality of training the staffs receive has a direct bearing on overall mission performance.

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

[redacted]

(f) (U) Corrective Actions

[redacted]

[redacted]

(S) (U) Organization

[redacted]

(b) (U) Criteria and Rationale

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

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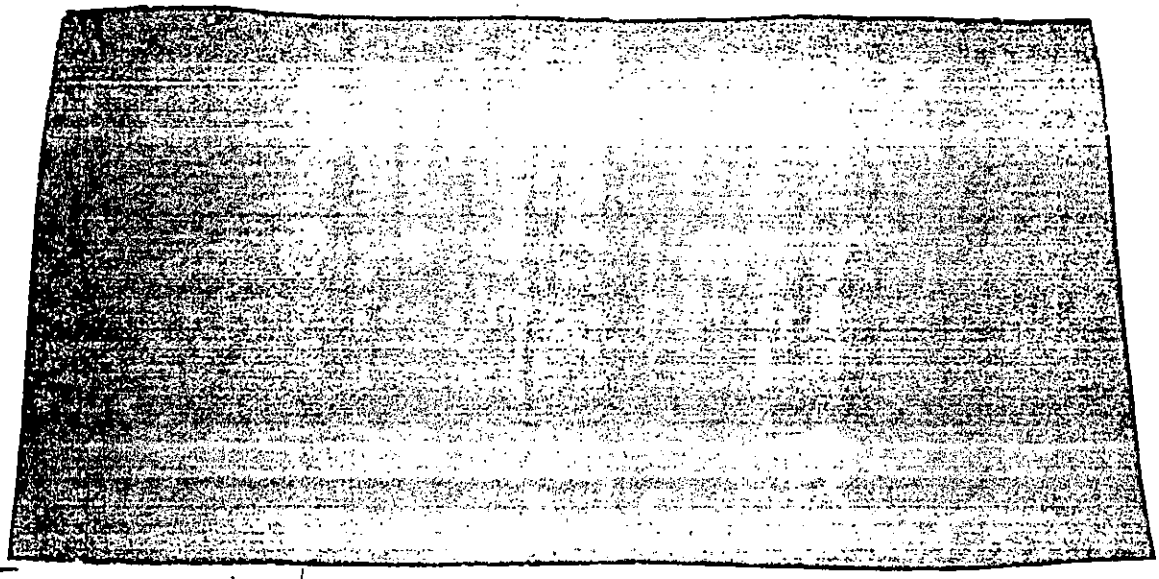

(6) (U) Doctrine

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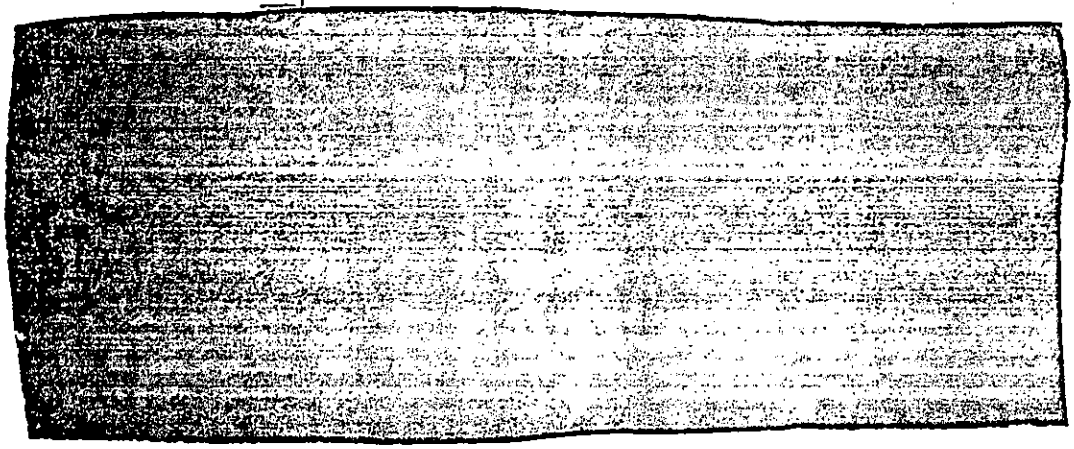
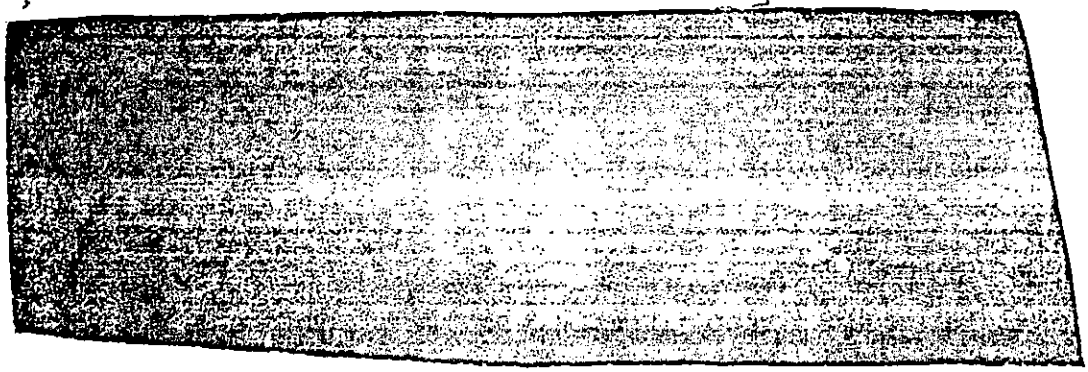


(d) (U) Data Sources. Not applicable.



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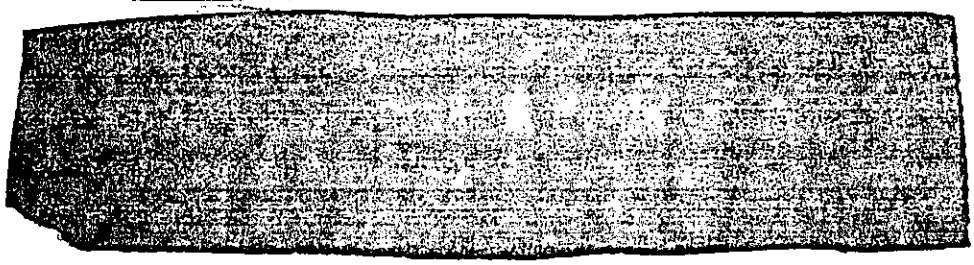
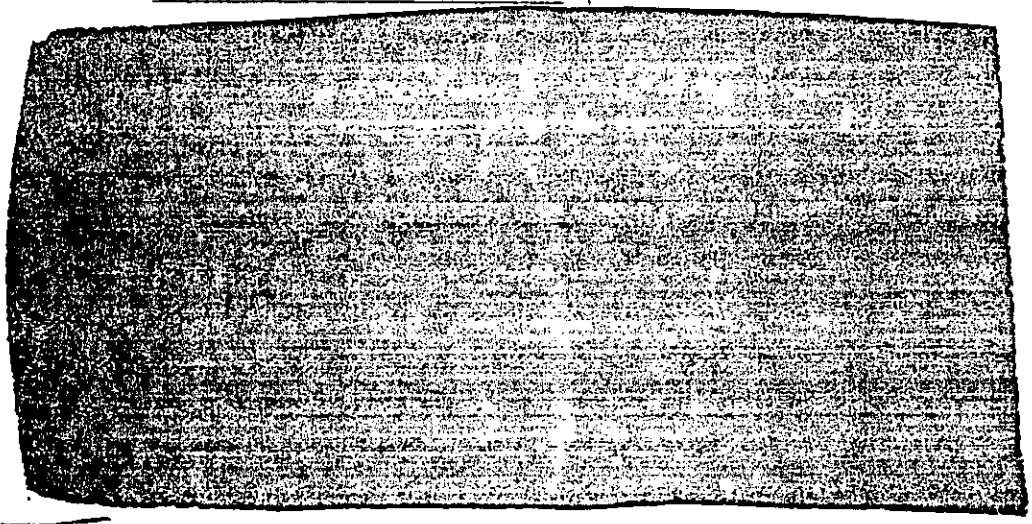
(7) (U) Transportability

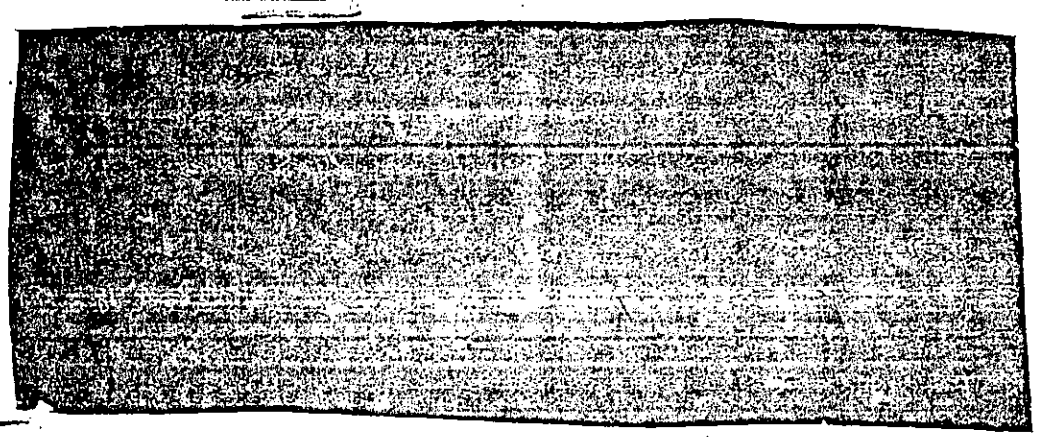
(a) (U) Issues



(b) (U) Criteria and Rationale



(c) (U) Conclusions



(d) (U) Data Sources. Not applicable.

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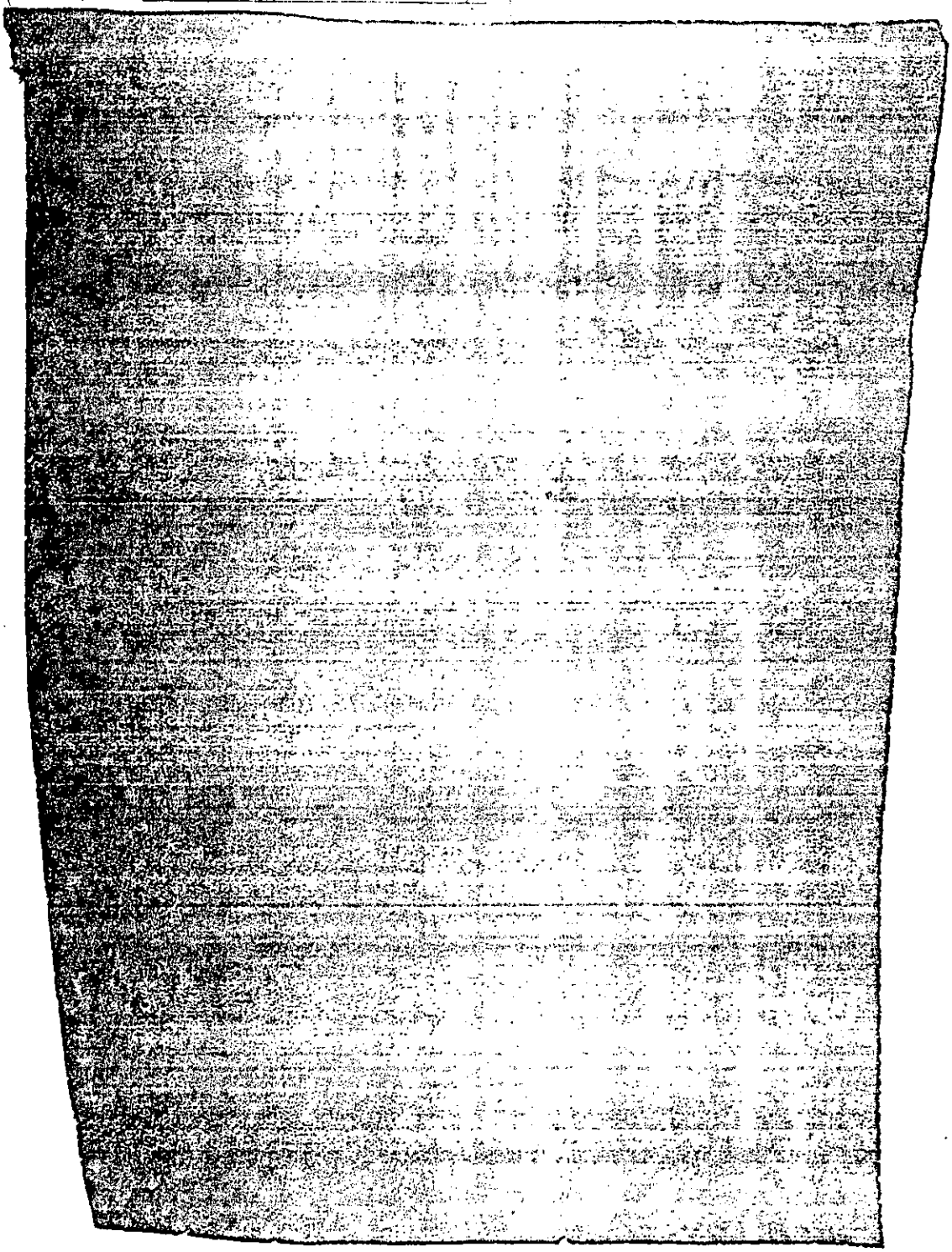
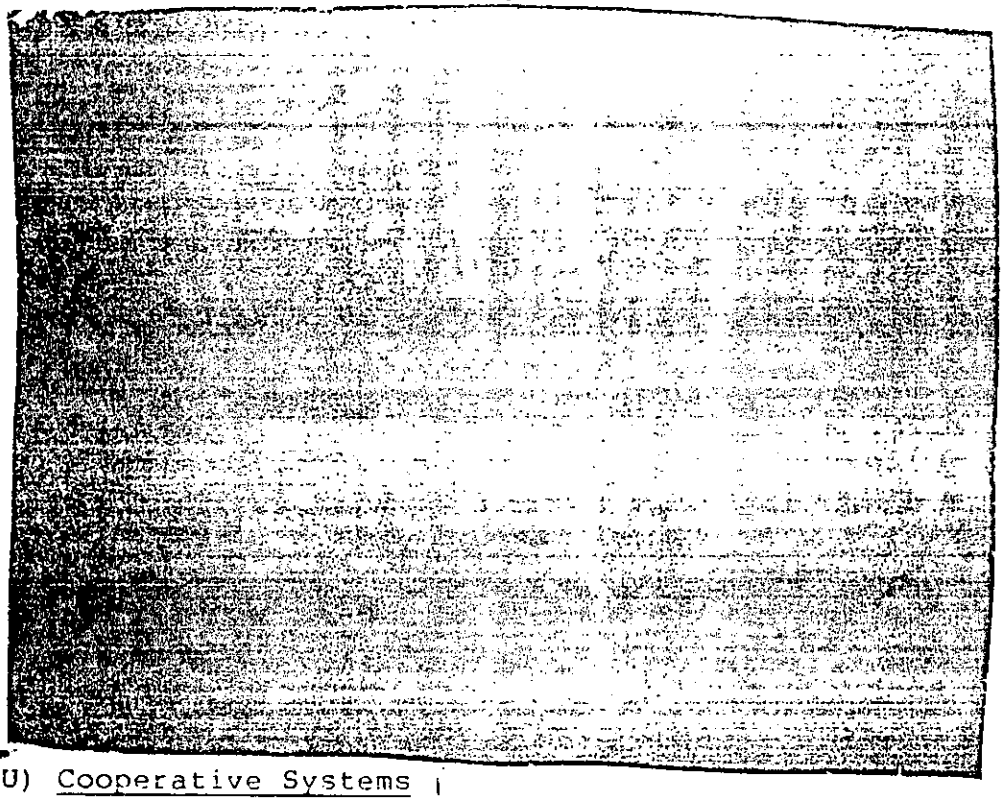
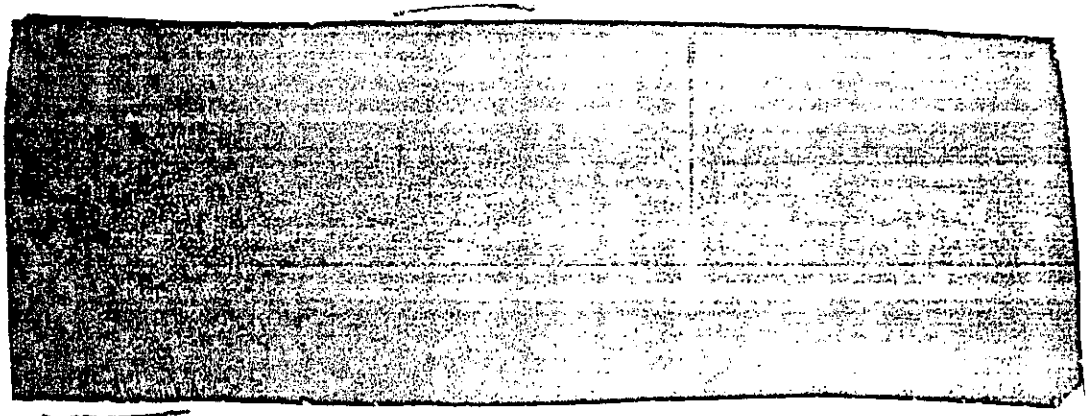
(e) (U) Discussion of Findings



(f) (U) Corrective Actions

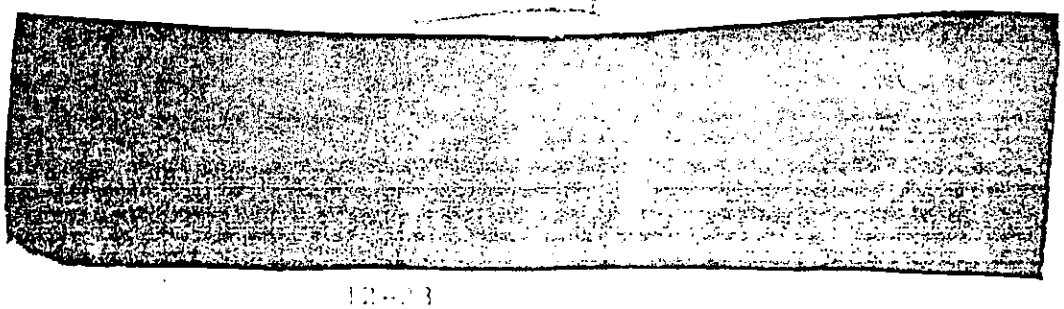


(8) (U) Cooperative Systems



(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings



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(f) (U) Corrective Action. The appropriate paragraphs of this report contain corrective actions for each system.

(9) (U) Human Factors

[redacted]

(d) (U) Data Sources. Not applicable.

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c. (U) Effectiveness

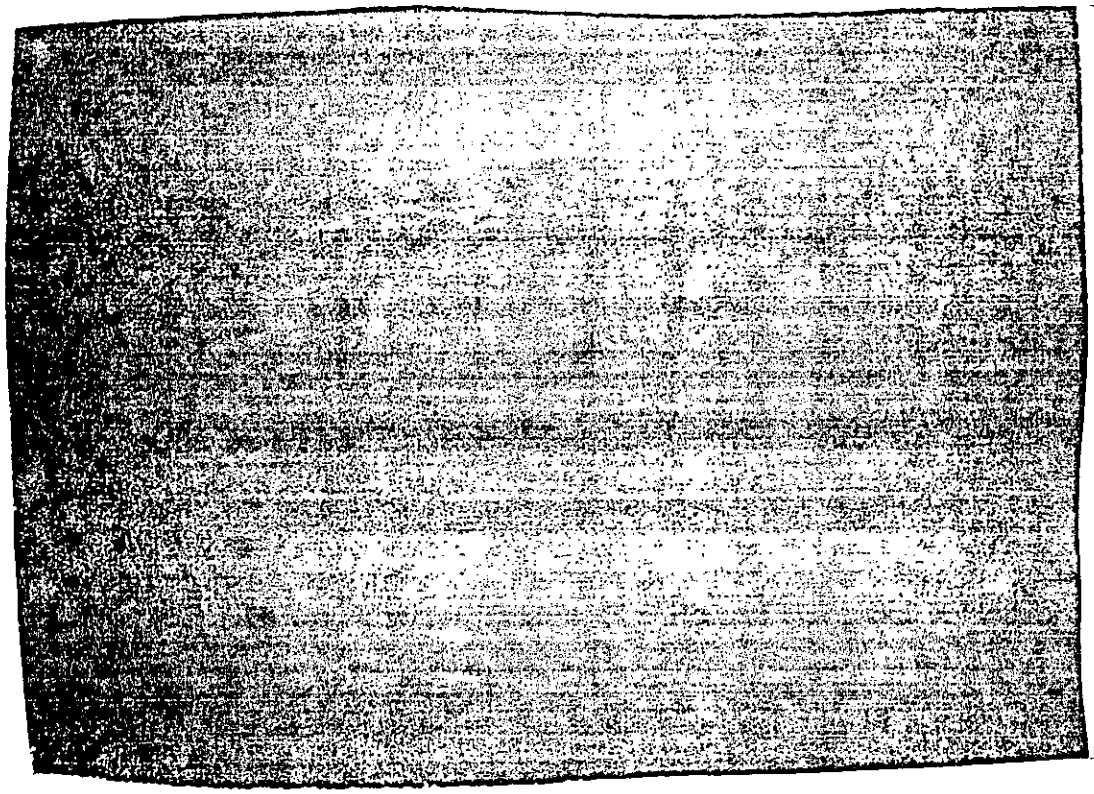
(1) (U) Mission Performance

(a) (U) Issues

[redacted]

(b) (U) Criteria and Rationale

[redacted]

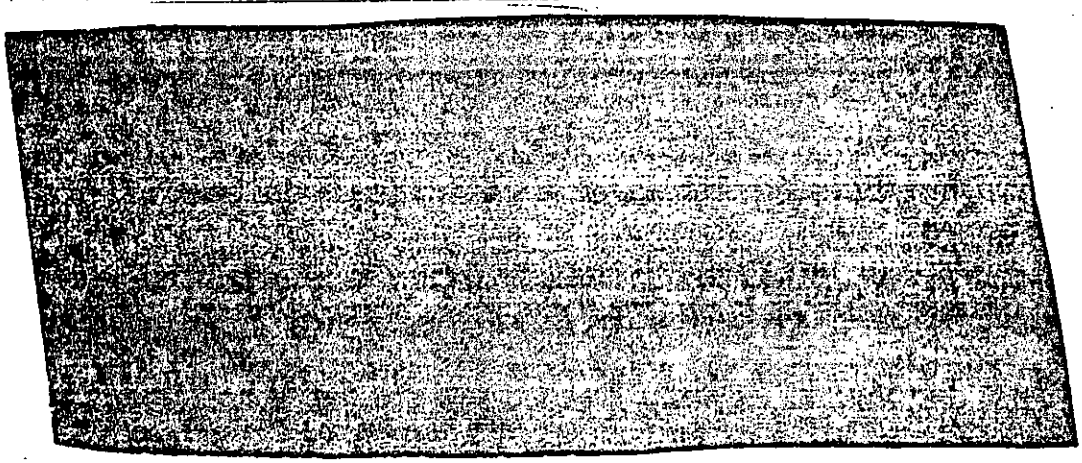


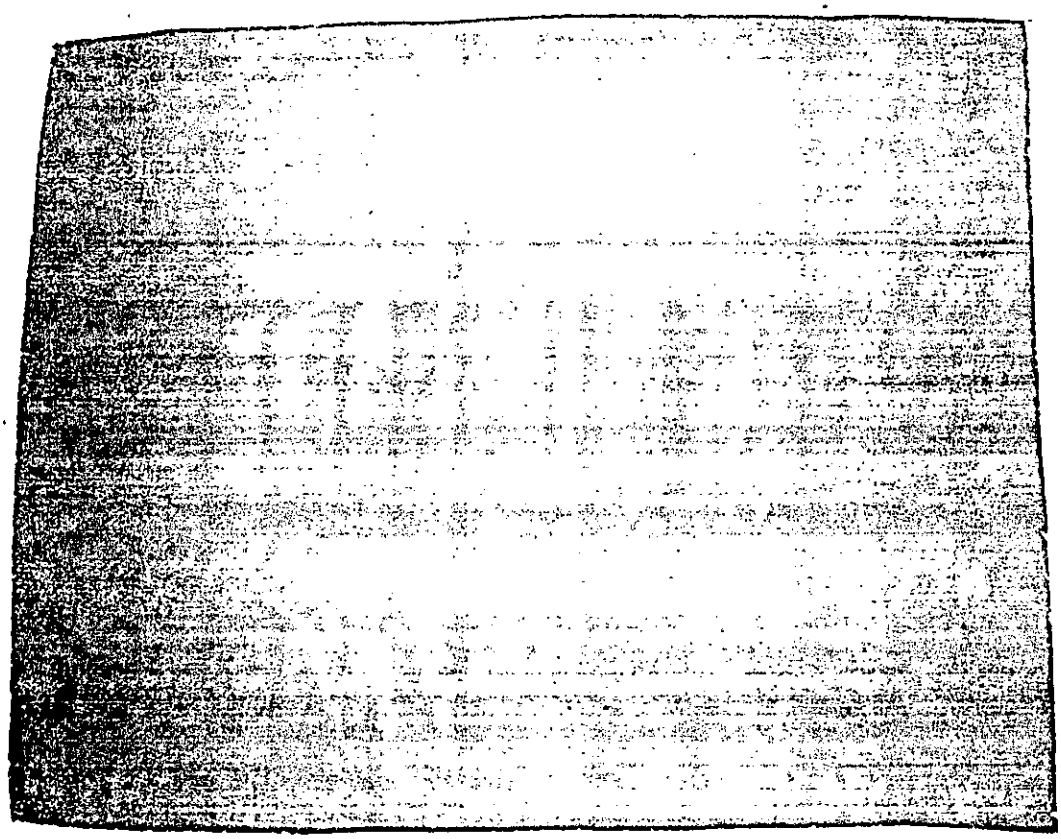
(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

1. (U) Reference r. EAP OJCS, Vol I; General, 15 March 1983.

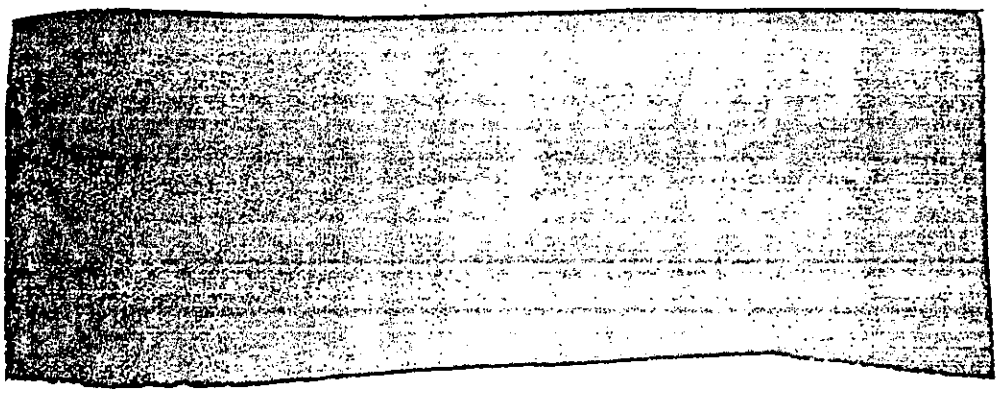
2. (U) Reference jj. MSCD, DODD 3025.10, 22 July 1981.

(e) (U) Discussion of Findings

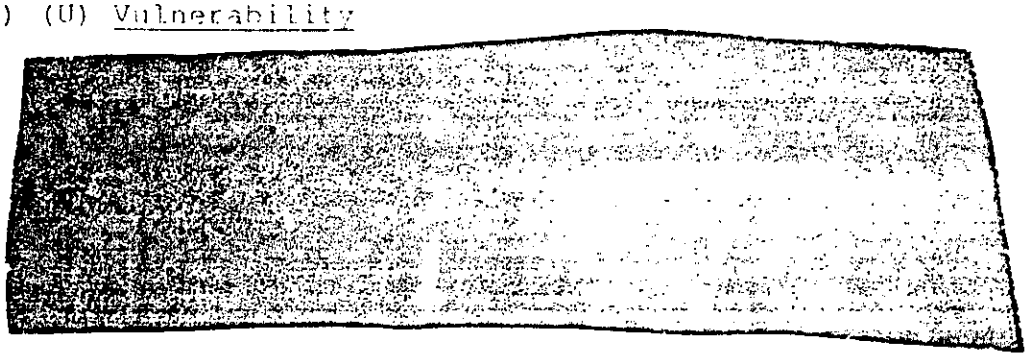




(f) (U) Corrective Actions. The Director for Operations, OJCS will:



(2) (U) Vulnerability



[redacted]

(d) (U) Data Sources. Not applicable.

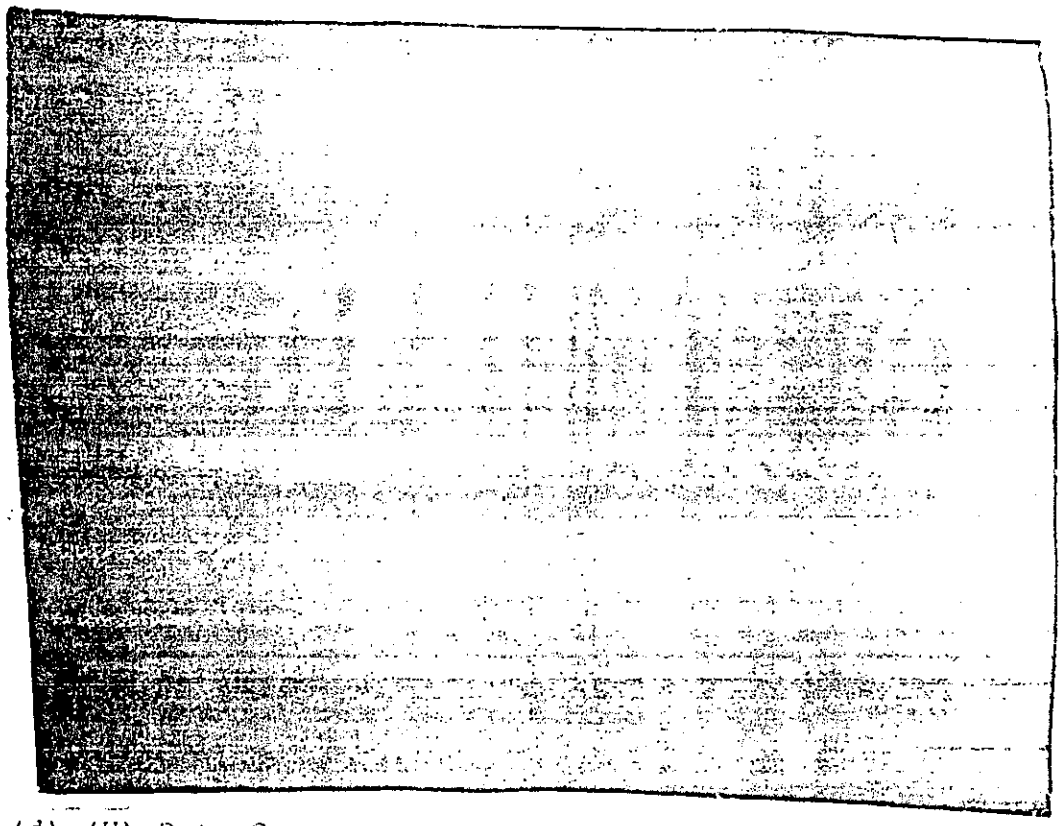
(e) (S) Discussion of Findings

[redacted]

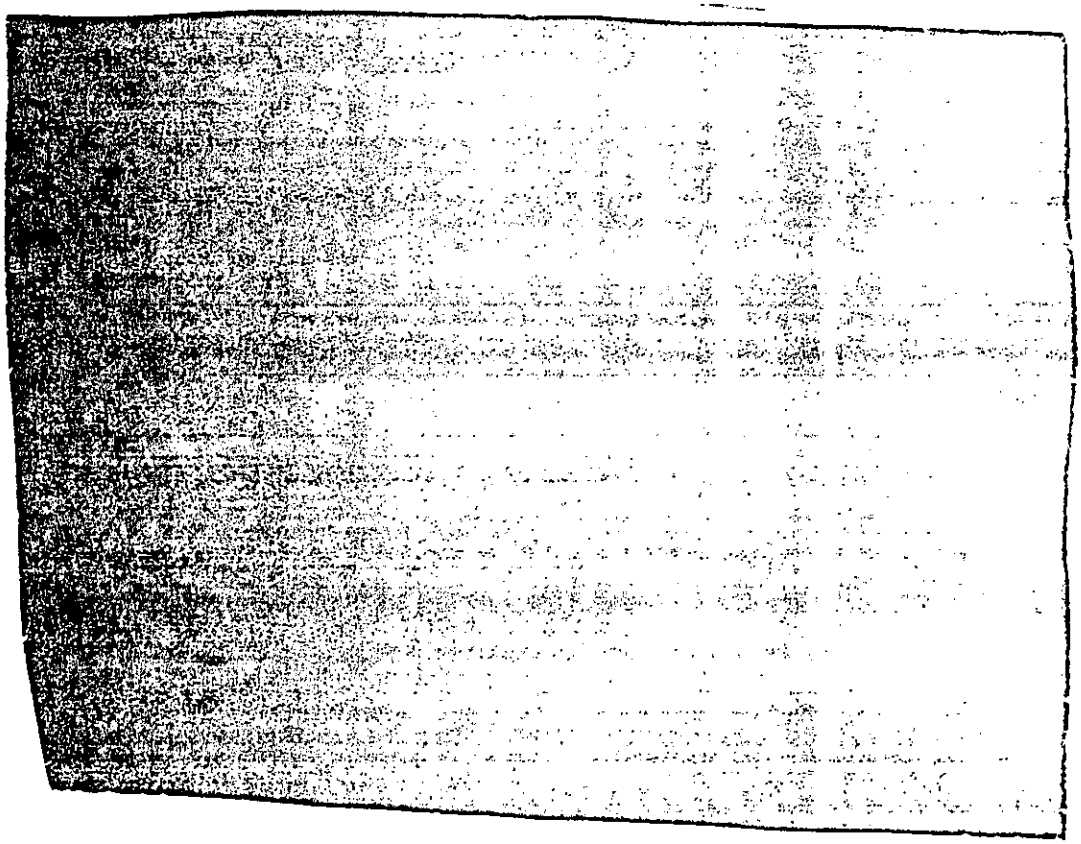
(f) (U) Corrective Action. None.

(3) (U) Survivability

[redacted]



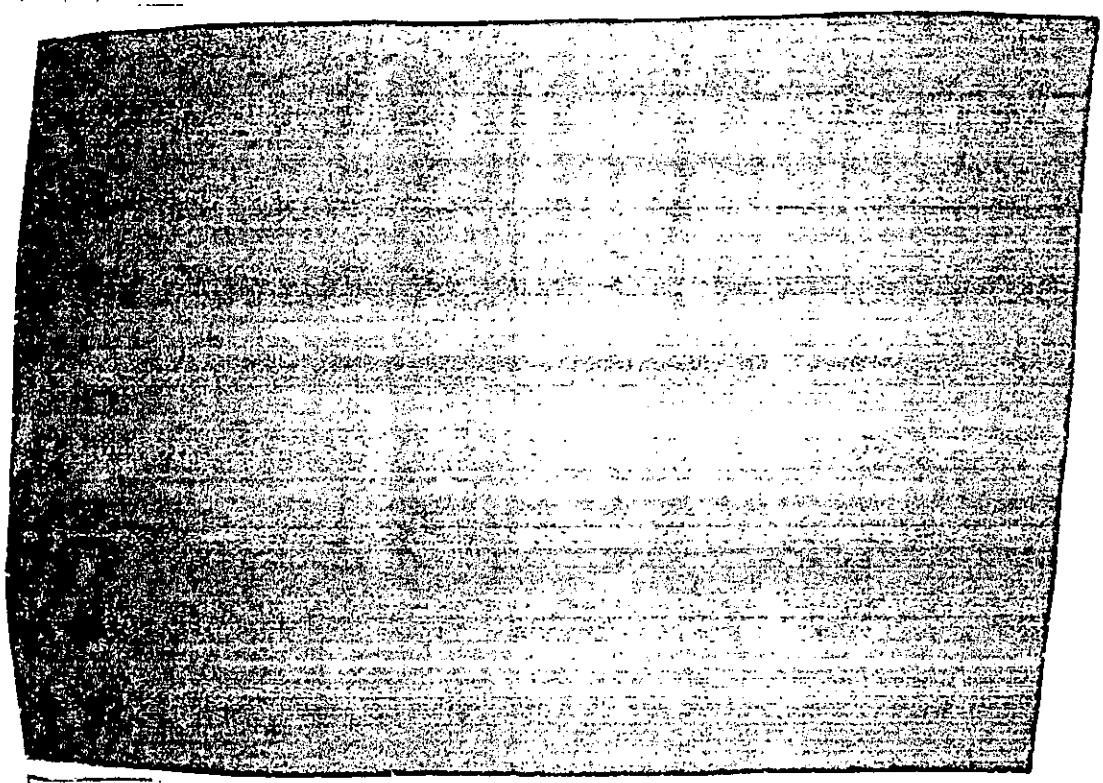
(d) (U) Data Sources. Not applicable.



[redacted]

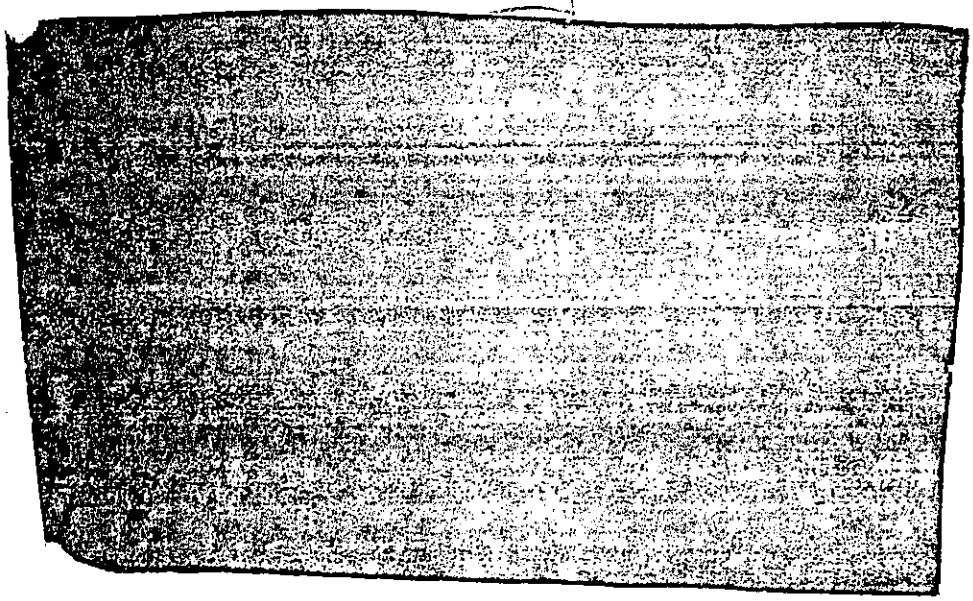
1. (U) Suitability

(1) (U) RAM



(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings



[redacted]

[redacted]

(2) (U) Logistic Support [redacted] not applicable.

(3) (U) Personnel Select[redacted]

[redacted]

(b) (U) Criteria and Rationale

[redacted]

(c) (U) Conclusions

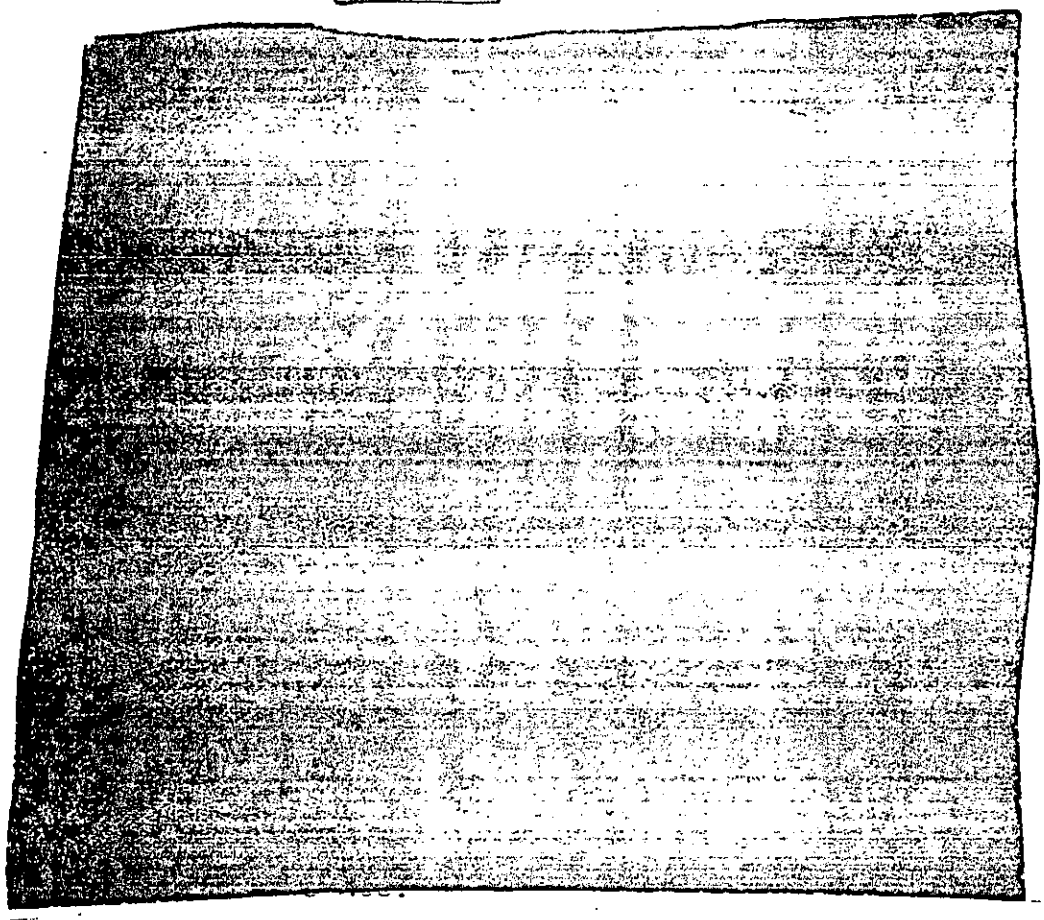
[redacted]

[redacted]

(d) (U) Data Sources. Not applicable.

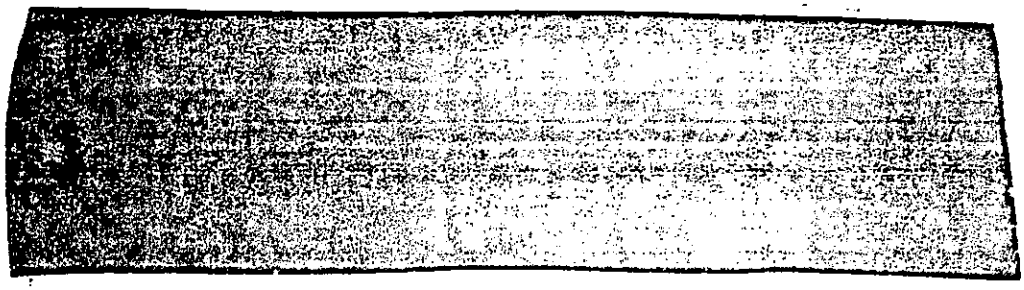
(e) (U) Discussion of Findings

[redacted]

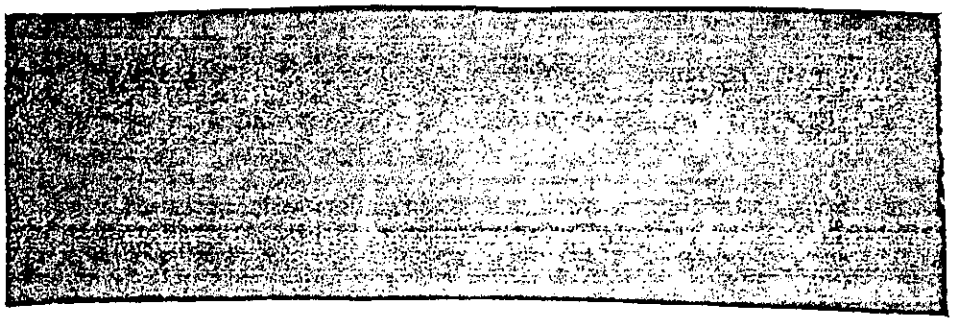


(3) (U) Training

(a) (U) Issue. Were personnel adequately trained to perform their assigned functional tasks.

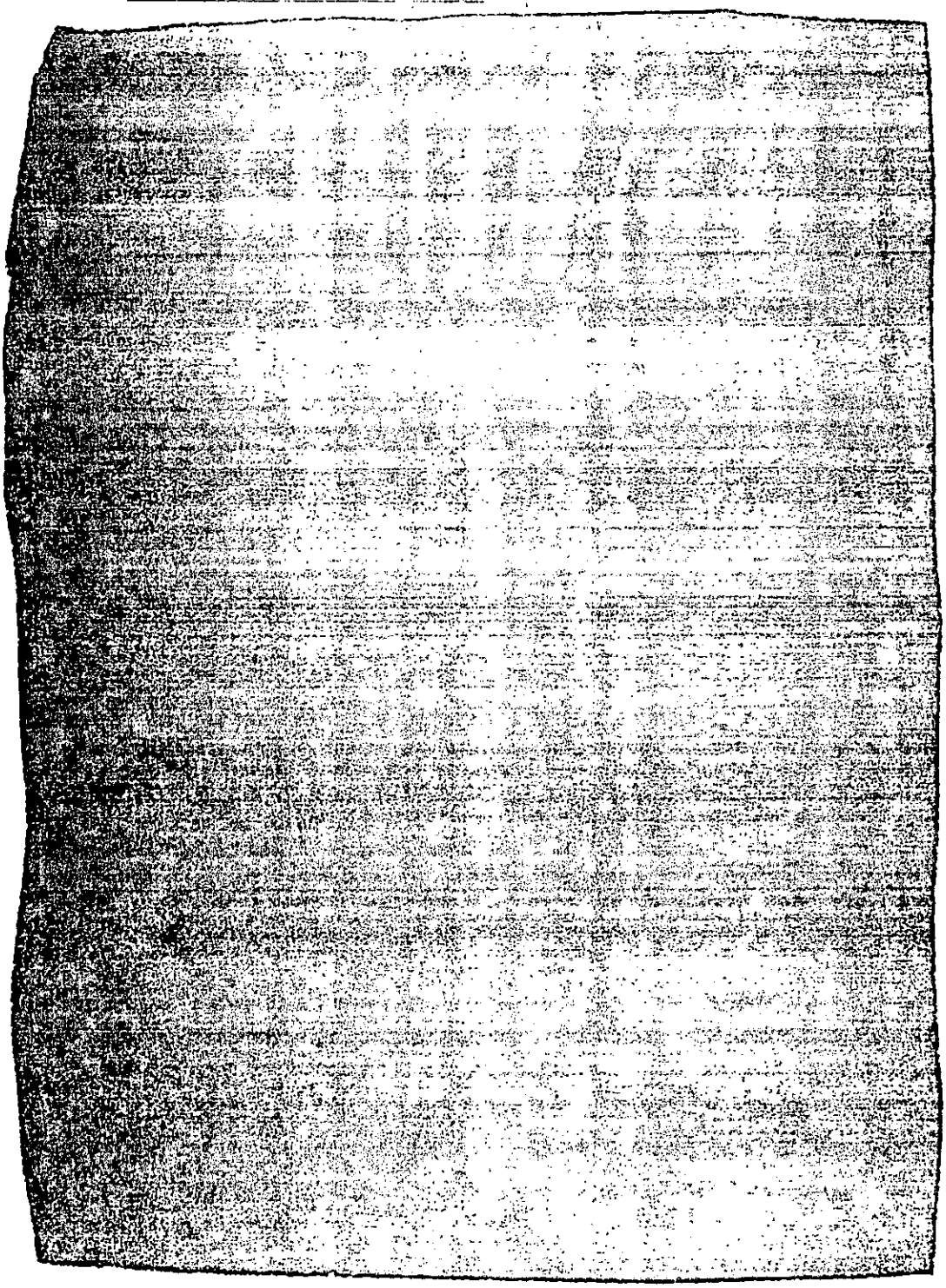


(c) (U) Conclusions



(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings



[redacted]

(f) (U) Corrective Actions

[redacted]

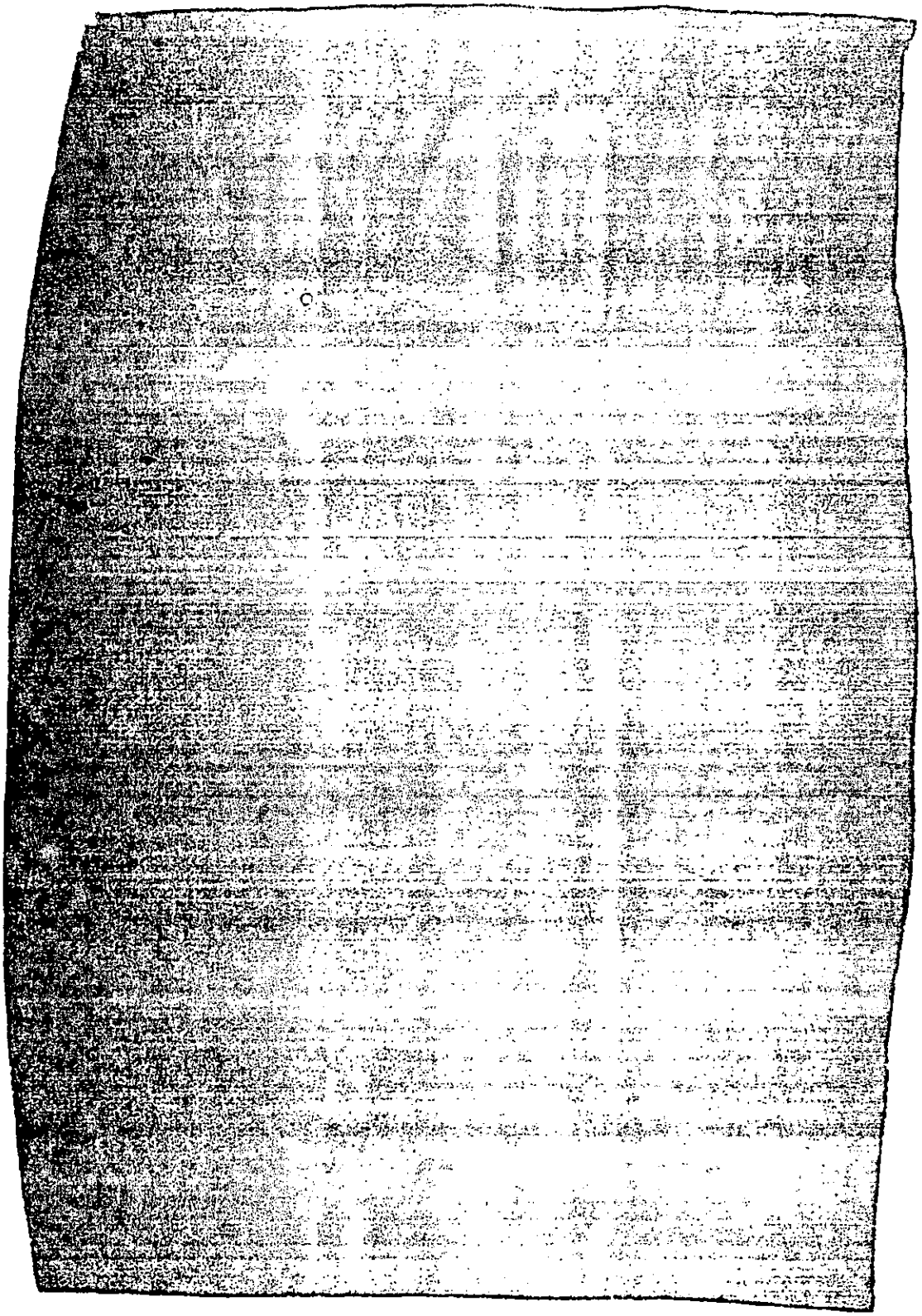
(5) (U) Organization

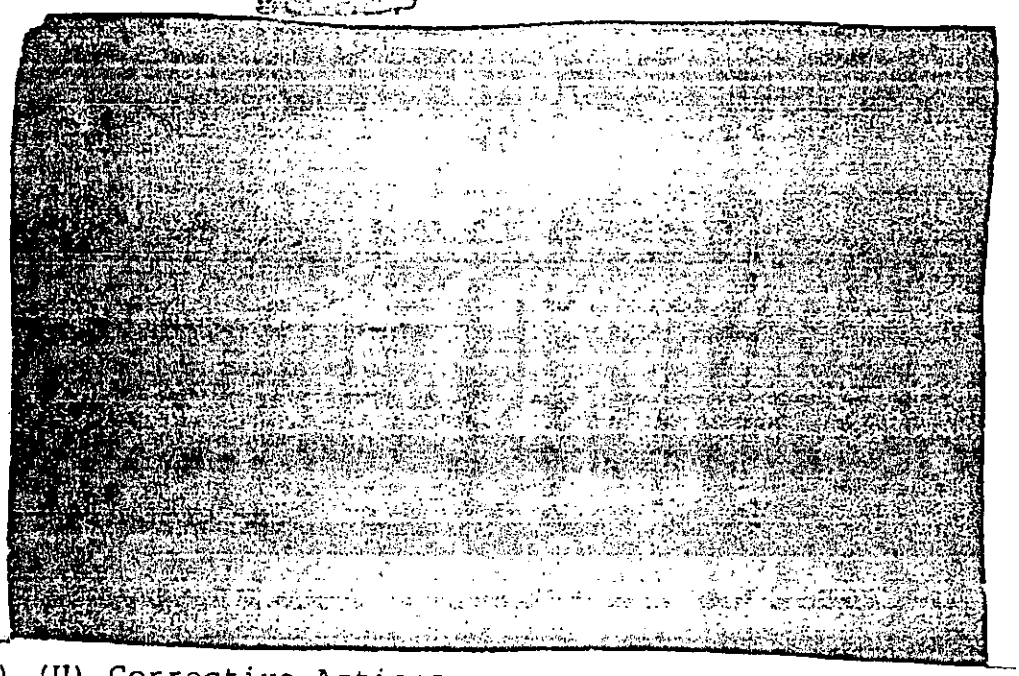
[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

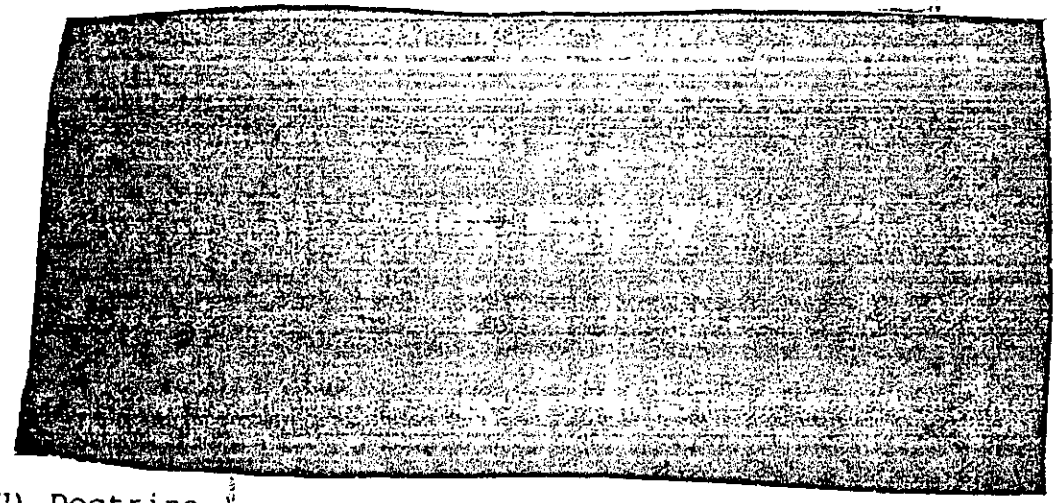
(e) (U) Discussion of Findings



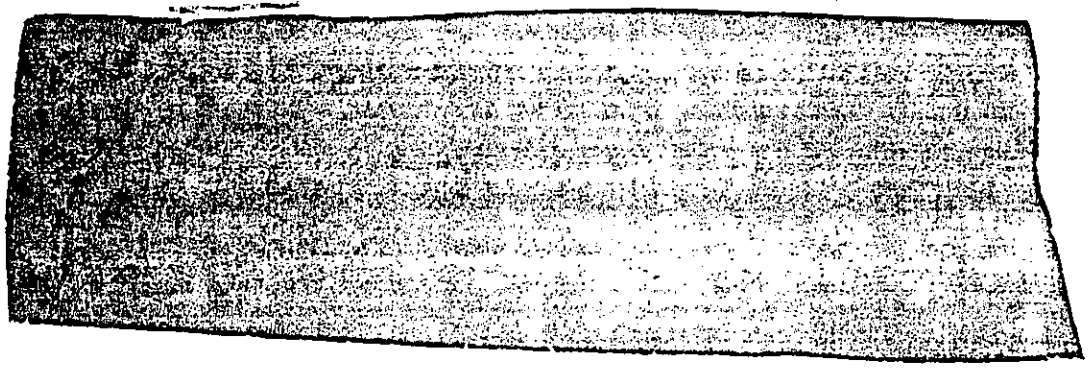


(f) (U) Corrective Actions

1. (U) The Director for Operations, OJCS will:



(6) (U) Doctrine



[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Corrective Action. None.

(7) (U) Transportability

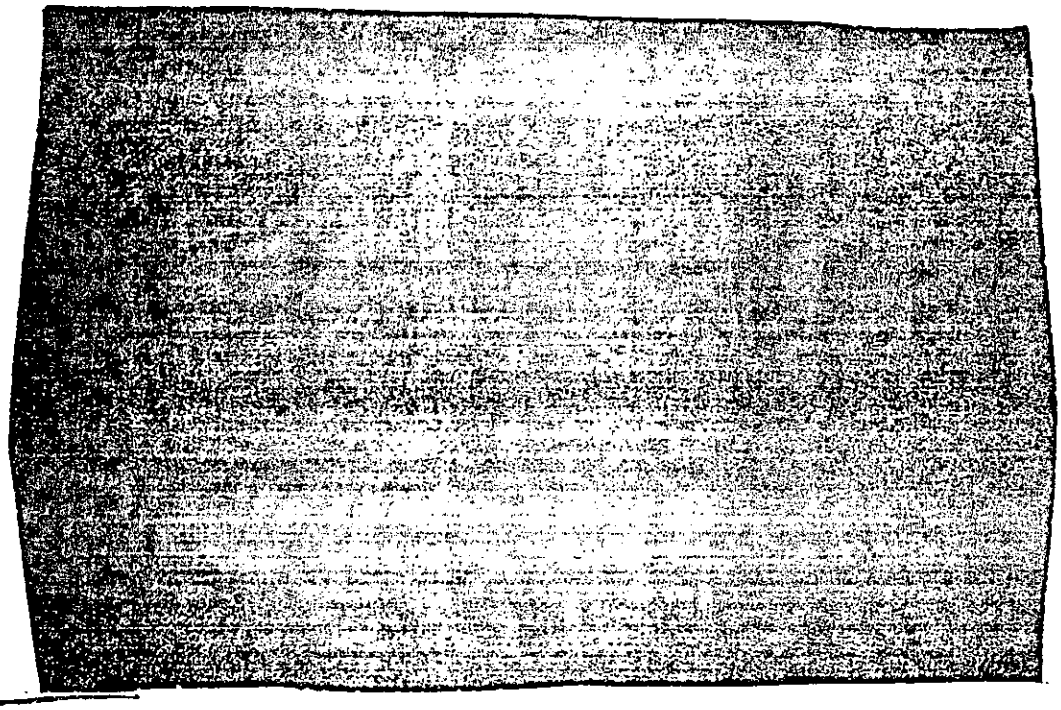
[redacted]

(d) (U) Data Sources. Not applicable.

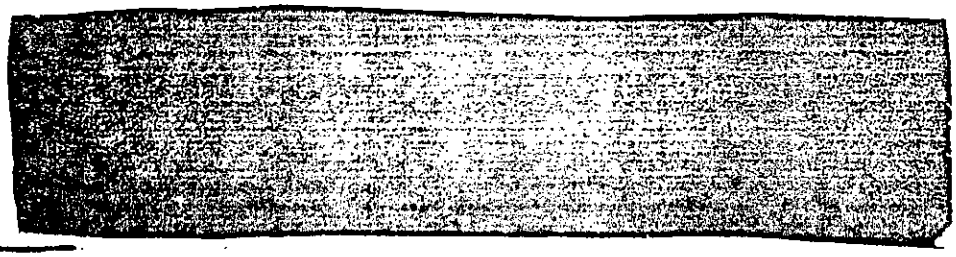
(e) (U) Discussion of Findings

[redacted]

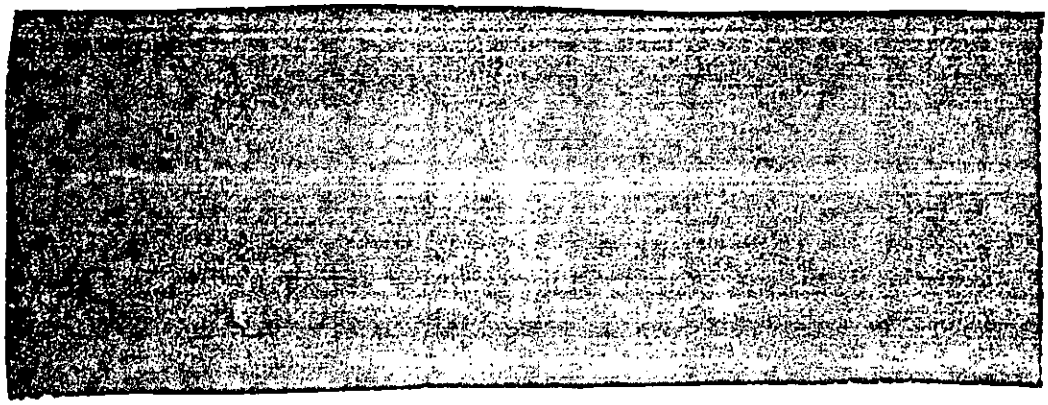
[redacted]



(f) (U) Corrective Actions. The Director for Operations, OJCS will:



(8) (U) Cooperative Systems



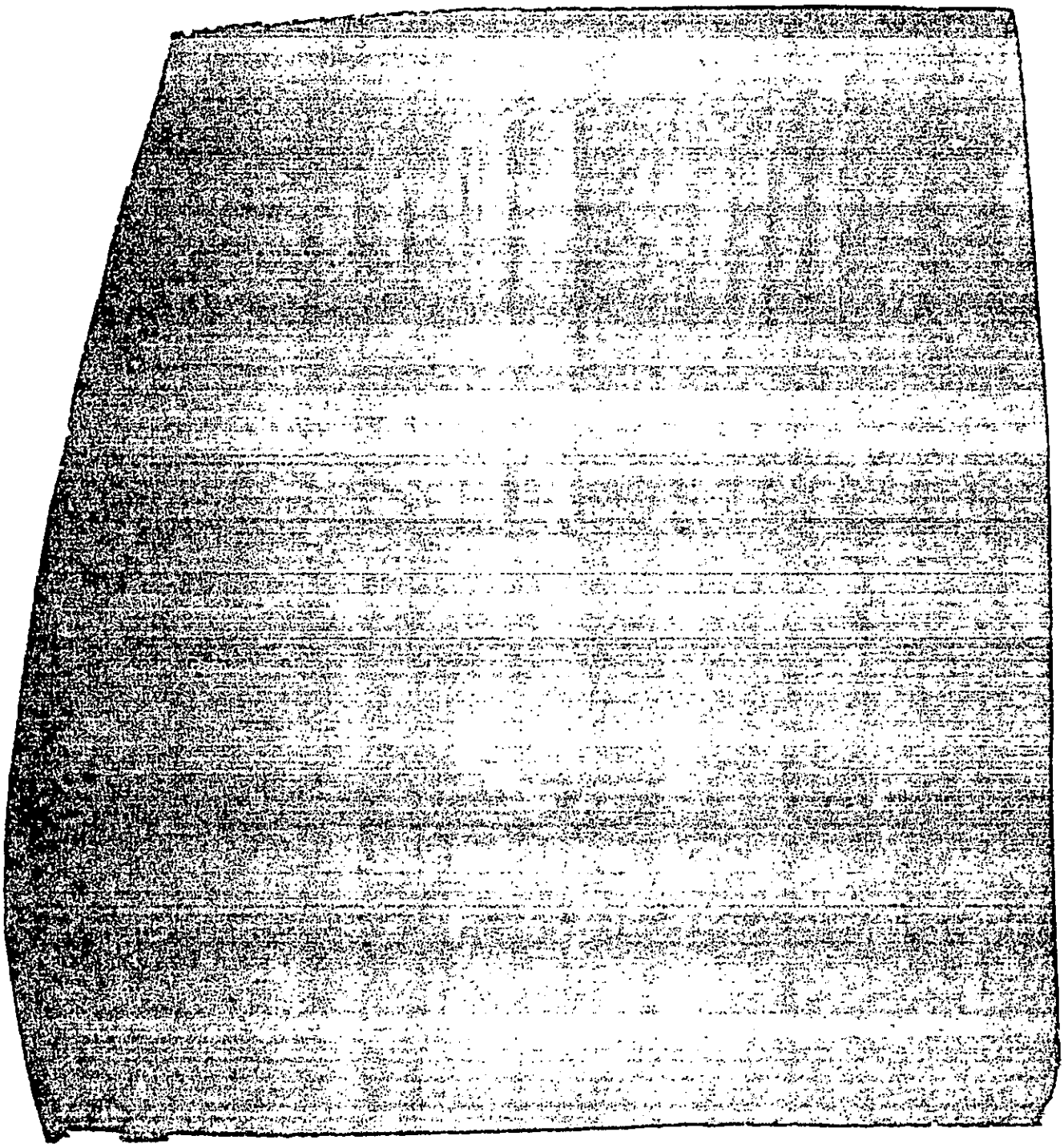
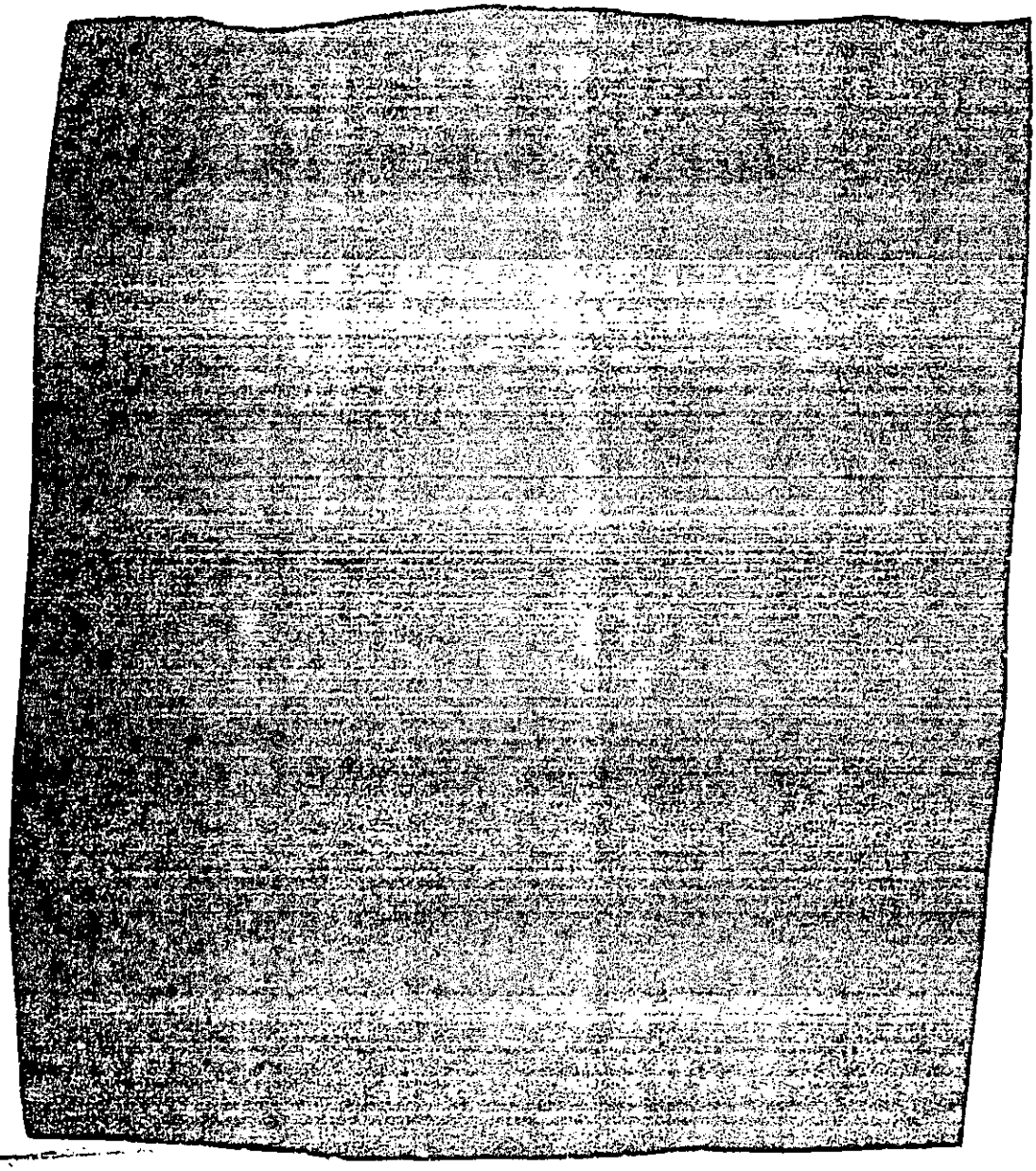


Figure 13-2. (U) NMCS Command Center Transfer

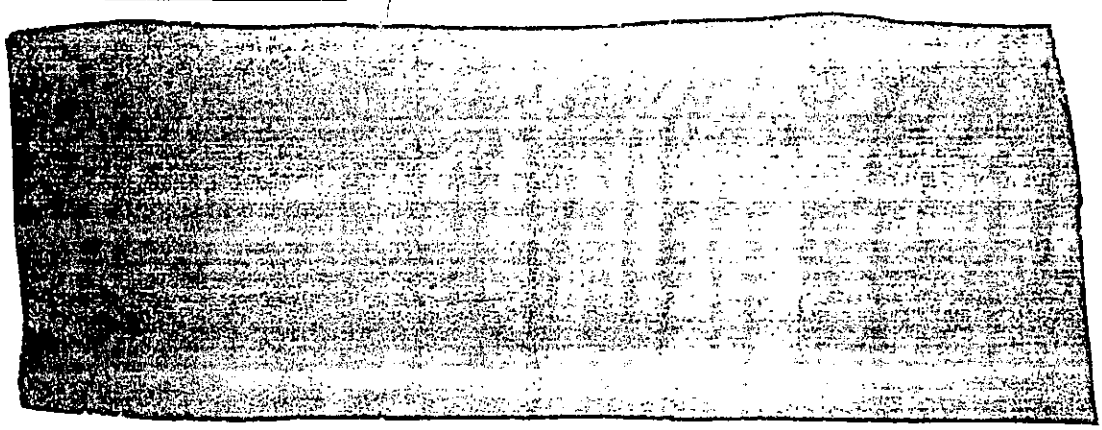
(d) (U) Data Sources. The short title for the reference used in this section is System Description Exercise NIGHT TRAIN 84 (U); November 1983. The complete title is in the bibliography.

(e) (U) Discussion of Findings



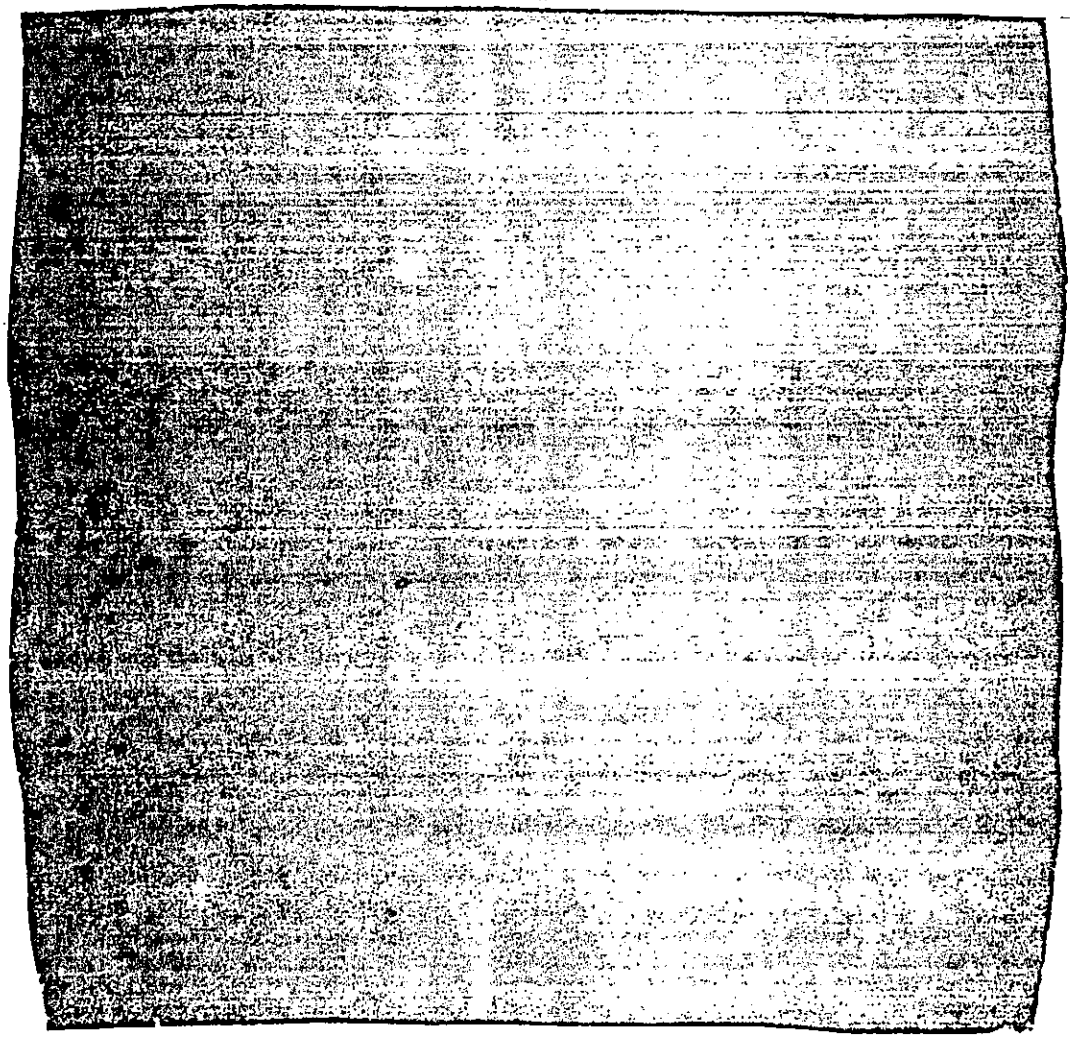
(f) (U) Corrective Action. Specific corrective actions are contained in other paragraphs of this report.

(9) (U) Human Factors



(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings



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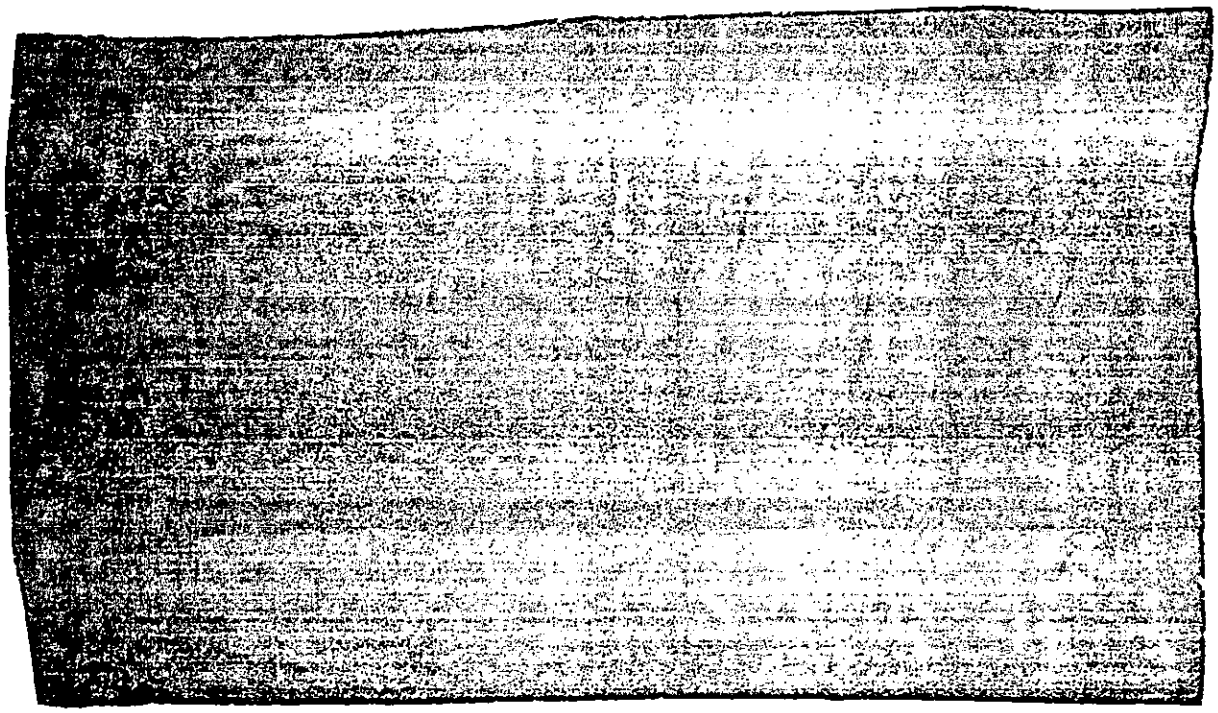
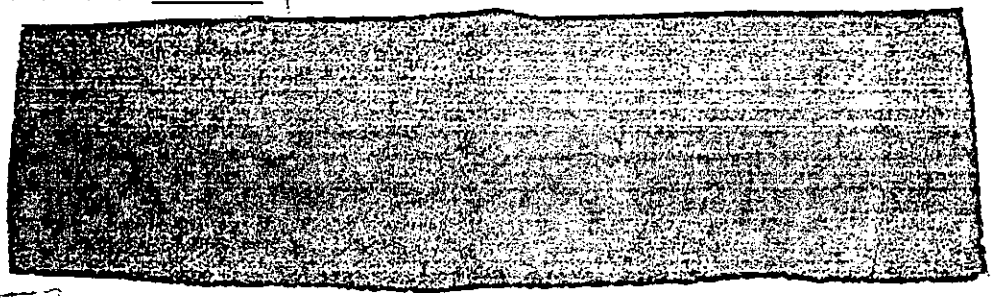


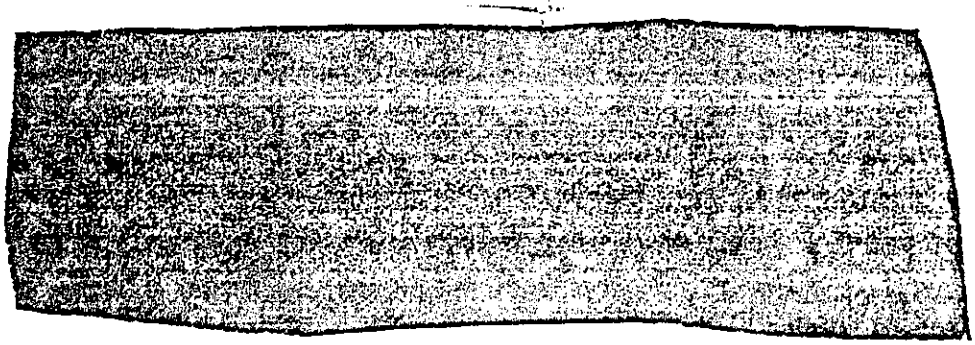
c. (U) Effectiveness

(1) (U) Mission Performance

(a) (U) Issues



(b) (U) Criteria and Rationale



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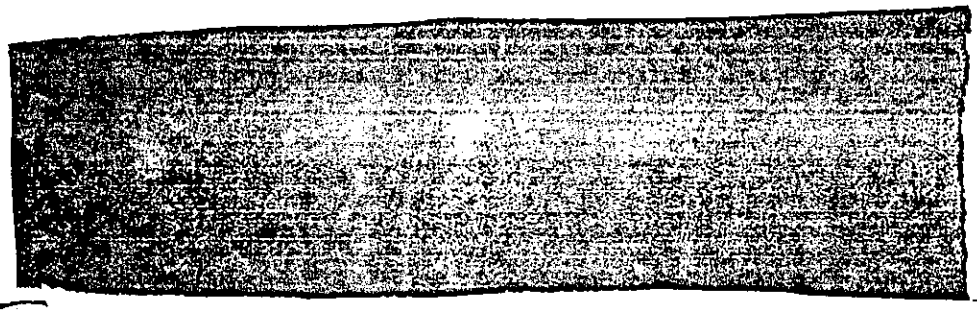
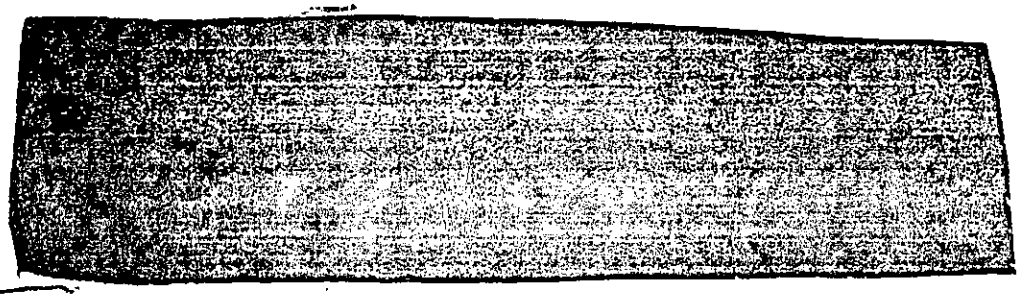
DECLASSIFY ON: 2023



(c) (U) Conclusions

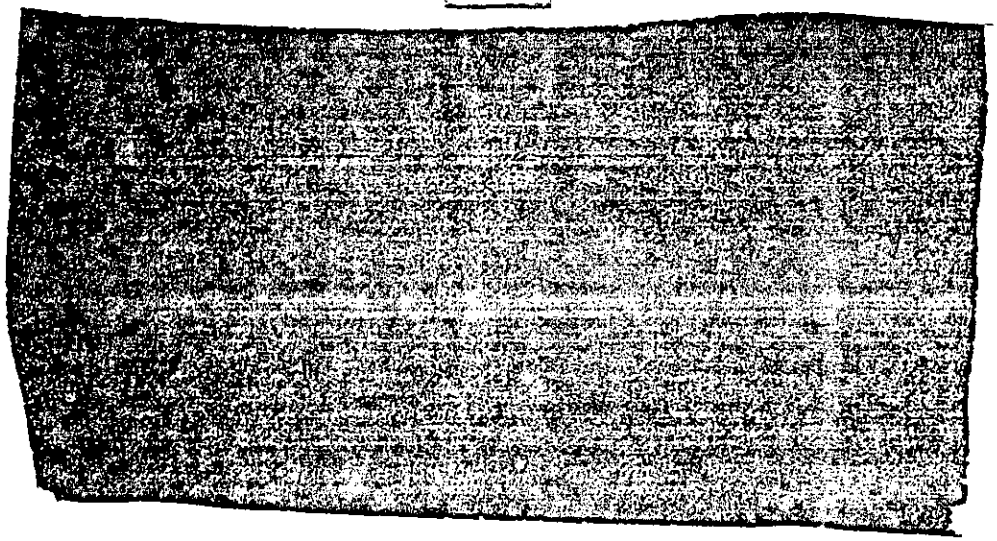


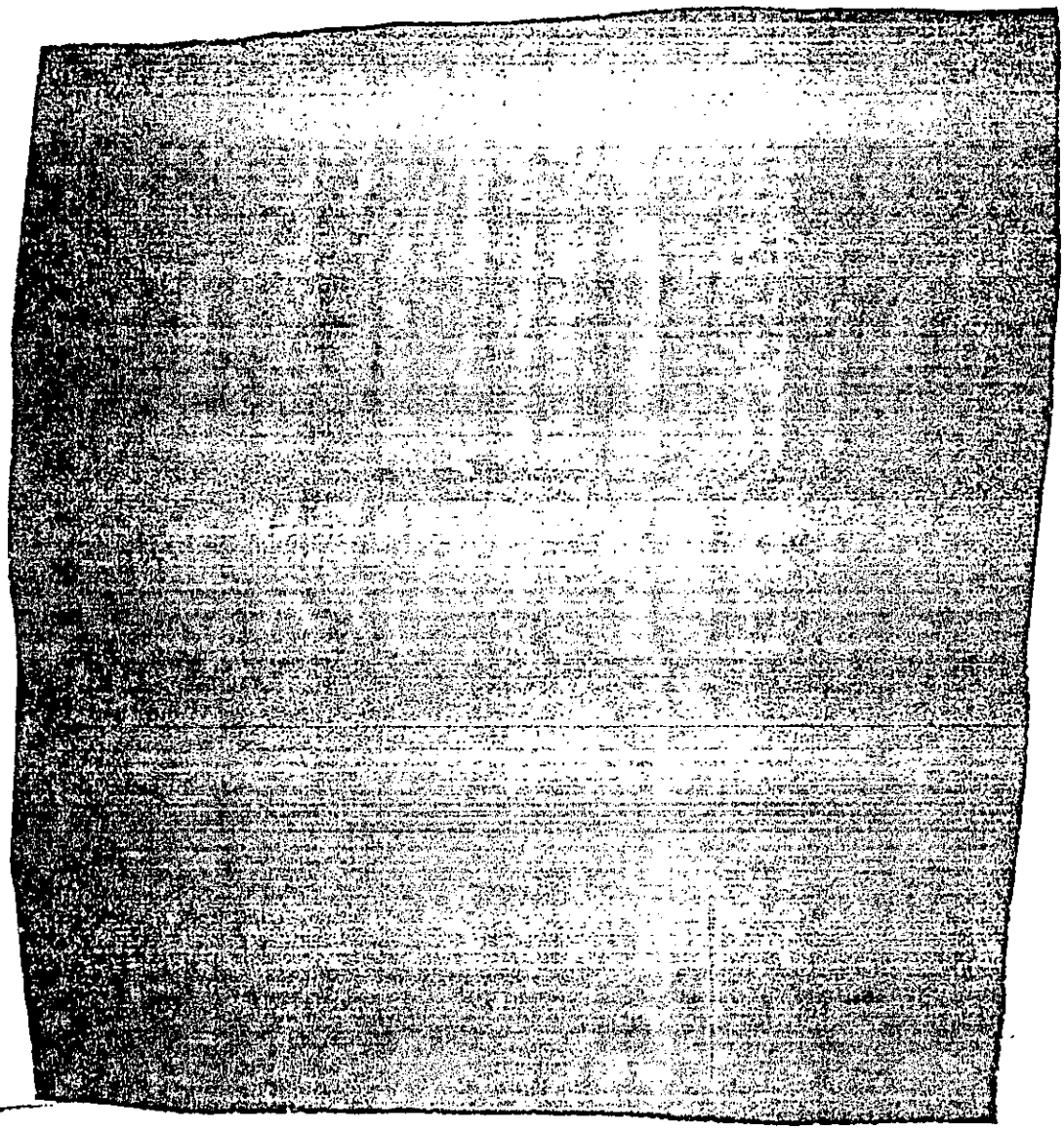
(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

1. (U) Reference bbb. Systems Description Exercise NIGHT TRAIN 84, OJCS, November 1983

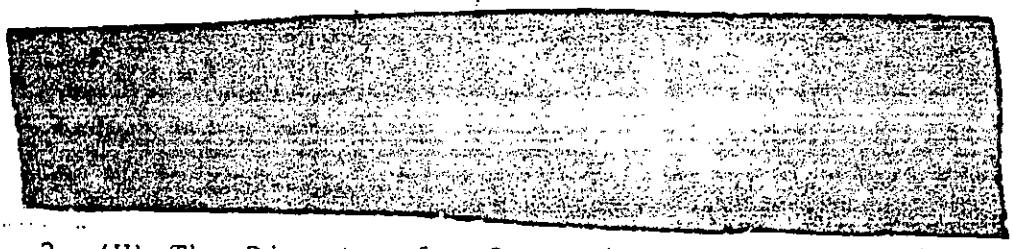
2. (U) Reference z. JCS EXPLAN 0025, OJCS, 23 September 1983.

(e) (U) Discussion of Findings





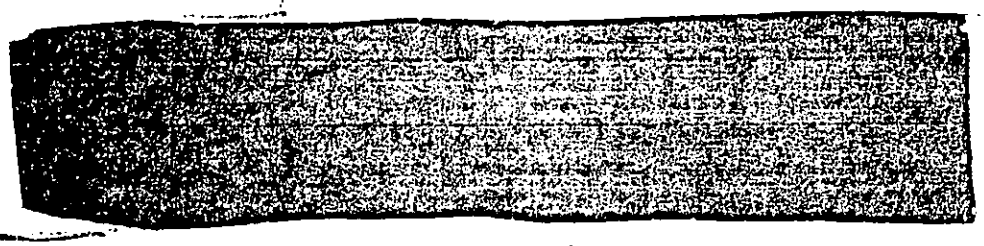
(f) (U) Corrective Actions



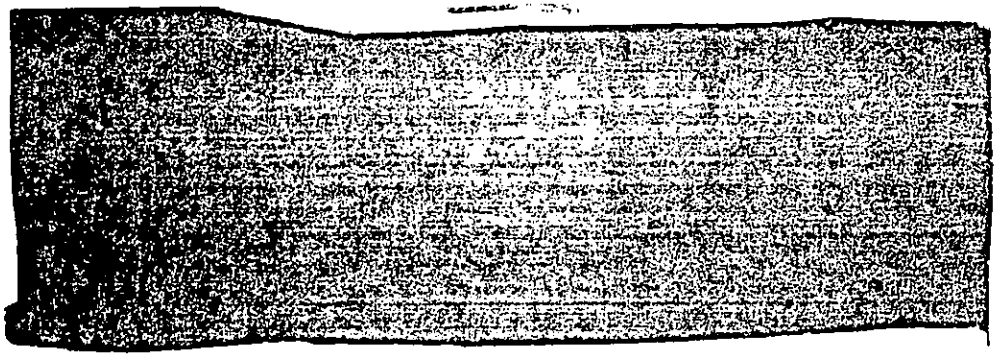
2. (U) The Director for Operations, OJCS will insure that key events coincide in future JCS and FEMA exercises which are conducted concurrently.

(2) (U) Vulnerability

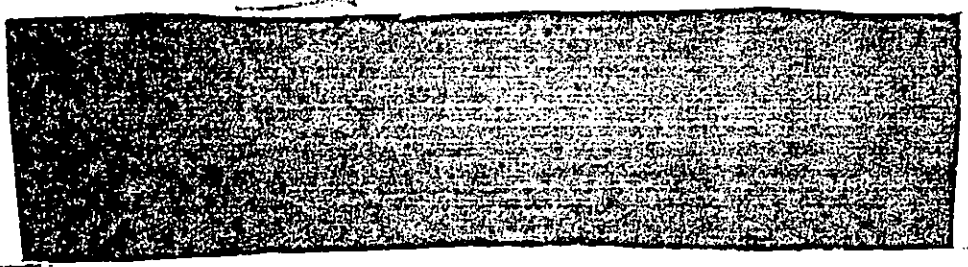
(a) (U) Issues



(b) (U) Criteria and Rationale



(c) (U) Conclusions

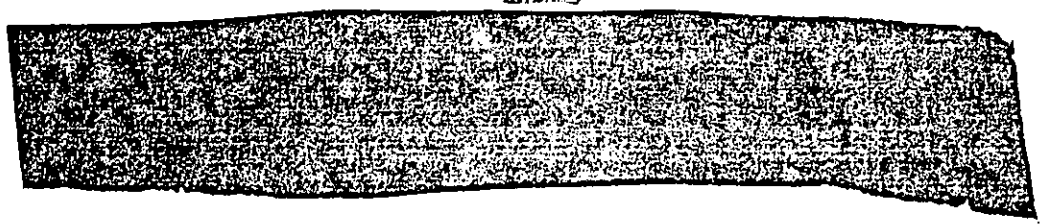


(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

1. (U) Reference xx. REX 84 ALPHA Evaluation Plan, FEMA, 1 April 1984

2. (U) Reference bbb. System Description, Exercise NIGHT TRAIN 84, OJCS, November 1983.

(e) (U) Discussion of Findings



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(3) (U) Survivability

[redacted]

(b) (U) Criteria and Rationale

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

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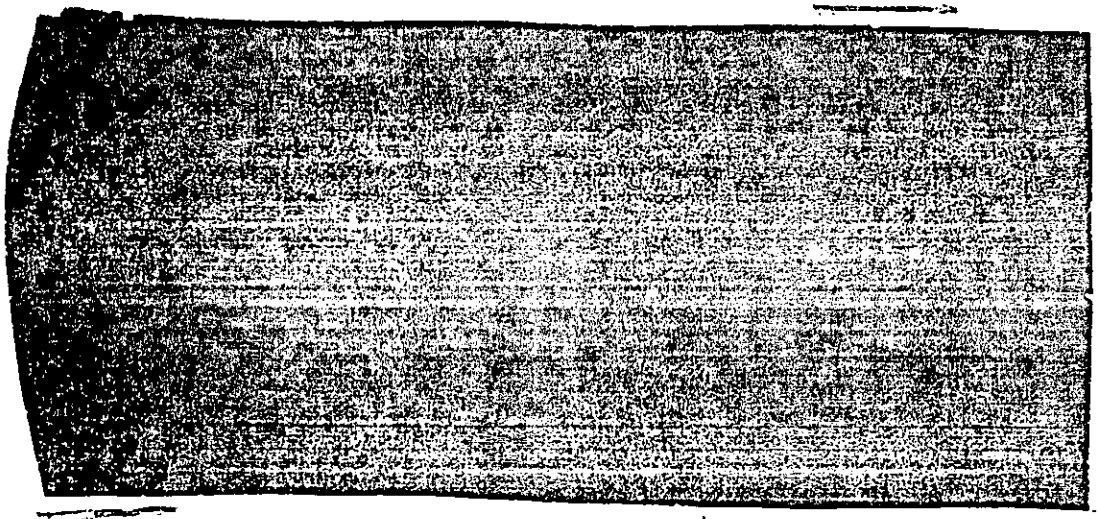
1. (U) Reference xx. REX 84 ALPHA Evaluation Plan, FEMA, 1 April 1984

2. (U) Reference g. Federal Preparedness Circular 2, FEMA, 27 October 1983

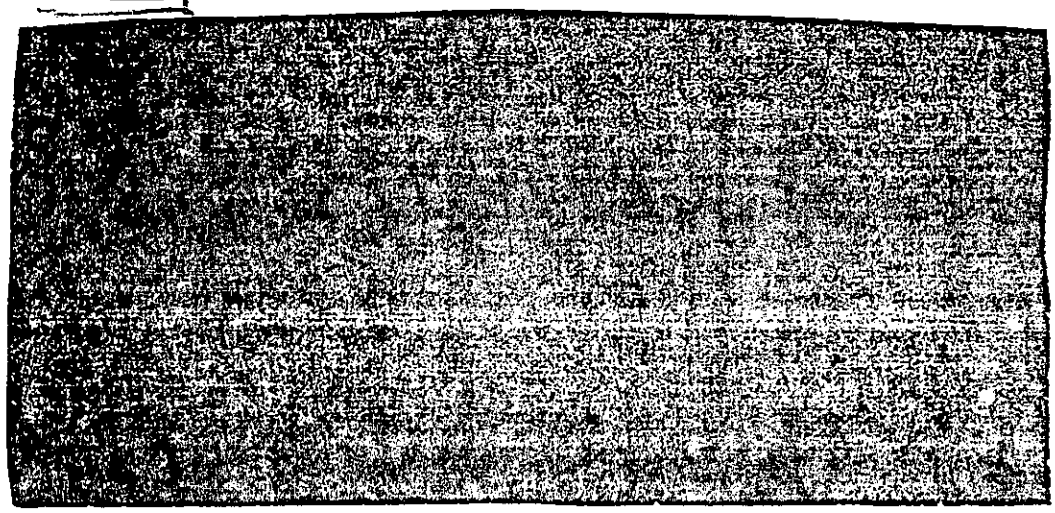
3. (U) Reference tt. Federal Preparedness Circular 6 (Draft), FEMA, 31 January 1984.



(f) (U) Corrective Action. None.

d. (U) Suitability

(1) (U) RAM



(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

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1. (U) Reference tt. Federal Preparedness Circular 6 (Draft), FEMA, 31 January 1984

2. (U) Reference xx. REX 84 ALPHA Evaluation Plan, FEMA, 1 April 1984.

[redacted]

(2) (U) Logistic Supportability

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

[redacted]

[redacted]

[redacted]

(3) (U) Personnel Selection

(a) (U) Issues

[redacted]

(b) (U) Criteria and Rationale

[redacted]

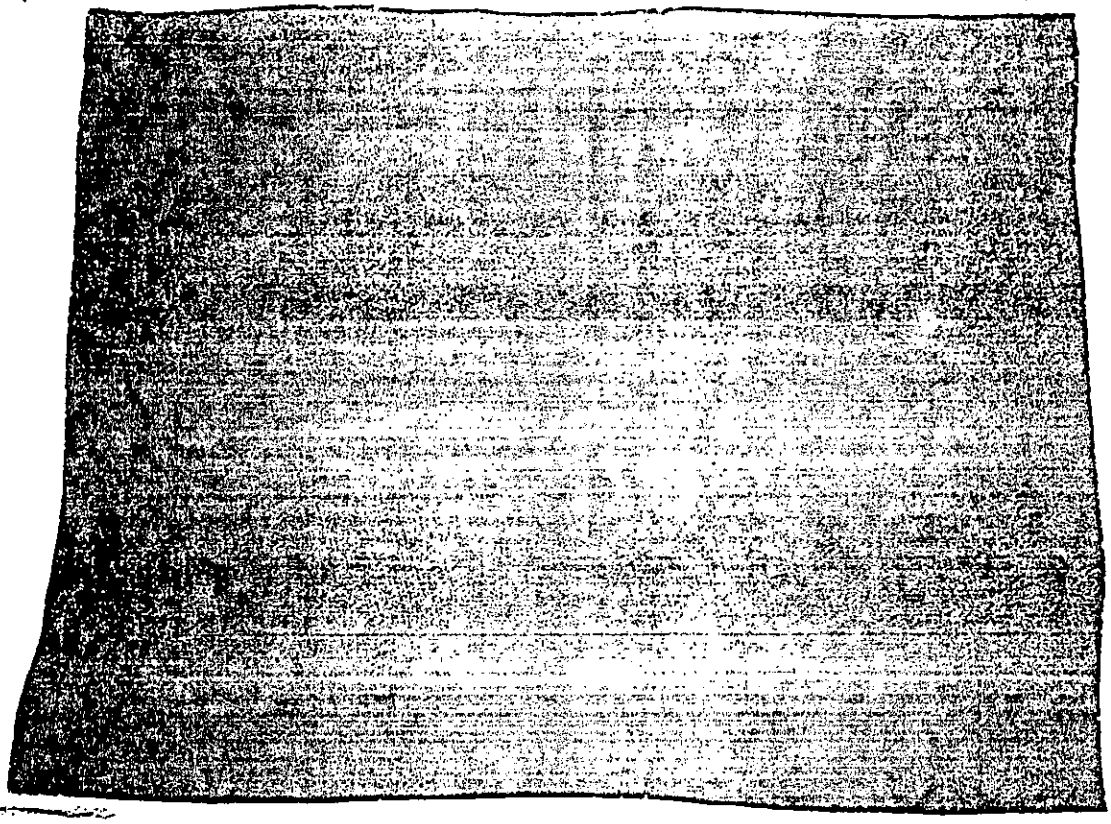
(c) (U) Conclusion

[redacted]

(d) (U) Data Sources. Not applicable.

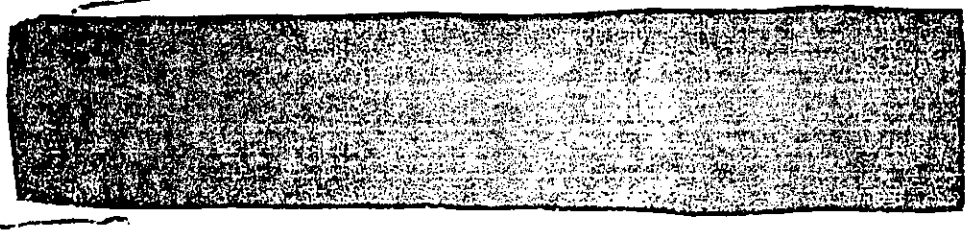
[redacted]

(e) (U) Discussion of Findings

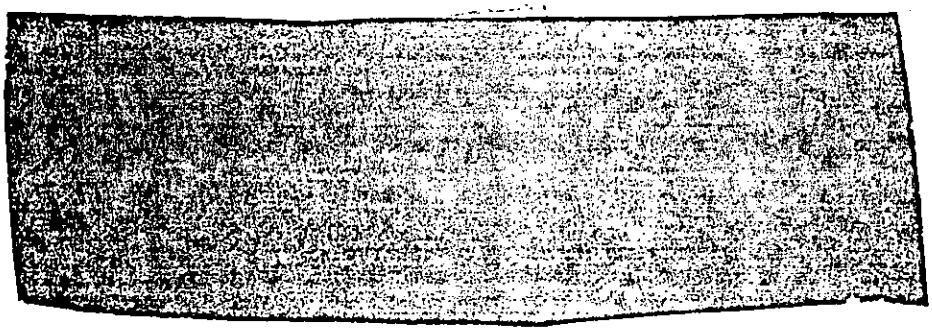


(4) (U) Training

(a) (U) Issues



(b) (U) Criteria and Rationale



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(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Corrective Action. None.

(5) (U) Organization

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

[redacted]

2. (U) Refernce z. OJCS EXPLAN 0025, OJCS, 23 September 1983.

[redacted]

[redacted]

[redacted]

(6) (U) Doctrine

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

1. (U) Reference tt. Federal Preparedness Circular 6 (Draft), FEMA, 31 January 1984

2. (U) Reference xx. REX 84 ALPHA Evaluation Plan, FEMA, 1 April 1984.

(e) (U) Discussion of Findings

[redacted]

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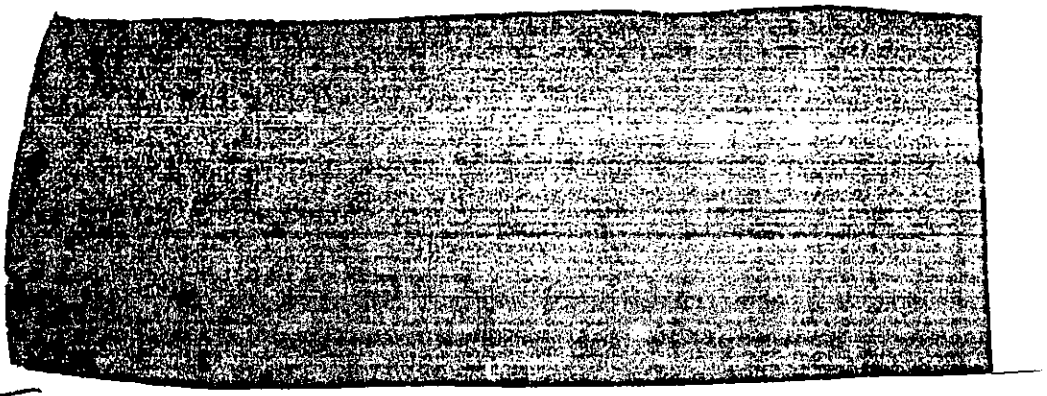
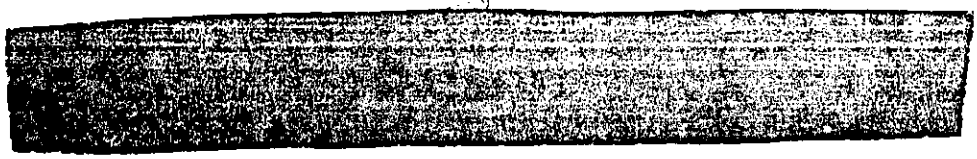


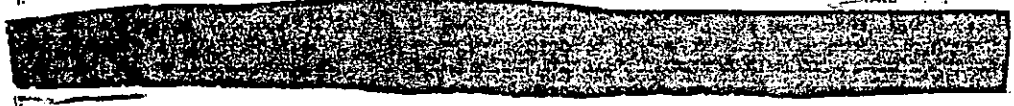
(f) (U) Corrective Action. None.

(7) (U) Transportability. Not applicable.

(8) (U) Cooperative Systems

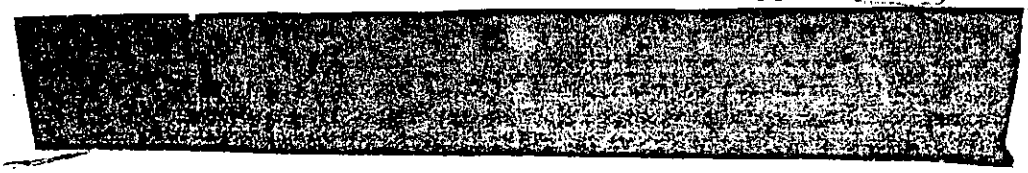


(b) (U) Criteria and Rationale. Not applicable.



(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings. Not applicable.



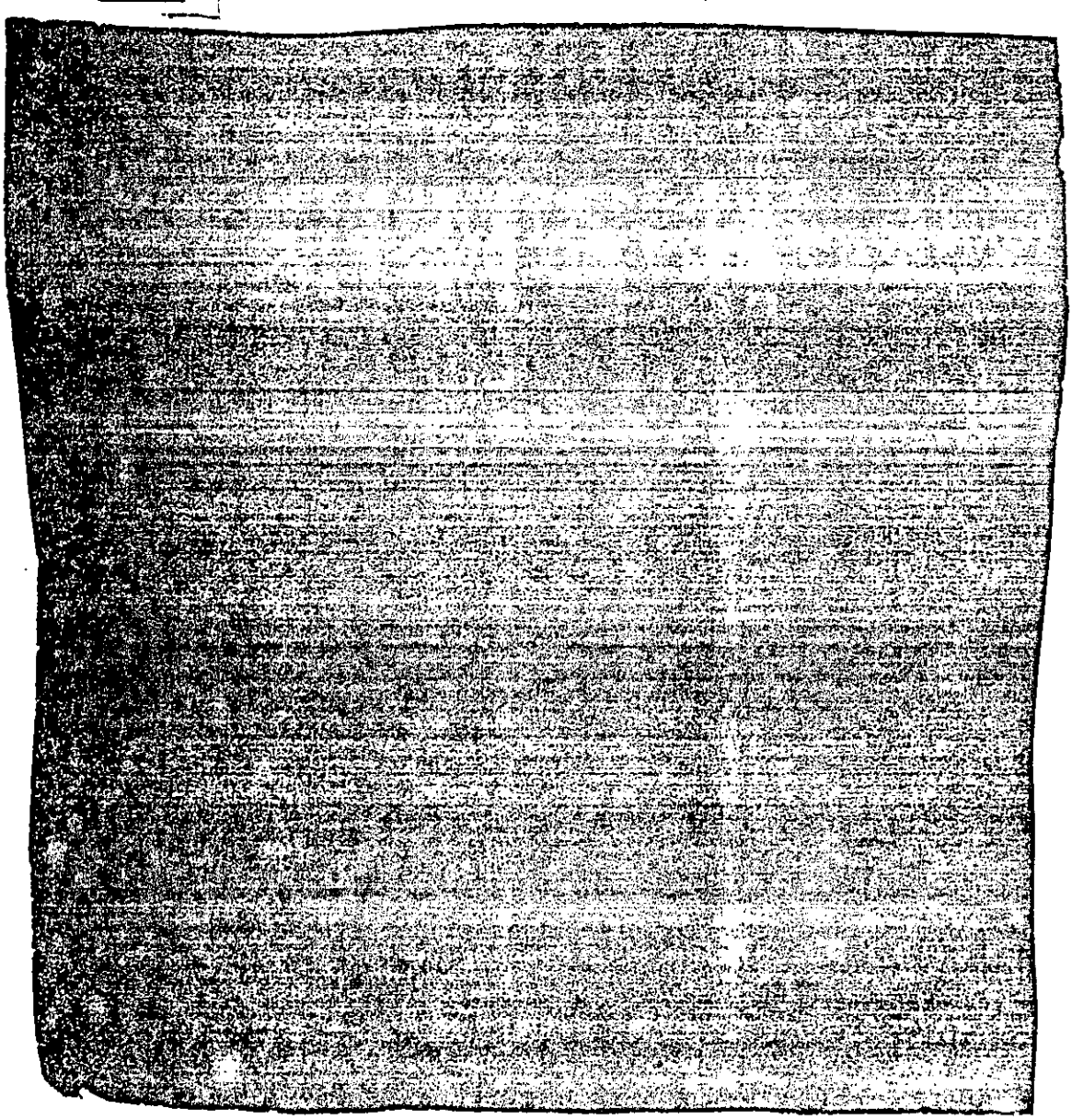
(9) (U) Human Factors. Not applicable.

[redacted]

15. (S) Military Assistance to Civil Authorities and Military Support of Civil Defense

a. (S) Major Evaluation Objective. Exercise and evaluate military assistance to civil authorities (MACA) and military support of civil defense (MSCD) during the pre-, trans-, and postattack phases of a strategic nuclear war.

b. (U) Scope



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c. (U) Effectiveness

(1) (U) Mission Performance

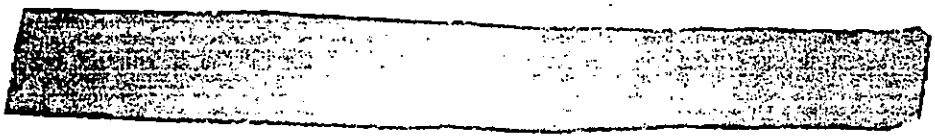
(a) (U) Implementation

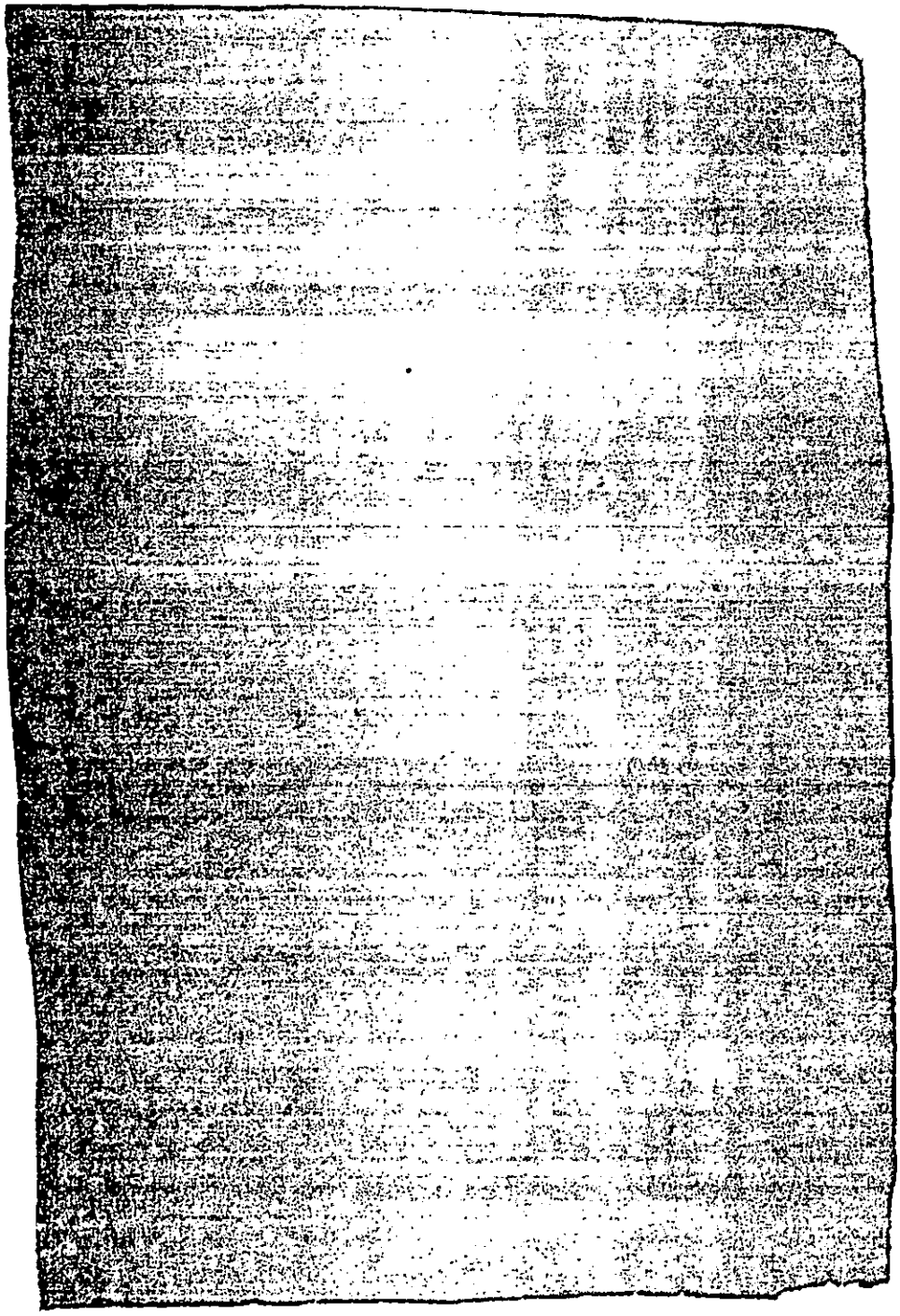
[redacted]

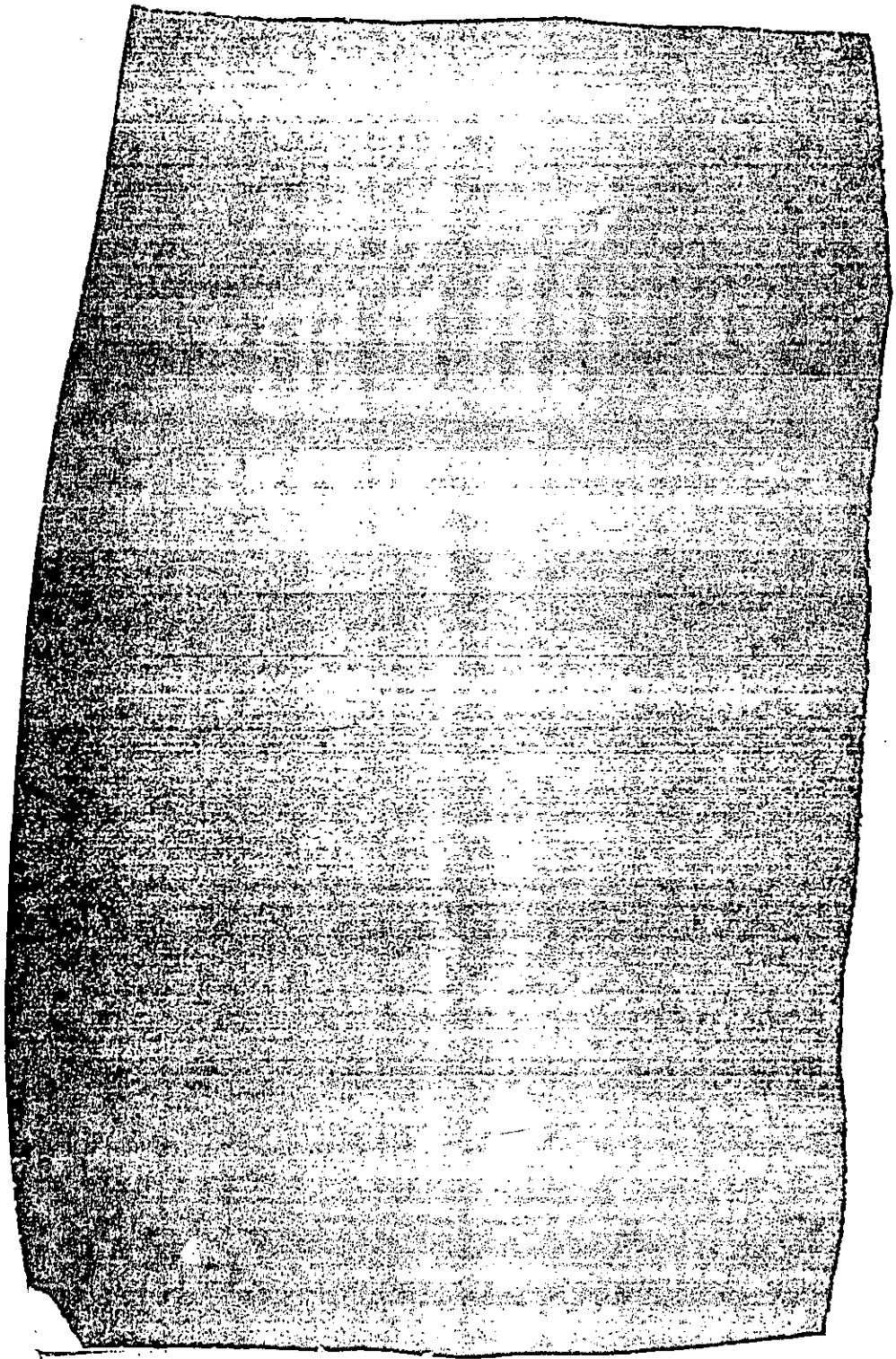
2. (U) Criteria and Rationale

a. (U) Criteria

[redacted]







4. (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

a. (U) Reference jj. DODD 3025.10, DOD, 22 July 1981

b. (U) Reference ggg. DODD 3025.1, DOD, 23 May 1980

c. (U) Reference v. DODD 3025.12, DOD, 19 August 1971

d. (U) Reference u. AR 500-70, DA, 1 October 1982

e. (U) Reference p. AFR 355-1, DAF, 14 December 1983

f. (U) Reference pp. OPNAVINST 3440.16, DON, 7 September 1982

g. (U) Reference c. JCS SM 102-83, OJCS, 15 February 1983

h. (U) Reference kk. JCS Fact Sheet #68, OJCS, 28 February 1984

i. (U) Reference nn. JCS MSCD System Description, OJCS, 1 December 1983

j. (U) Reference eee. USCINCRED CONPLAN 7045, USREDCOM, 7 October 1980

k. (U) Reference e. CDRFORSCOM/USCINCARRED CONPLAN 7045, FORSCOM/USARRED, 22 February 1979

l. (U) Reference qq. CINCPACFLTINST 3440.1, 23 August 1983

m. (U) Reference ll. CINCPACINST 3025.1C, USPACOM, 30 June 1983

n. (U) Reference q. EUSA-MSCD, 1st Army, 16 June 1980

o. (U) Reference mm. 5USA-MSCD, 5th Army, 25 February 1980

p. (U) Reference yy. Sixth US Army CONPLAN 7045, 6th Army, 24 July 1979

[redacted]

r. (U) Reference ddd. USCINCLANT OPLAN 2200, USLANTCOM, 1 June 1983.

5. (U) Discussion of Findings

[redacted]

[redacted]

[redacted]

[redacted]

6. (U) Corrective Actions

[redacted]

[redacted]

[redacted]

1. (U) Issues

[redacted]

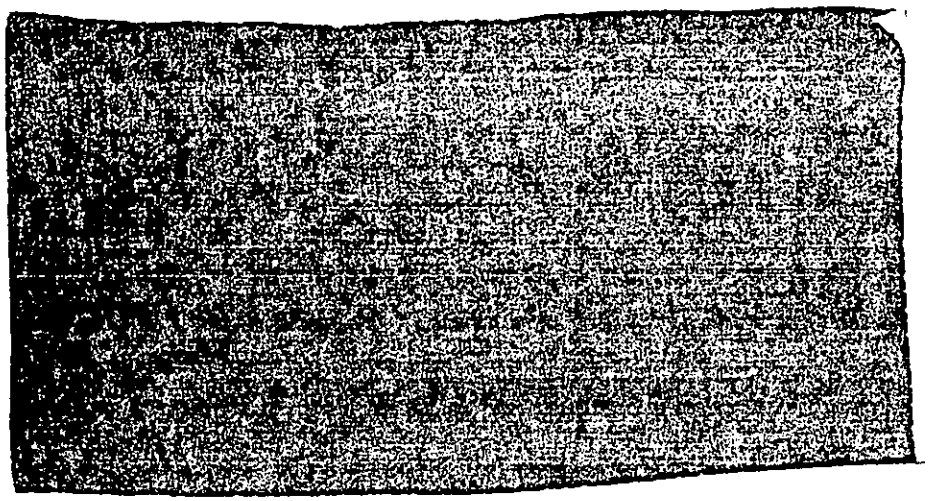
2. (U) Criteria and Rationale

a. (U) Criteria

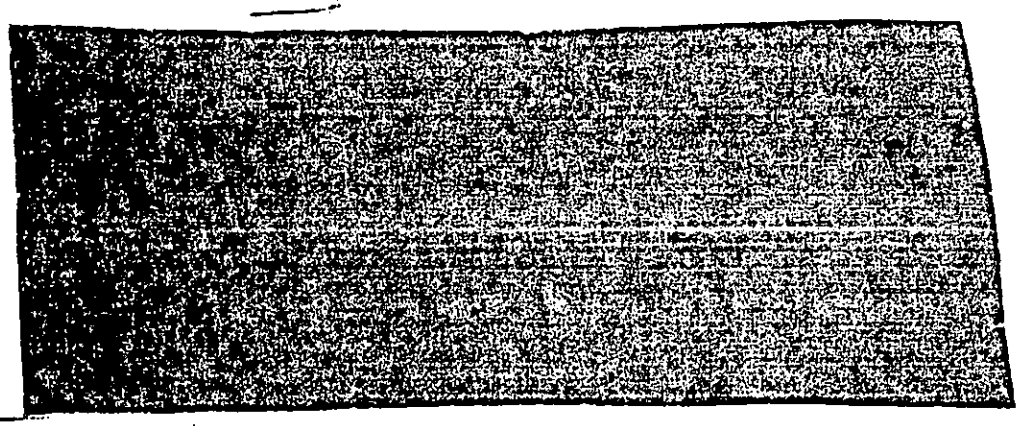
[redacted]

b. (U) Rationale

[redacted]



3. (U) Conclusions



4. (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

a. (U) Reference nn. MSCD System Description, OJCS, 1 December 1983

b. (U) Reference dd. 10 USC 331-334, US Government, 10 August 1956

c. (U) Reference fff. 18 USC 1385, US Government, 10 August 1956

d. (U) Reference jj. DODD 3025.10, DOD, 22 July 1981

e. (U) Reference c. JCS SM 102-83, OJCS, 15 February 1983

f. (U) Reference ee. USCINCRED CONPLAN 7045, USREDCOM, 7 October 1980

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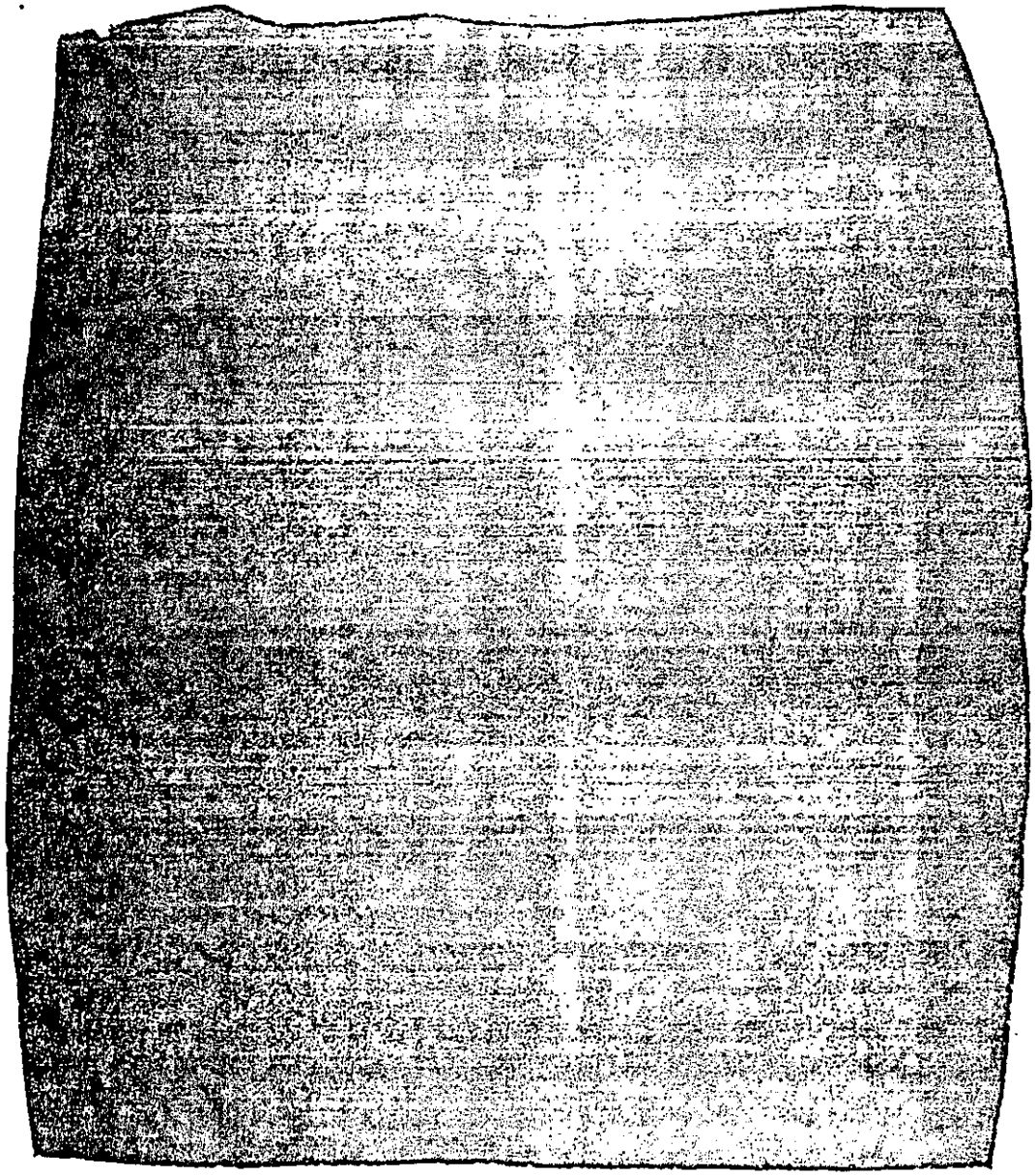
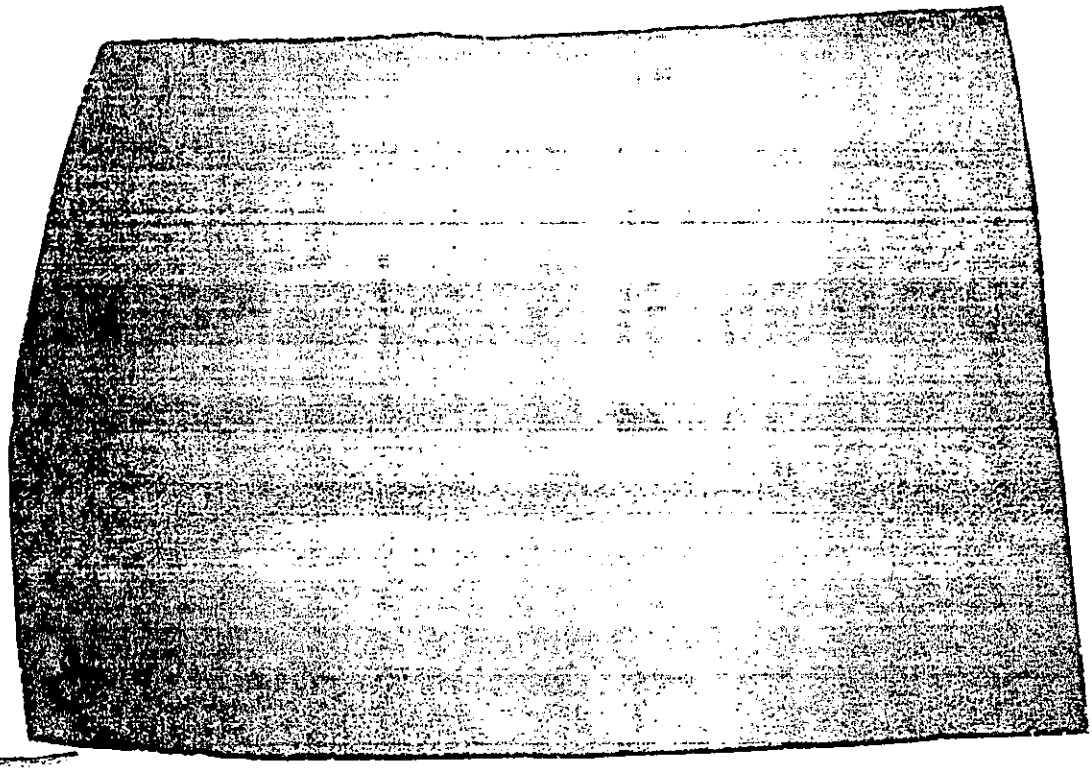
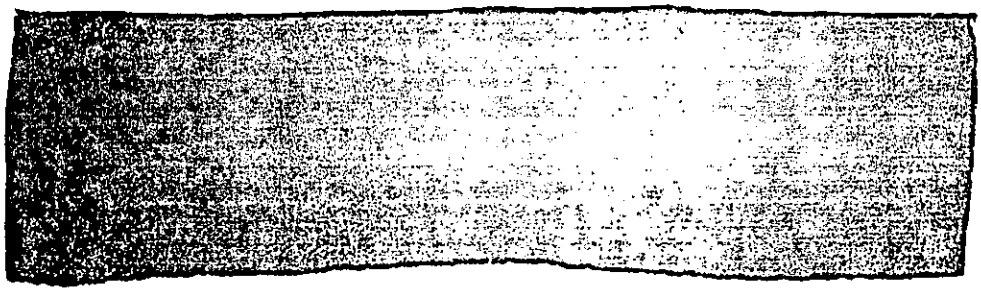
h. (U) Reference mm. 5USA-MSCD, 5th Army, 25 February 1980.

5. (U) Discussion of Findings

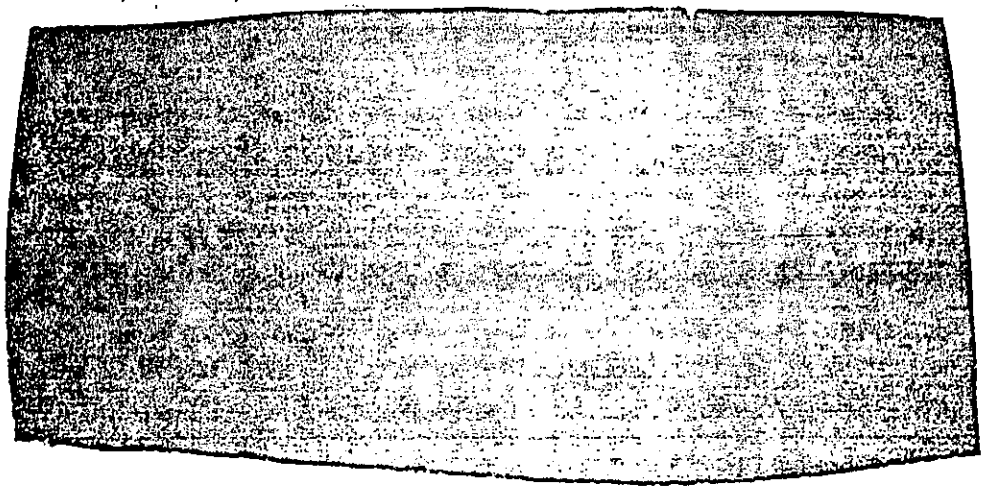


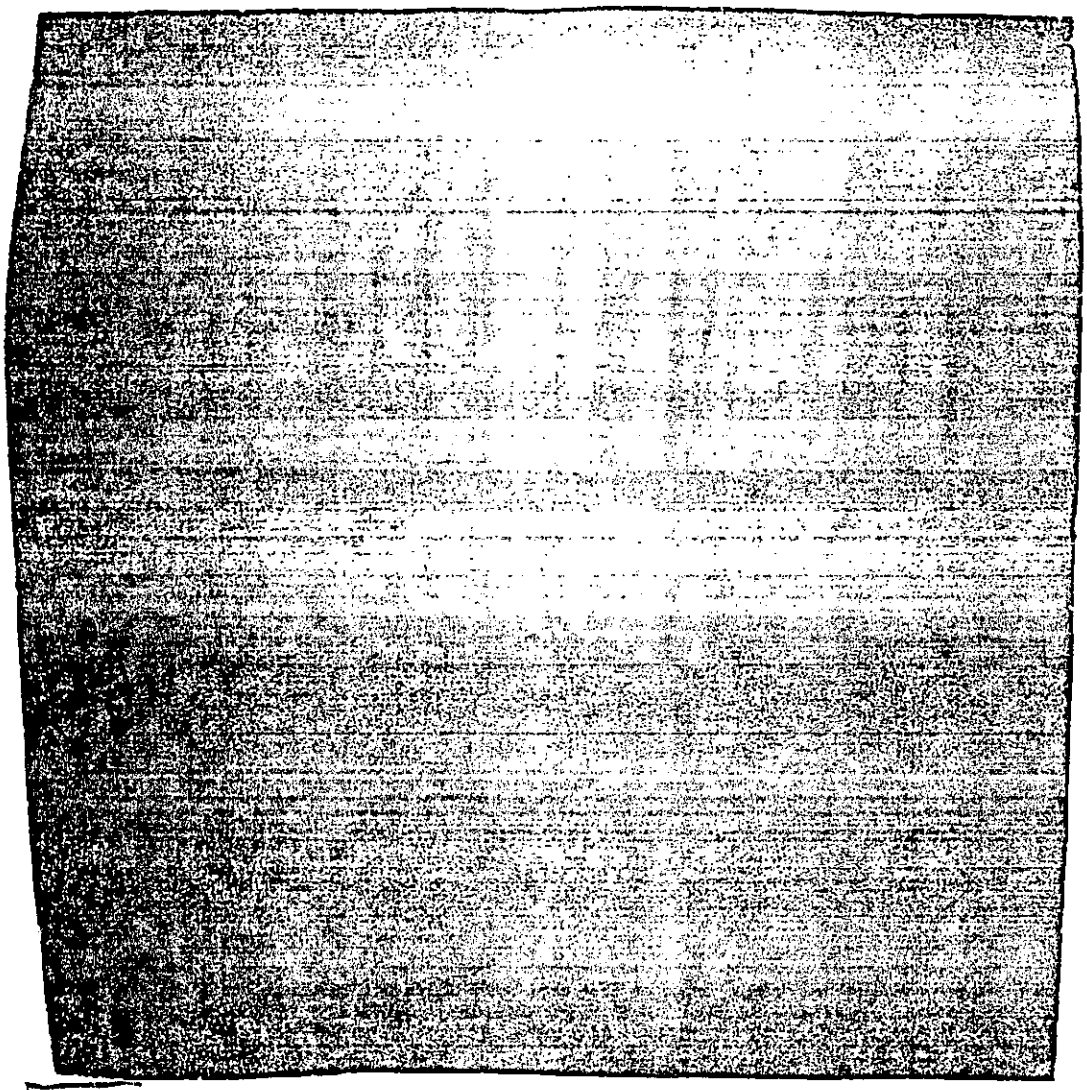


6. (U) Corrective Actions



c. (U) The Director, Plans and Policy Directorate, OJCS, will:





4. (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

a. (U) Reference c. JCS SM 102-83, OJCS, 15 February 1983

b. (U) Reference eee. USCINCRED CONPLAN 7045, USREDCOM, 7 October 1980

c. (U) Reference e. CDR FORSCOM/USCINCARRED CONPLAN 7045, FORSCOM/USARRED, 22 February 1979

d. (U) Reference q. EUSA-MSCD, 1st Army, 16 June 1980

e. (U) Reference mm. 5USA-MSCD, 5th Army, 25 February 1980

f. (U) Reference yy. Sixth US Army CONPLAN 7045, 6th Army, 24 July 1979

g. (U) Reference nn. JCS MSCD System Description, OJCS, 1 December 1983

h. (U) Reference p. AFR 355-1, DAF, 14 December 1983

i. (U) Reference u. AR 500-70 DA, 1 October 1982

j. (U) Reference t. AR 500-60 DA, 1 August 1981.

5. (U) Discussion of Findings

a. (U) General

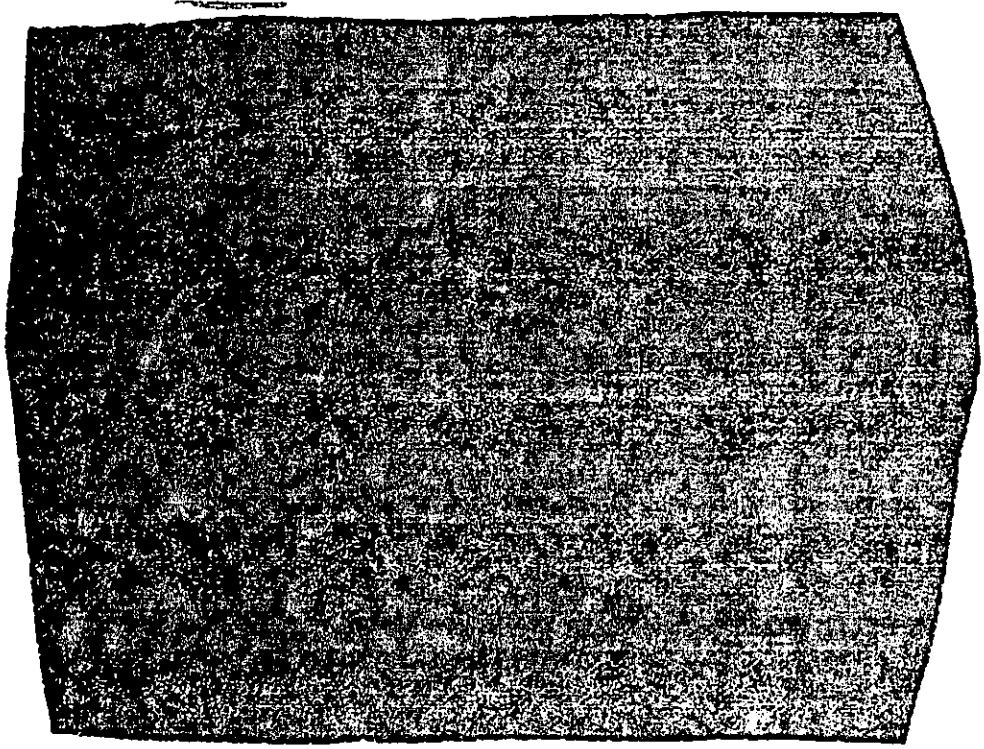


Table 15-2. (U) Recurring Reports Initiated During Exercise

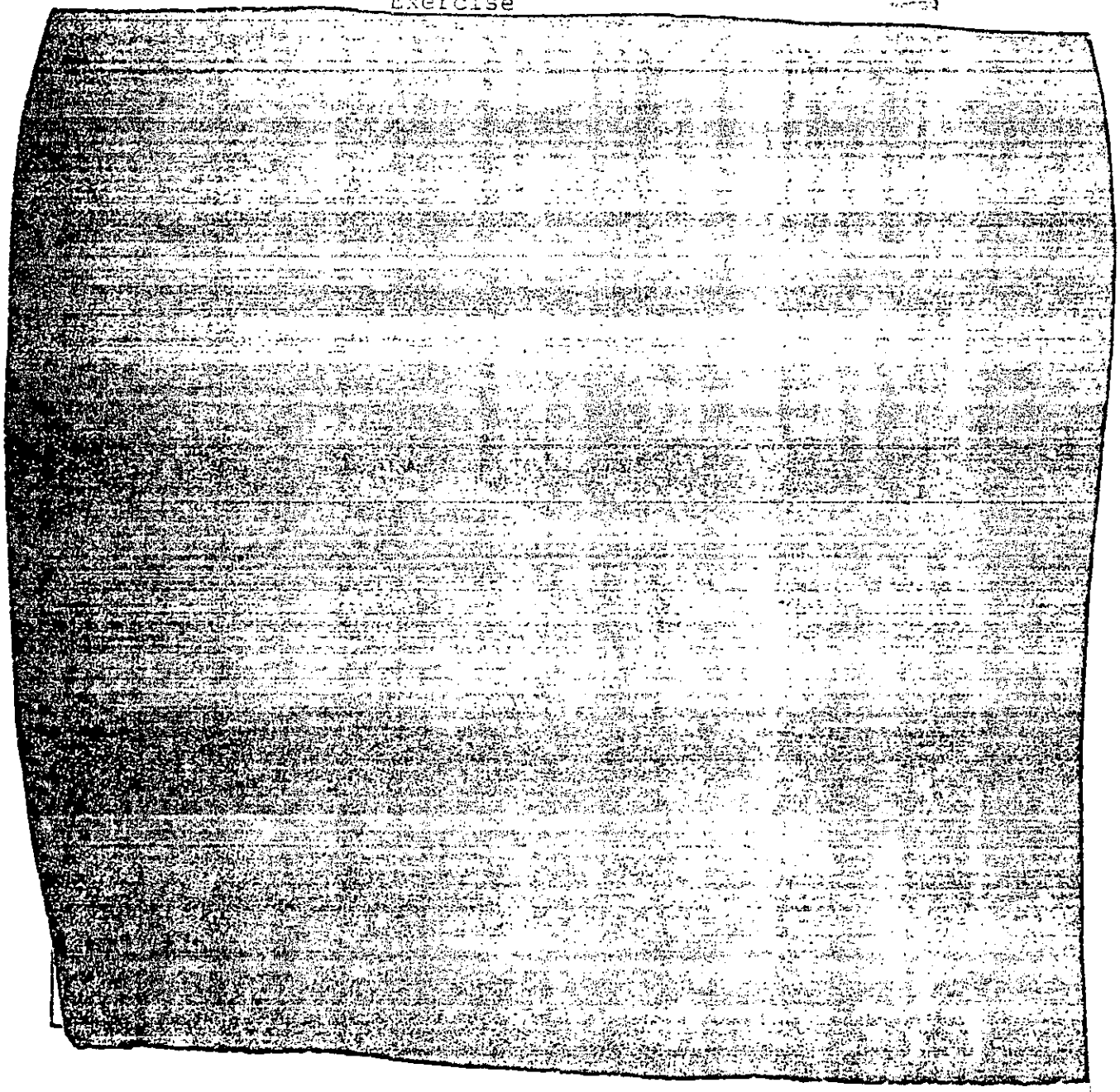


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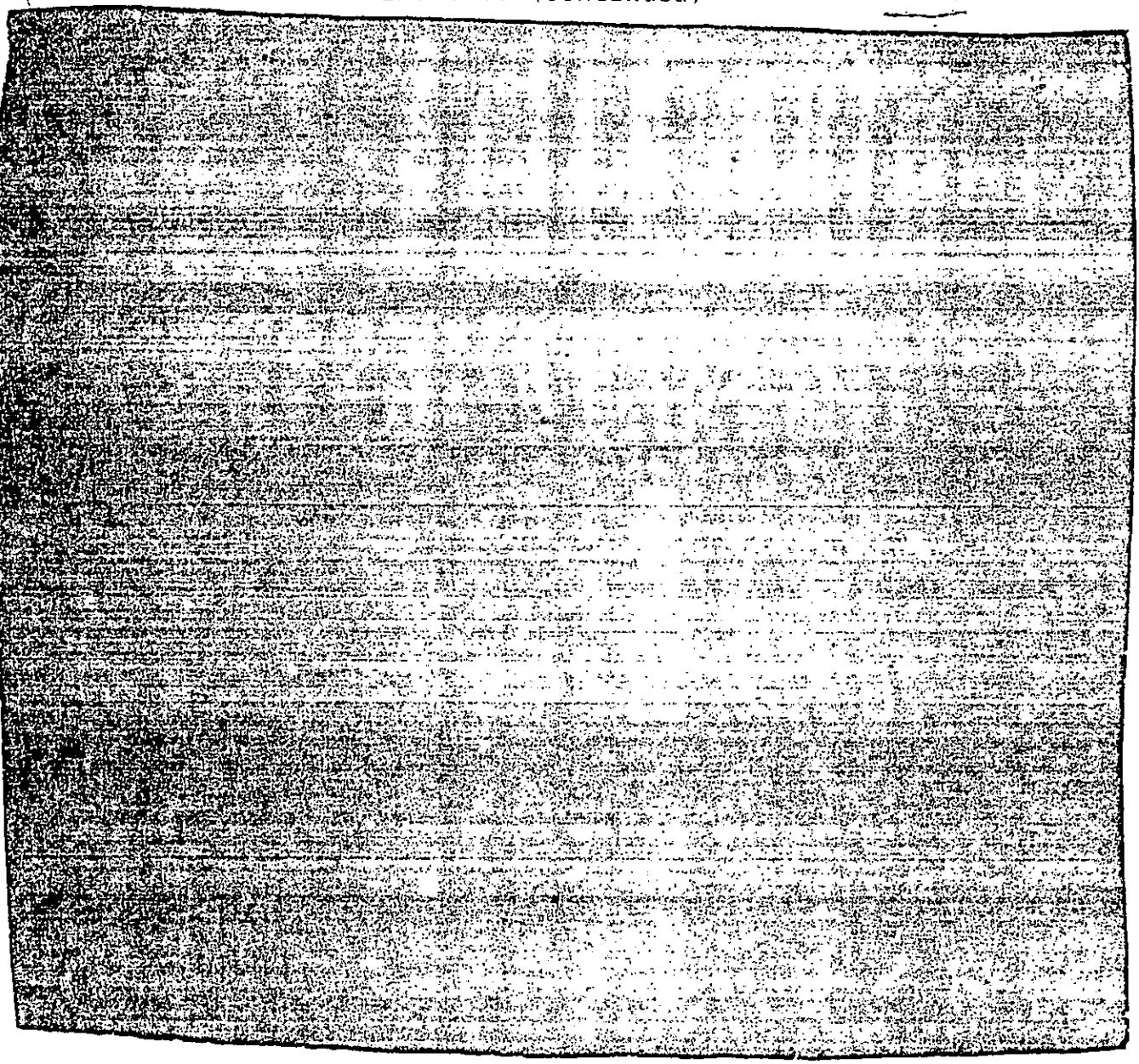
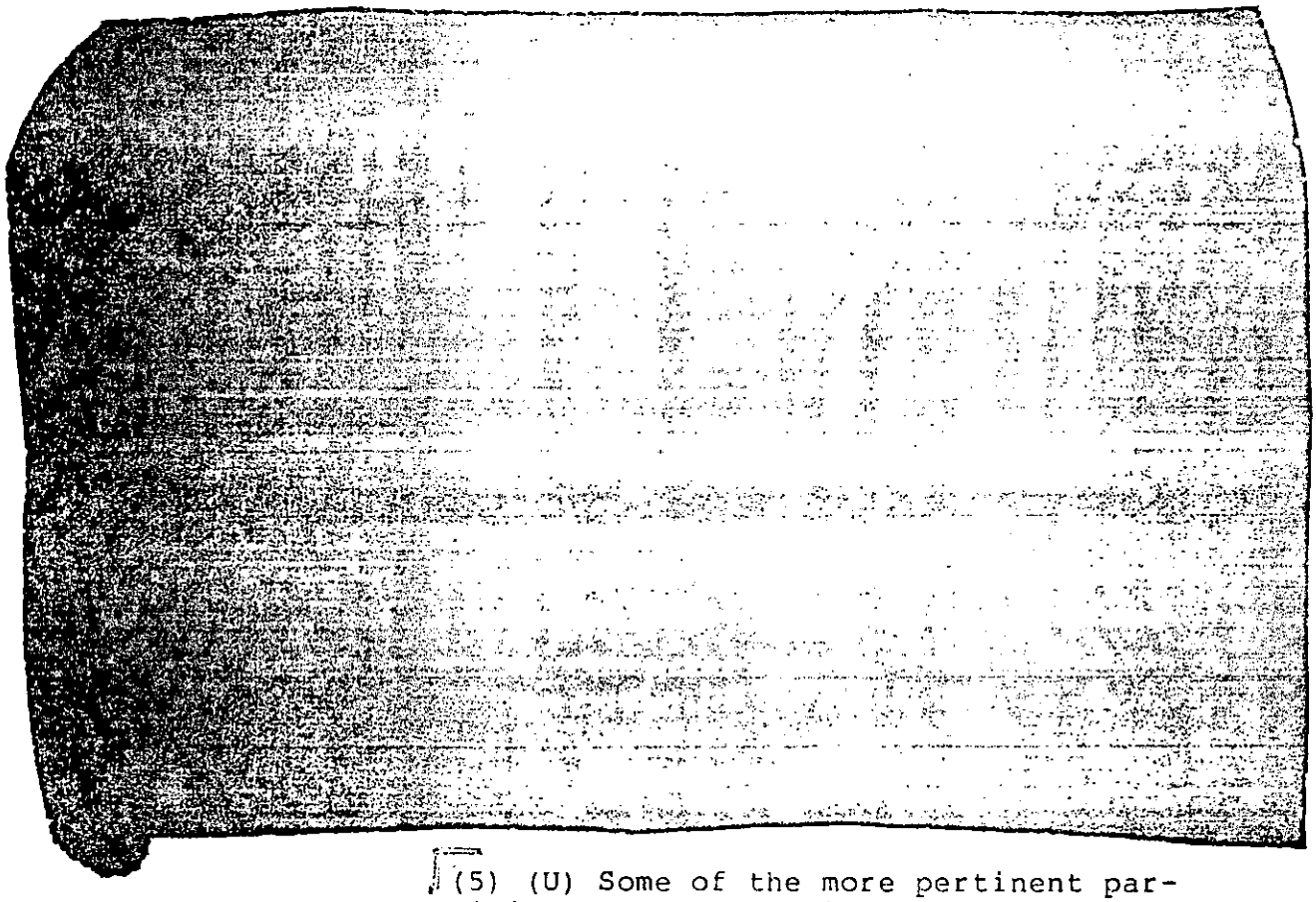
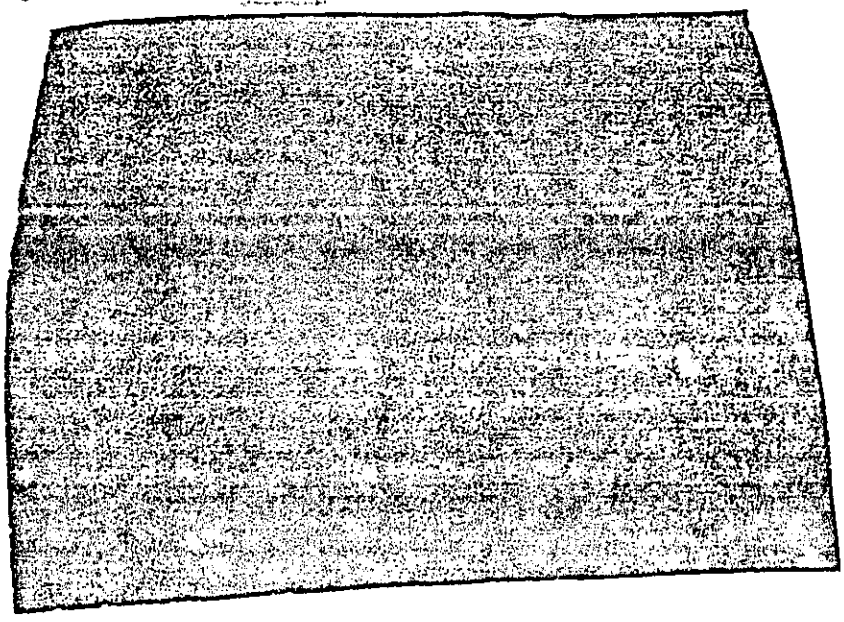
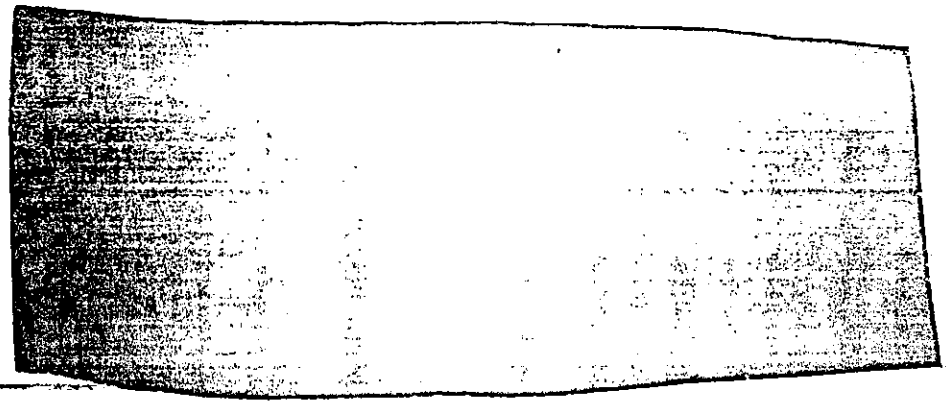
Table 15-2. (U) Recurring Reports Initiated During Exercise (Continued)





(5) (U) Some of the more pertinent participant comments related to the three questions were:





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b. (U) Resource Data Base

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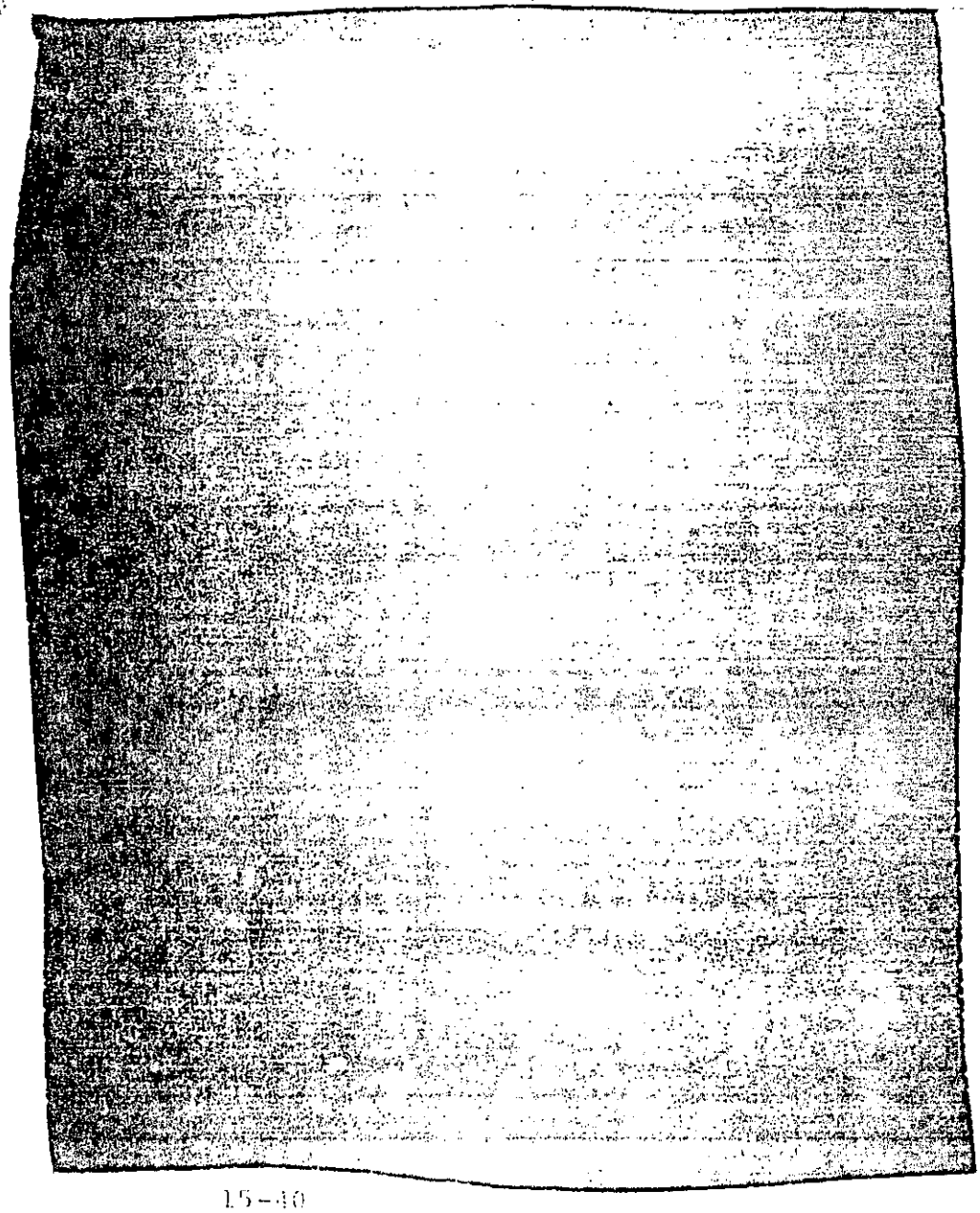


[redacted]

[redacted]

c. (U) Force Availability

[redacted]

[redacted]

[redacted]

d. (U) Recurring Reports

[redacted]

[redacted]

[redacted]

(2) (U) Vulnerability. Not applicable.

(3) (U) Survivability

[redacted]

(b) (U) Criteria and Rationale

[redacted]

(c) (U) Conclusions

[redacted]

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

1. (U) Reference c. JCS SM-102-83, OJCS, 15 February 1983

[redacted]

3. (U) Reference e. CDRFORSCOM/USCINCARRED CONPLAN 7045, FORSCOM/USARRED, 22 February 1979.

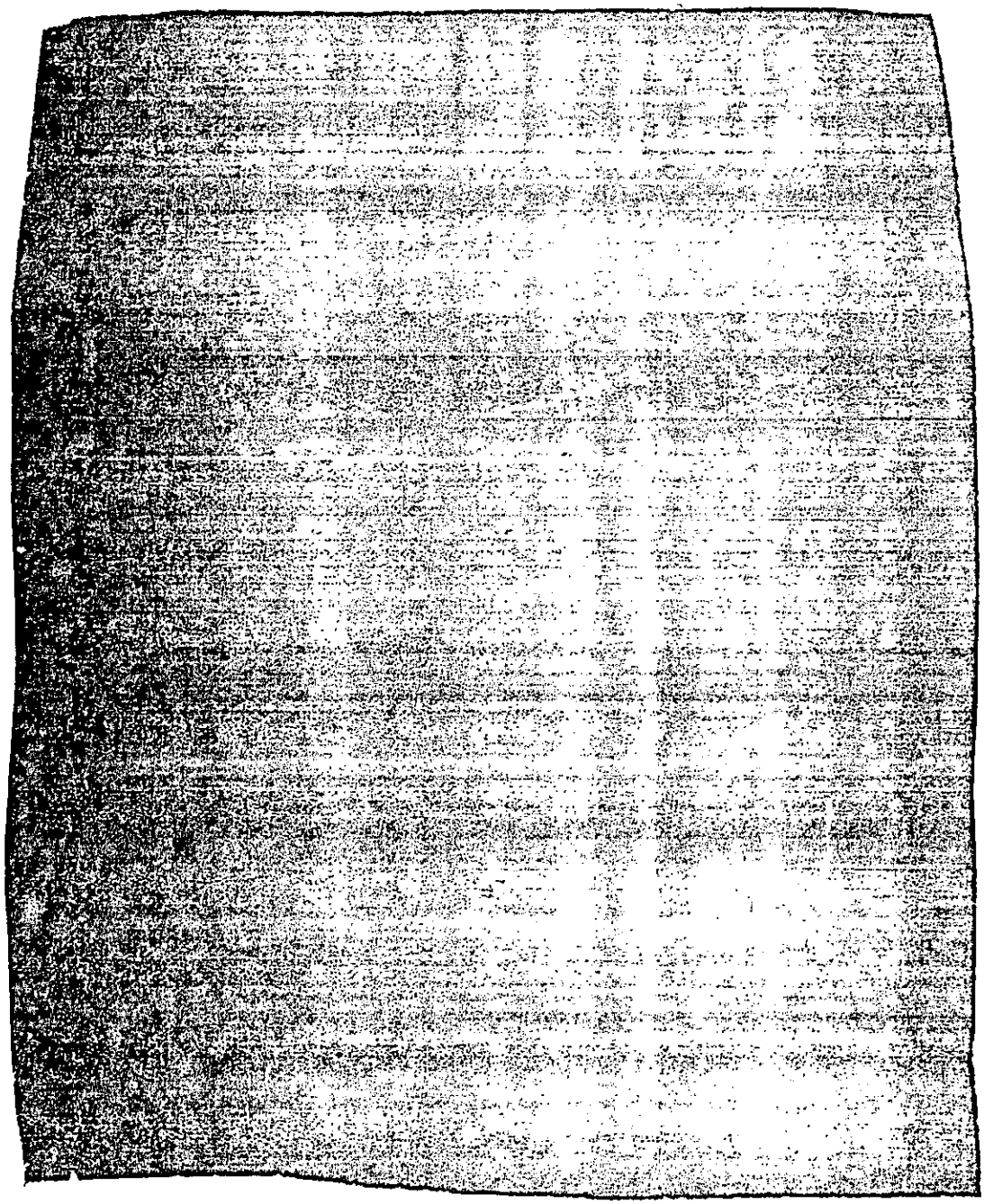
(e) (U) Discussion of Findings

[redacted]

a. (U) No information flowing

[redacted]

c. (U) Multiple transmissions of same messages using different date time groups

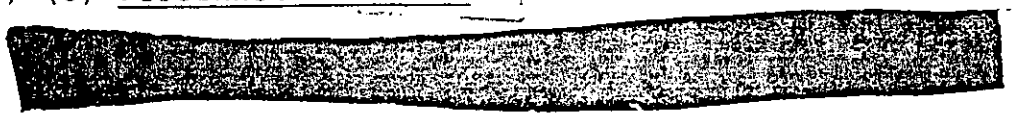


d. (U) Suitability

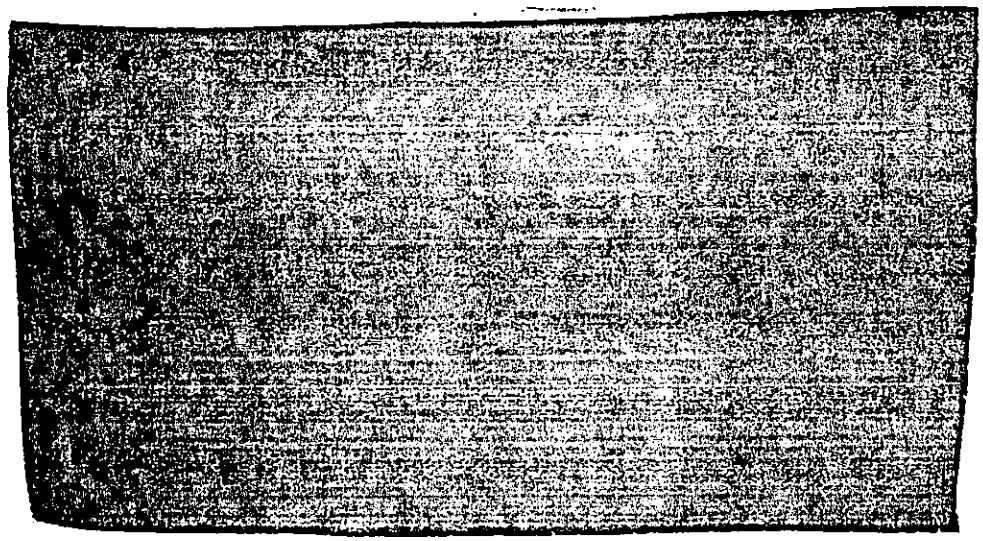
(1) (U) RAM. Not applicable.

(2) (U) Logistic Supportability. Not applicable.

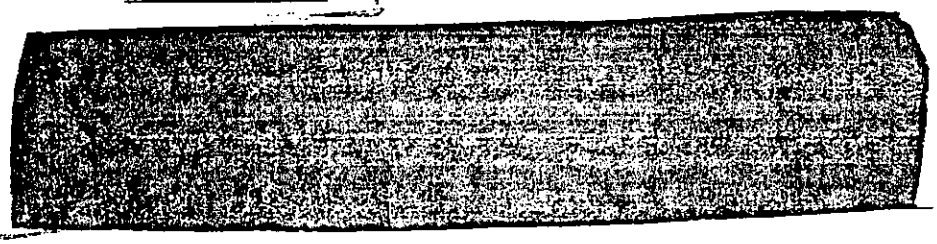
(3) (U) Personnel Selection



(b) (U) Criteria and Rationale



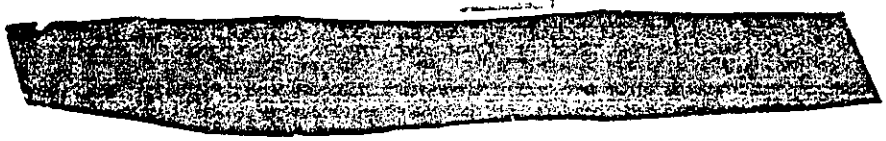
(c) (U) Conclusions



(d) (U) Data Sources. The short title of the reference used in this section is listed below. The complete title is in the bibliography.

1. (U) Reference nn. JCS MSCD System Description, OJCS, 1 December 1983.

(e) (U) Discussion of Findings



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2. (U) Management Personnel Sufficiency

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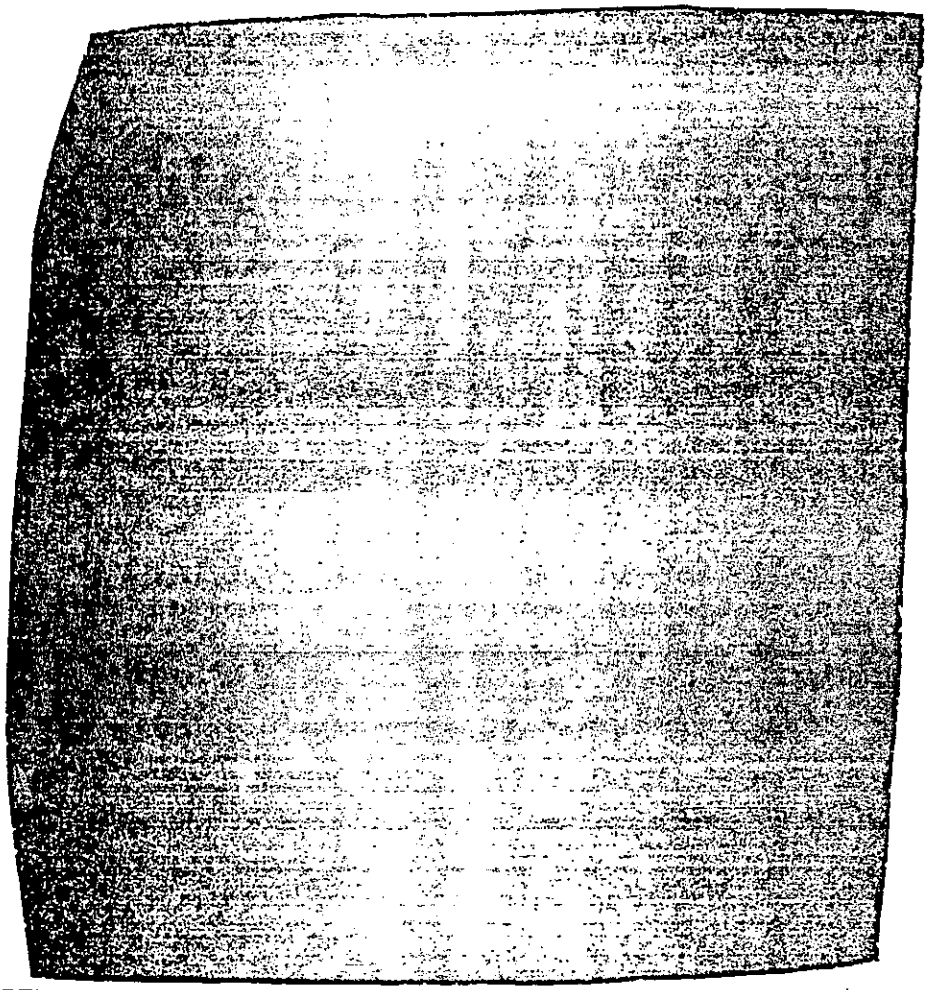
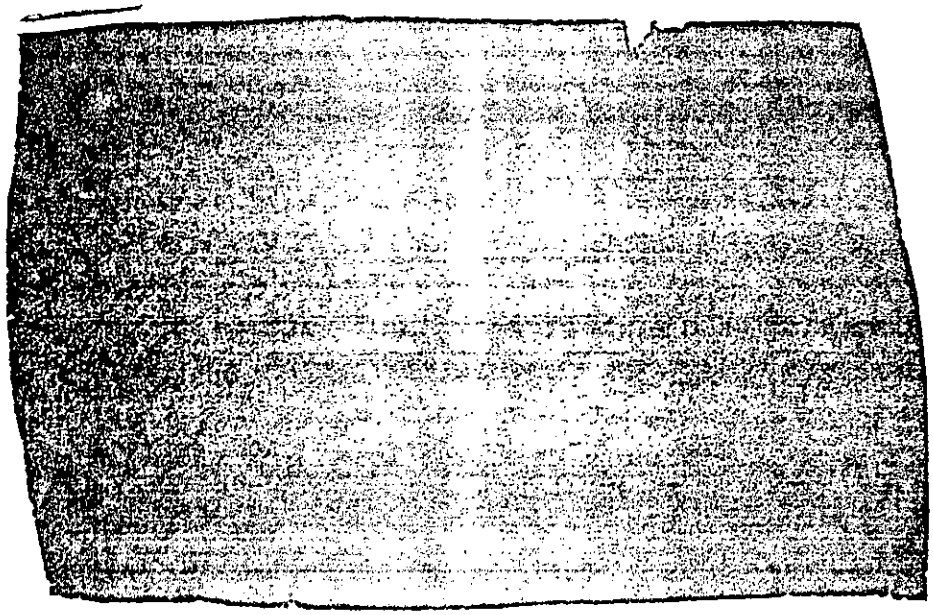
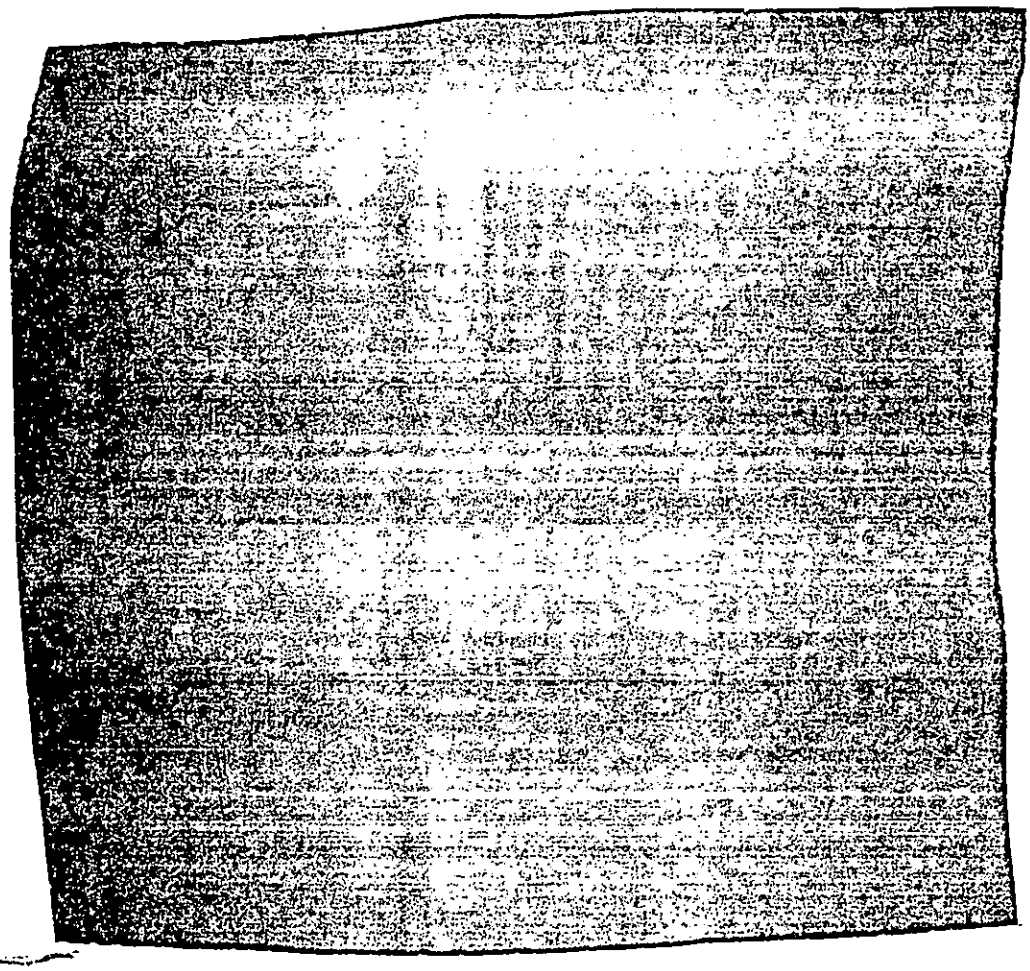
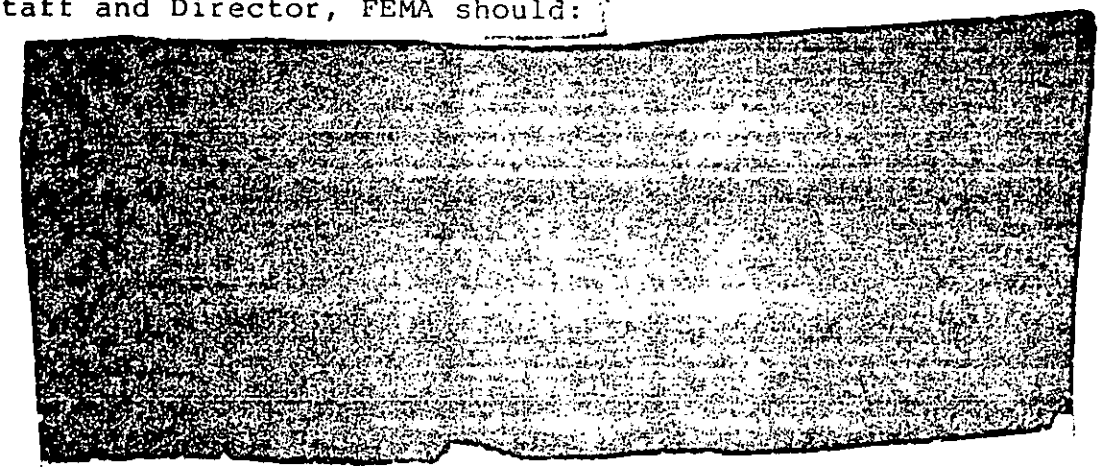


3. (U) Liaison Officers and Agency Representatives

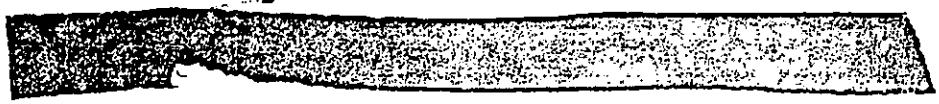




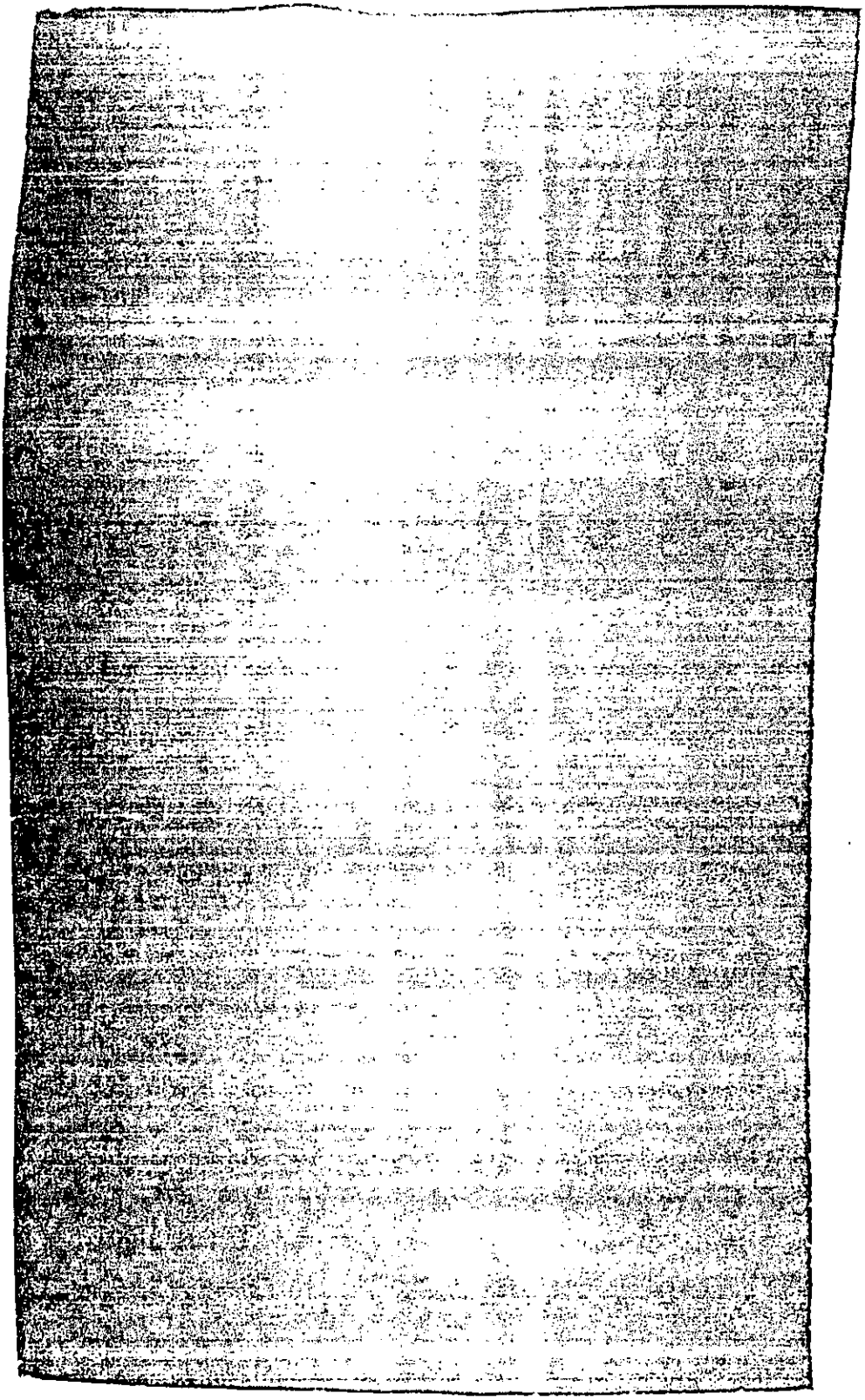
(f) (U) Corrective Actions. The Joint Chiefs of Staff and Director, FEMA should:



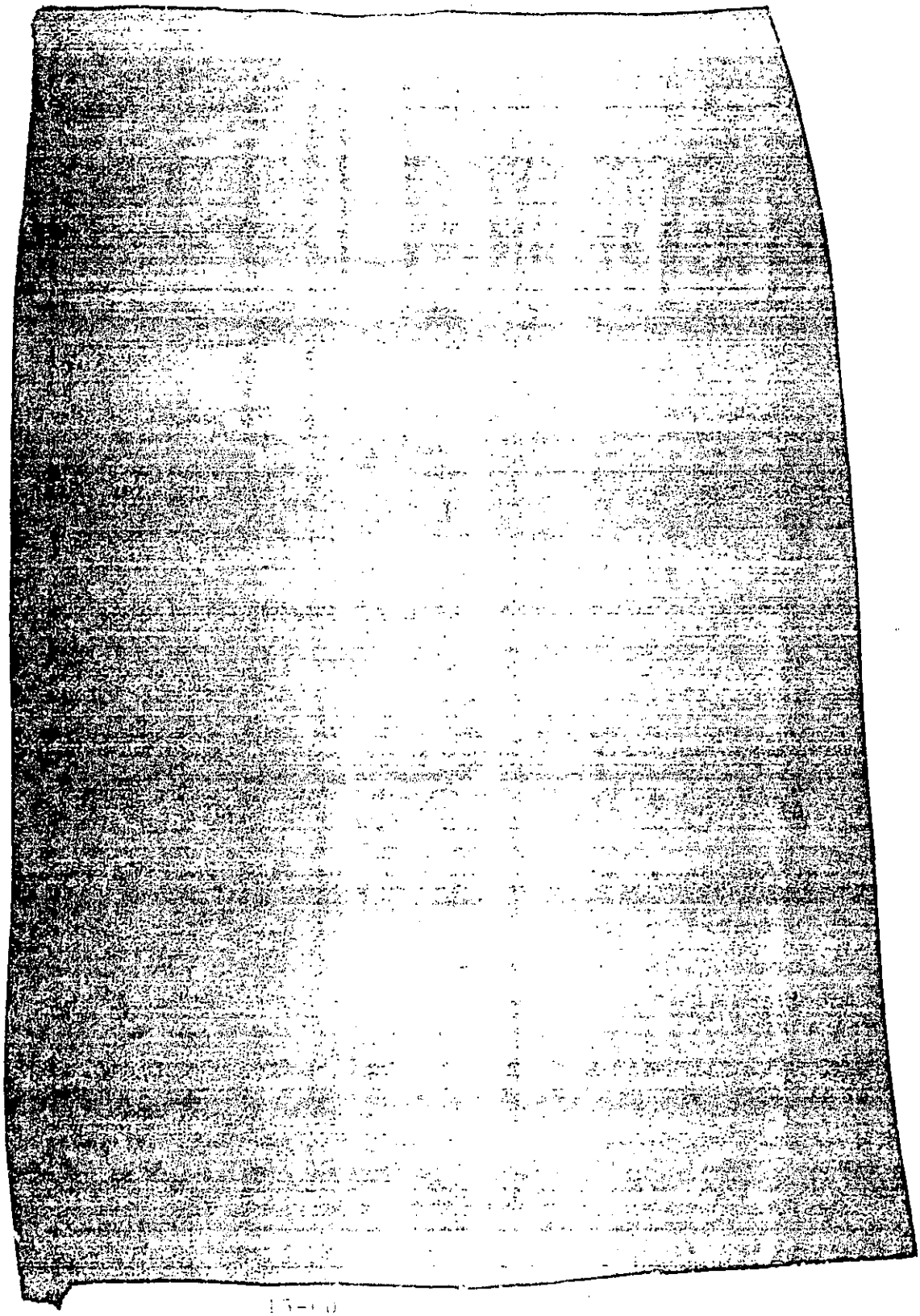
(4) (U) Training



(e) (U) Discussion of Findings



(e) (U) Discussion of Findings



[redacted]

Table 15-4. (C) Training Survey Results

SURVEY SCORE	PREEXERCISE SURVEY		POSTEXERCISE SURVEY	
	SCORE FREQUENCY	TOTAL POINTS	SCORE FREQUENCY	TOTAL POINTS
100	10	1000	7	700
90	22	1980	19	1710
80	29	2320	9	720
70	26	1820	6	420
60	10	600	1	60
50	2	100	0	0
40	1	40	0	0
30	0	0	0	0
20	1	20	0	0
10	0	0	0	0
0	0	0	0	0
TOTAL	101	7880	42	3610
MEAN	78.02		85.95	

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[redacted]

[redacted]

(5) (U) Organization

[redacted]

(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography.

1. (U) Reference jj. DODD 3025.10, OSD, 22 July 1981

2. (U) Reference c. JCS SM 102-83, OJCS, 15 February 1983

3. (U) Reference eee. USCINCRED CONPLAN 7045, USREDCOM, 7 October 1980

4. (U) Reference u. AR 500-70, DA, 1 October 1982

5. (U) Reference p. AFR 355-1, DAF, 14 December 1983

6. (U) Reference pp. OPNAVINST 3440.16, DON, 7 September 1982

7. (U) Reference q. EUSA-MSCD, 1st Army, 16 June 1980

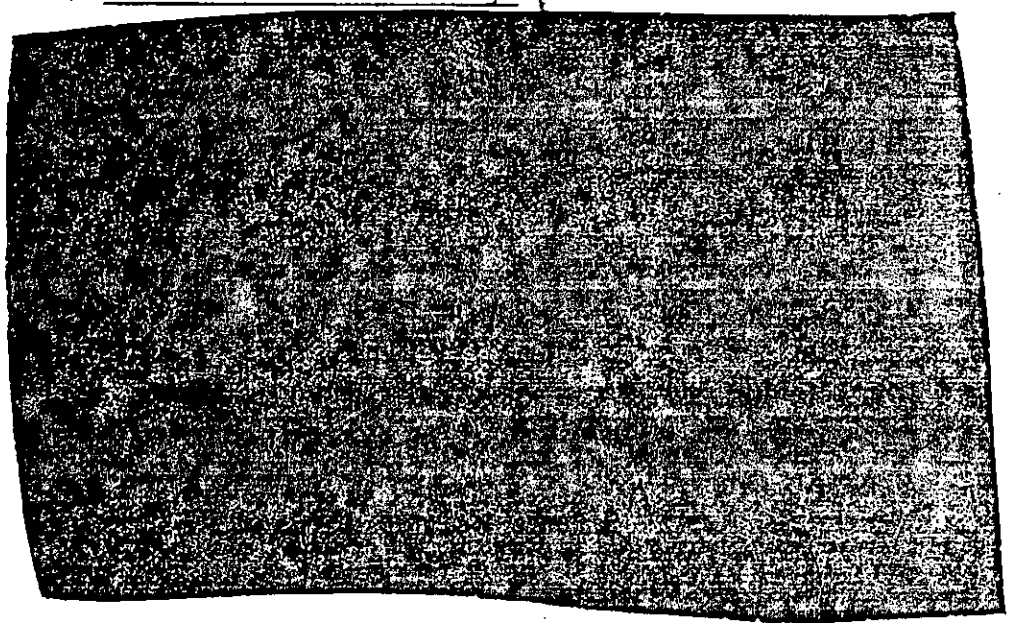
8. (U) Reference mm. 5USA-MSCD, 5th Army, 25 February 1980

9. (U) Reference yy. Sixth US Army CONPLAN 7045, 6th Army, 24 July 1979

10. (U) Reference o. JCS Pub 1, OJCS, 1 June 1979

11. (U) Reference kk. JCS Fact Sheet #68, OJCS, 28 February 1984.

(e) (U) Discussion of Findings



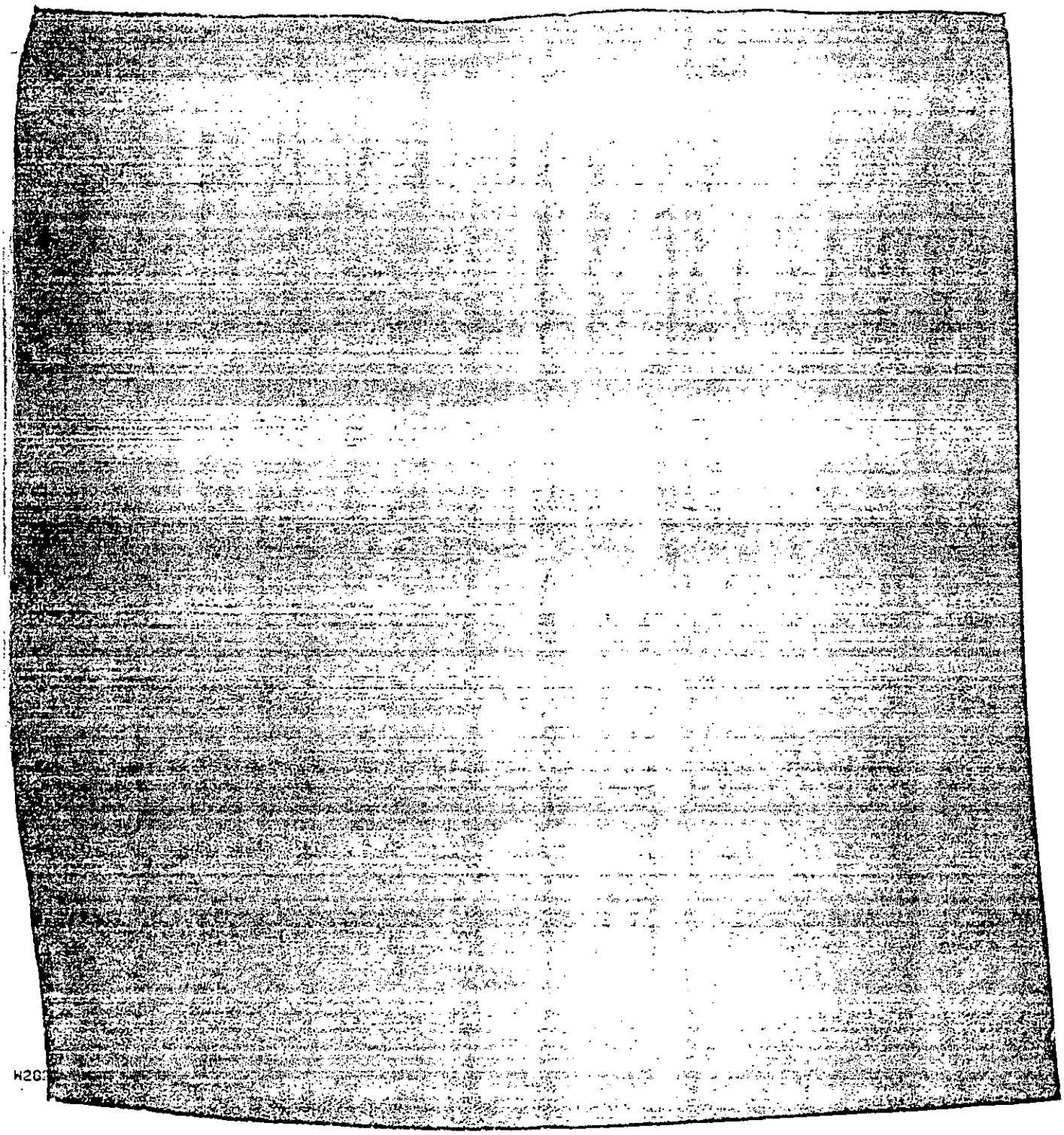


Figure 15-2. (U) USCINCRED Command Relationships Diagram for MSCD Planning

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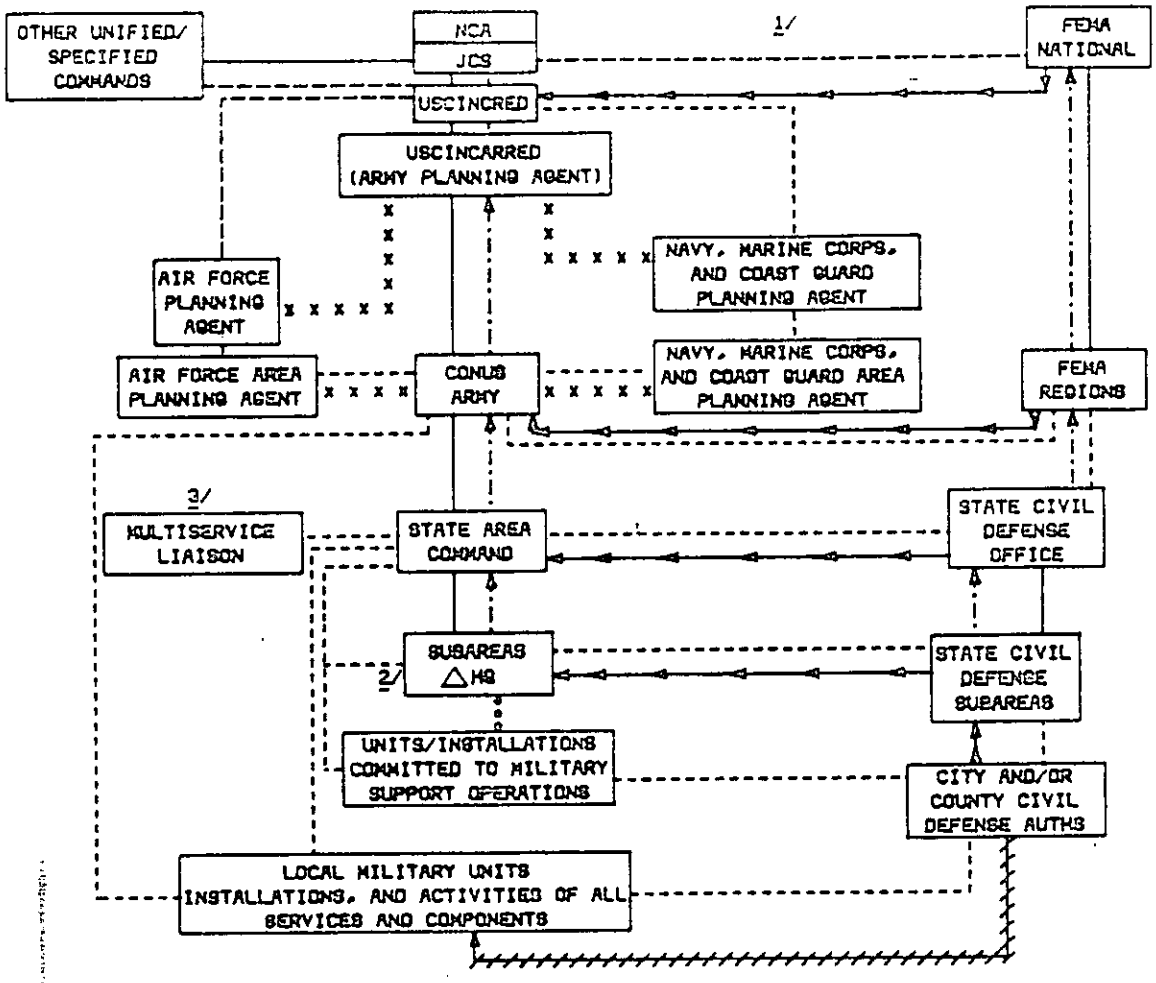
EXECUTION



1/ THE OPERATIONAL CHAIN OF COMMAND RUNS FROM THE NCA THROUGH THE JCS TO USCINCRED WITH THE JCS PROVIDING GUIDANCE AND DIRECTION TO USCINCRED ON THE CONDUCT OF OPERATIONS.

2/ COMMAND OF ARMY FORCES ONLY WHEN ASSIGNED BY COMPETENT AUTHORITIES. COORDINATION OF EMPLOYMENT OF AIR FORCE, NAVY, MARINE CORPS, AND COAST GUARD FORCES COMMITTED TO MILITARY SUPPORT OPERATIONS IN ACCORDANCE WITH THIS PLAN.

3/ PROVIDES ASSISTANCE IN ACCORDANCE WITH GUIDANCE FROM APPROPRIATE SERVICE AREA PLANNING AGENT.

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Figure 15-3. (U) USCINCRED Command Relationships Diagram for MSCD Execution

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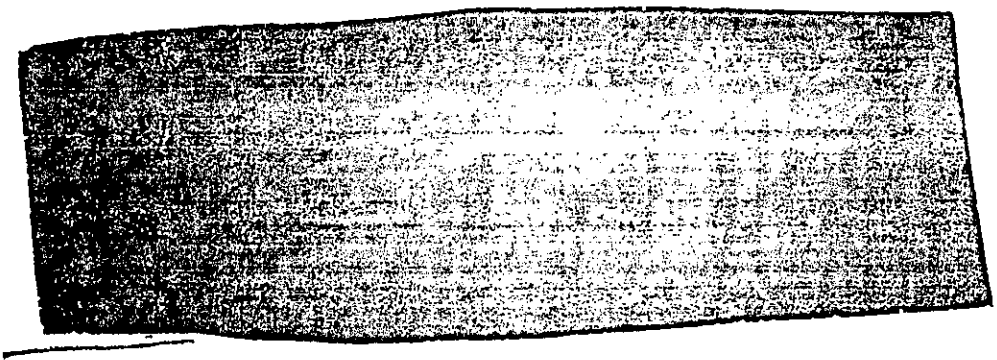
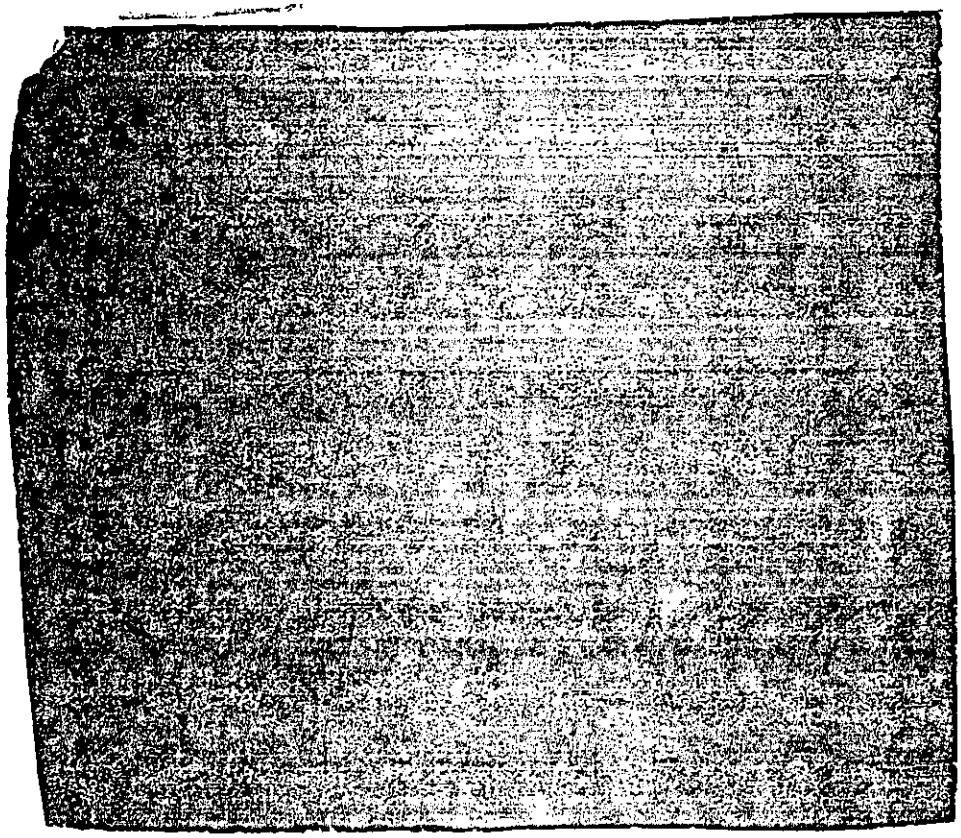
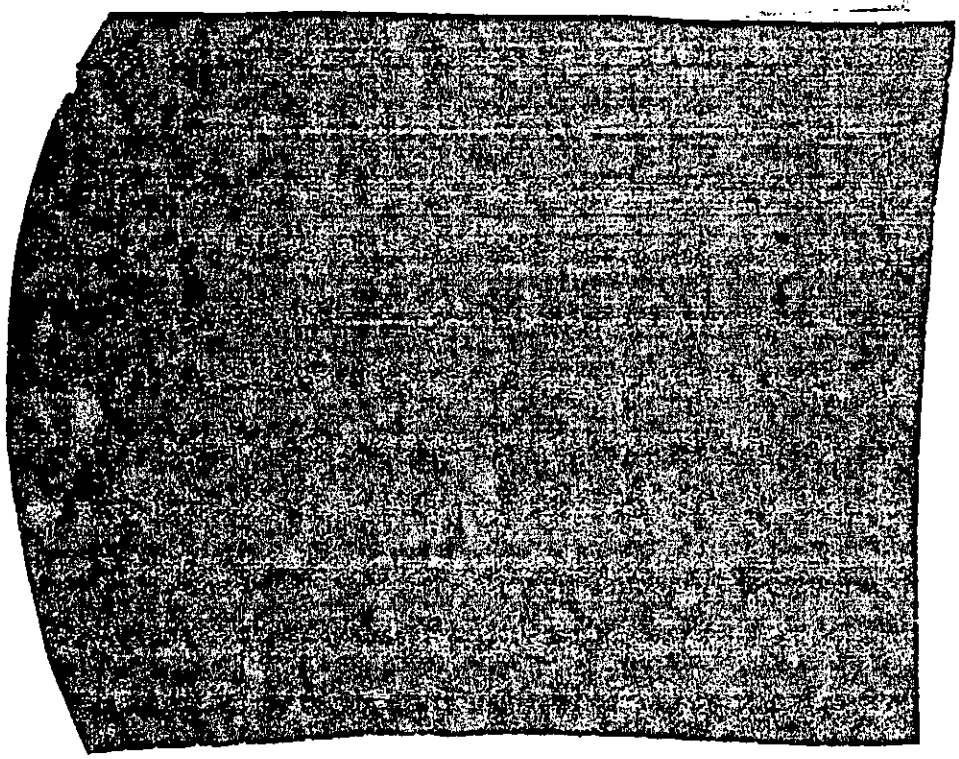


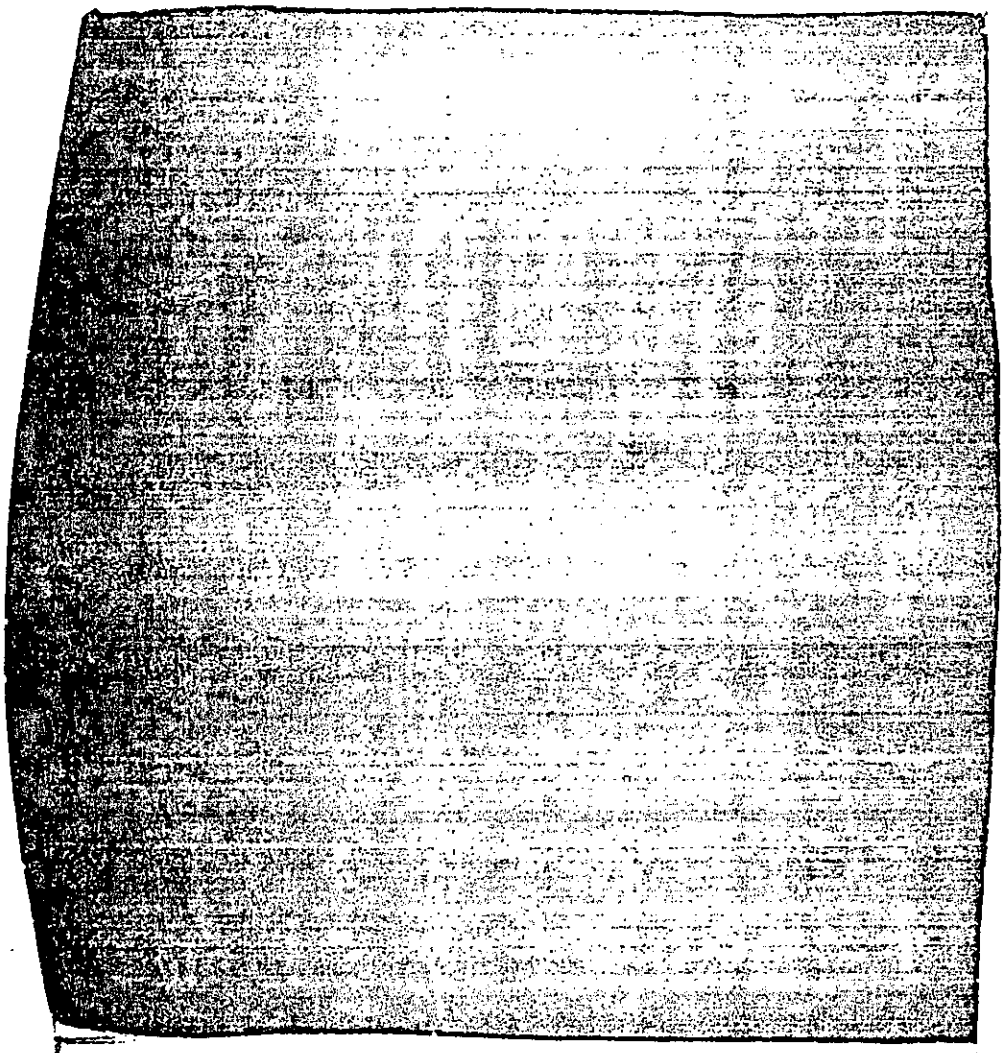
b. (U) FORSCOM is the Army PPA and execution agent for MSCD. USARRED serves as the USREDCOM primary MSCD planning and execution agent. FORSCOM functions as USARRED.

(1) (U) For MSCD purposes, Commander (CDR) FORSCOM directs CONUSA commanders in planning and conduct of MSCD operations. The CONUSAs are not components of USARRED. Except for some early-deploying units, most Army active, Guard, and Reserve units in CONUS are not components of USARRED and, hence, are not under the operational command of USCINCRED.

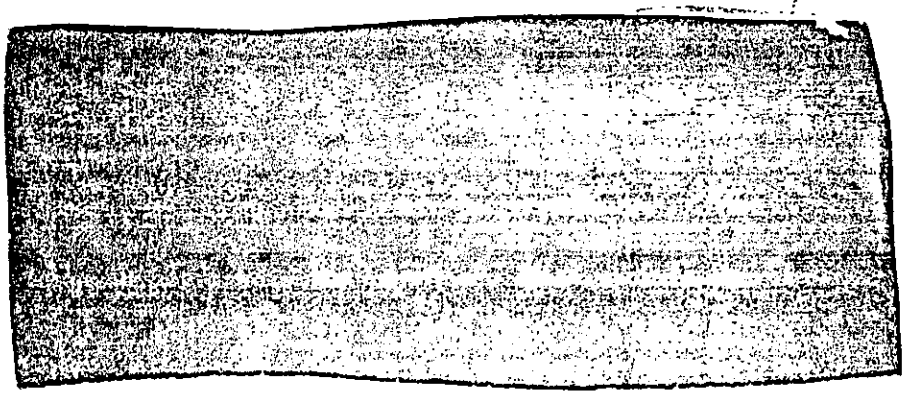


(5) (U) There is a command relationship conflict between AR 500-70 (u) and USCINCRED CONPLAN 7045 (eee) concerning the STARC. Before mobilization, State Guard forces are employed for MSCD activities as directed by the State AG. Upon mobilization, the STARC exercises command and control of federalized Army National Guard units in the State until they arrive at their mobilization stations. Additionally, the STARC is authorized to exercise operational control of other military forces made available for MSCD. These relationships are defined in USCINCRED and USCINCARRED CONPLANs 7045 (eee and e). AR 500-70 (u), in part, states, "The STARC will command units and resources designated by CONUSA commanders to help civil authorities." This latter statement is correct for Army National Guard units within State boundaries but not for forces of other Services made available for MSCD.

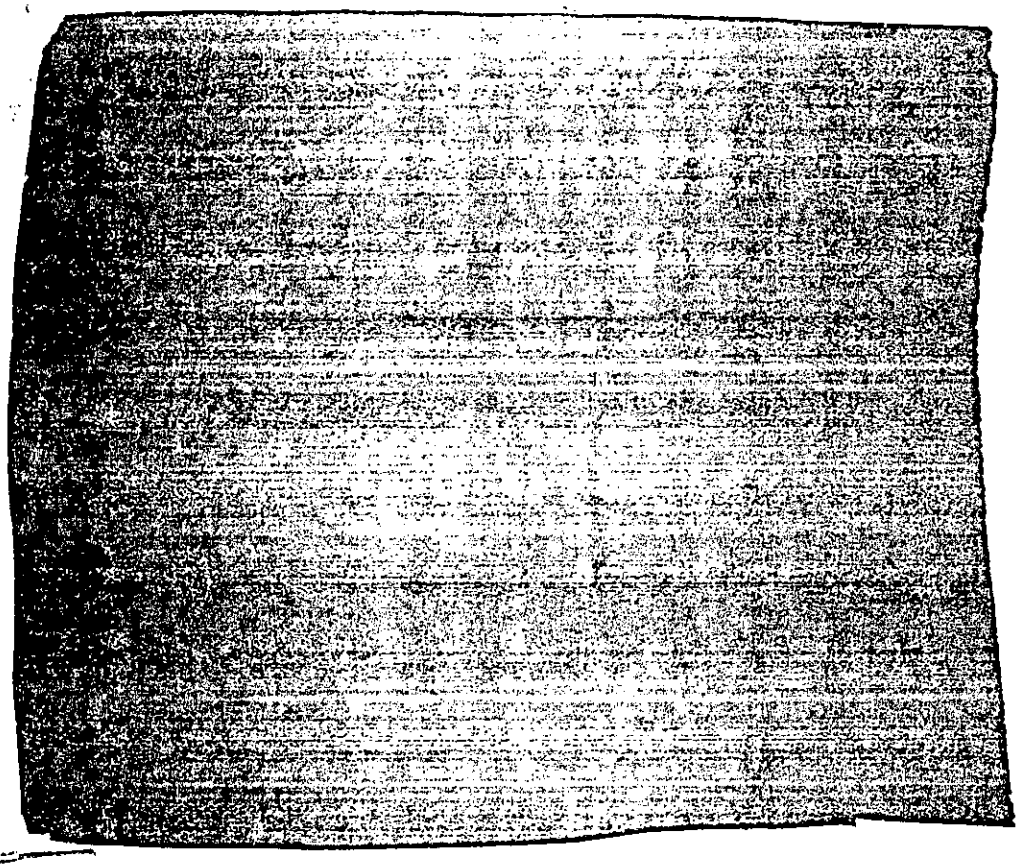




d. (U) The Navy relationship to USREDCOM is one of cooperation and coordination throughout.

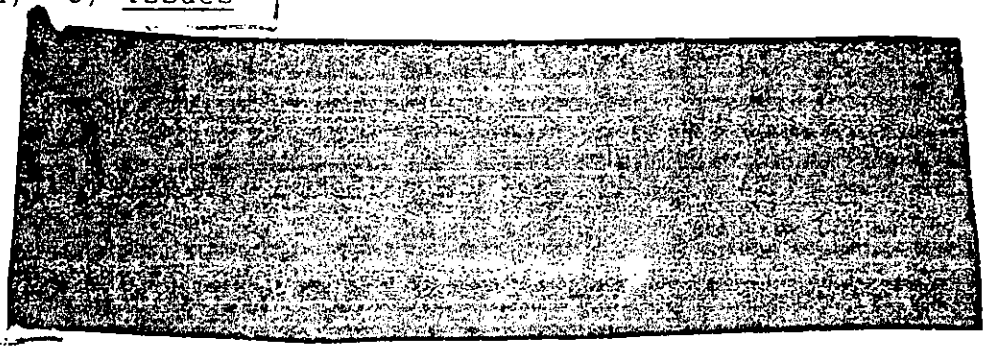


(f) (U) Corrective Actions



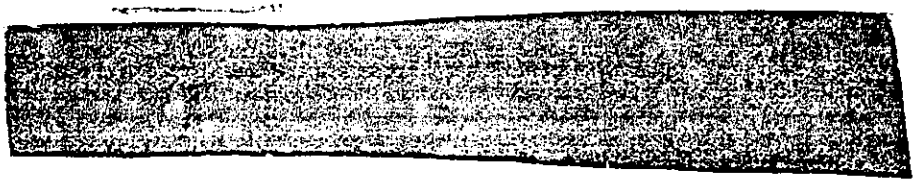
(6) (U) Doctrine

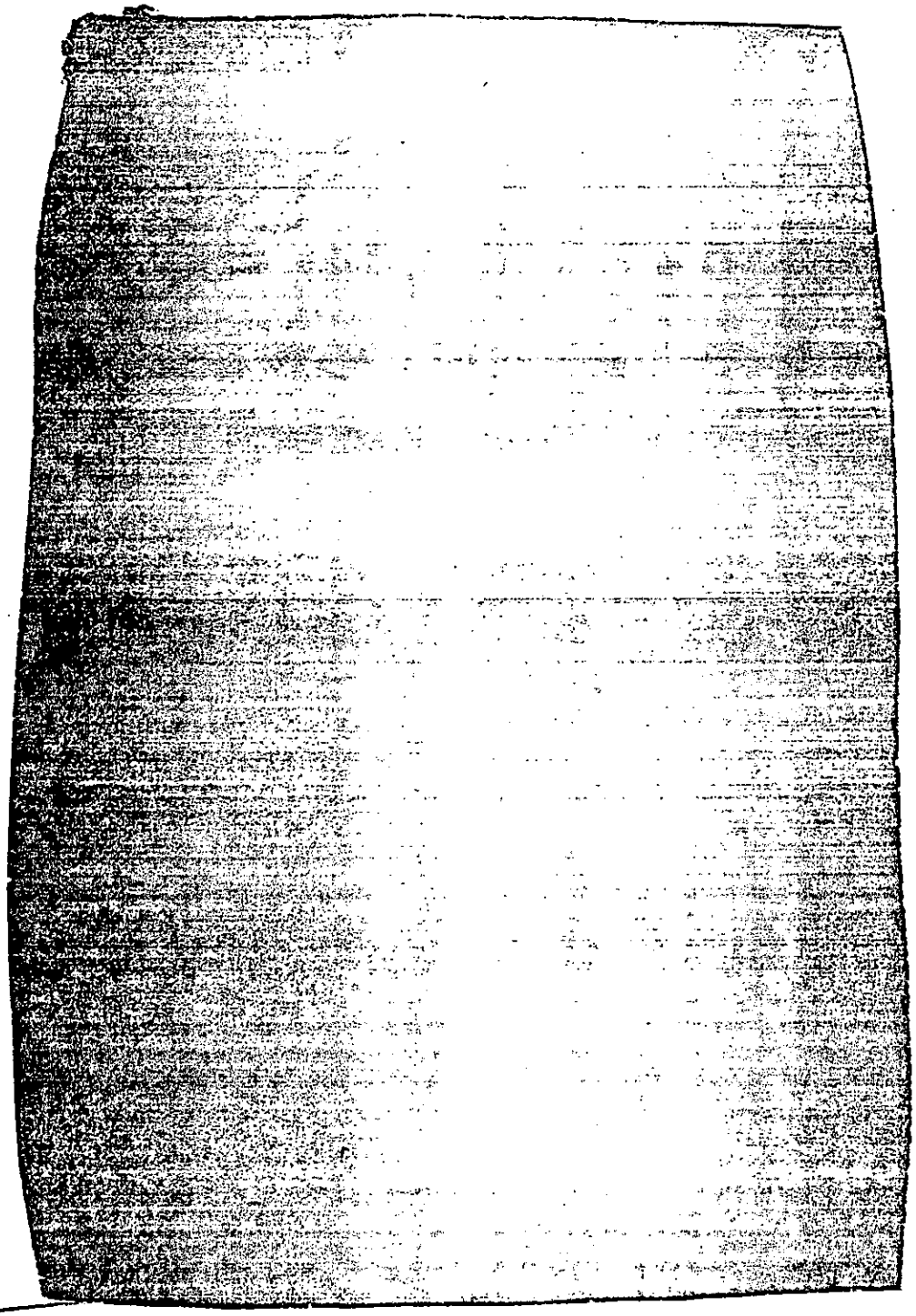
(a) (U) Issues



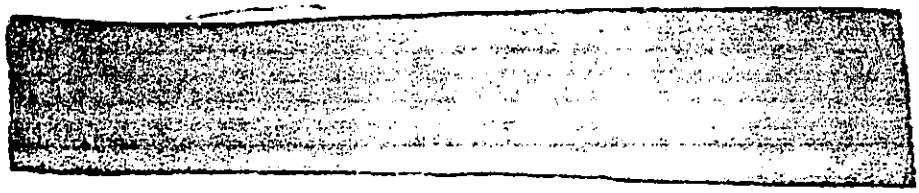
(b) (U) Criteria and Rationale

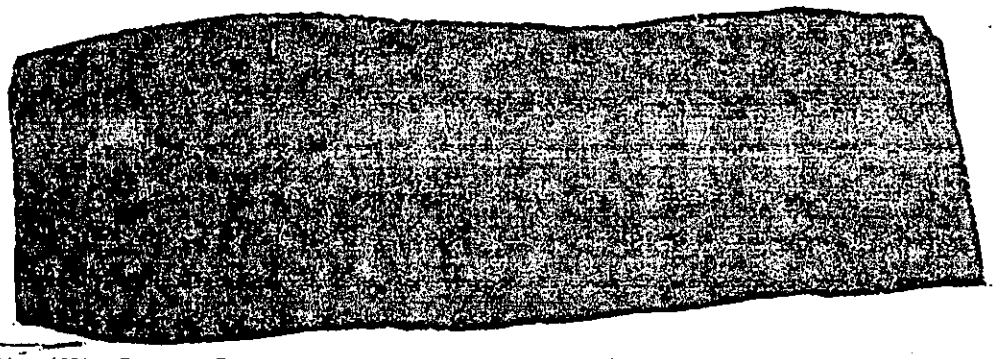
1. (U) Criteria





(c) (U) Conclusions

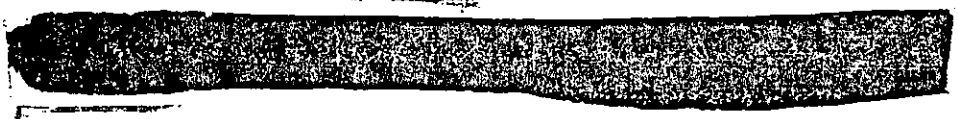




(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography. Appendix B of this report was not a data source.

1. (U) Reference c. JCS SM 102-83, OJCS, 15 February 1983

2. (U) Reference kk. JCS Fact Sheet #68, OJCS, 28 February 1984



4. (U) Reference jj. DODD 3025.10, DOD, 22 July 1981

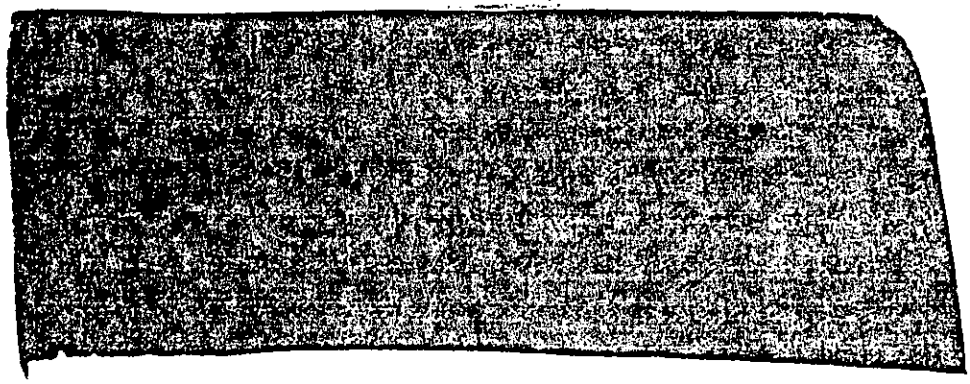
5. (U) Reference nn. JCS MSCD System Description, OJCS, 1 December 1983

6. (U) Reference q, EUSA-MSCD, 1st Army, 16 June 1980

7. (U) Reference mm. 5USA-MSCD, 5th Army, 25 February 1980

8. (U) Reference yy. Sixth US Army, CONPLAN 7045, 6th Army, 24 July 1979.

(e) (U) Discussion of Findings



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2. (U) Doctrine of Decentralized Control

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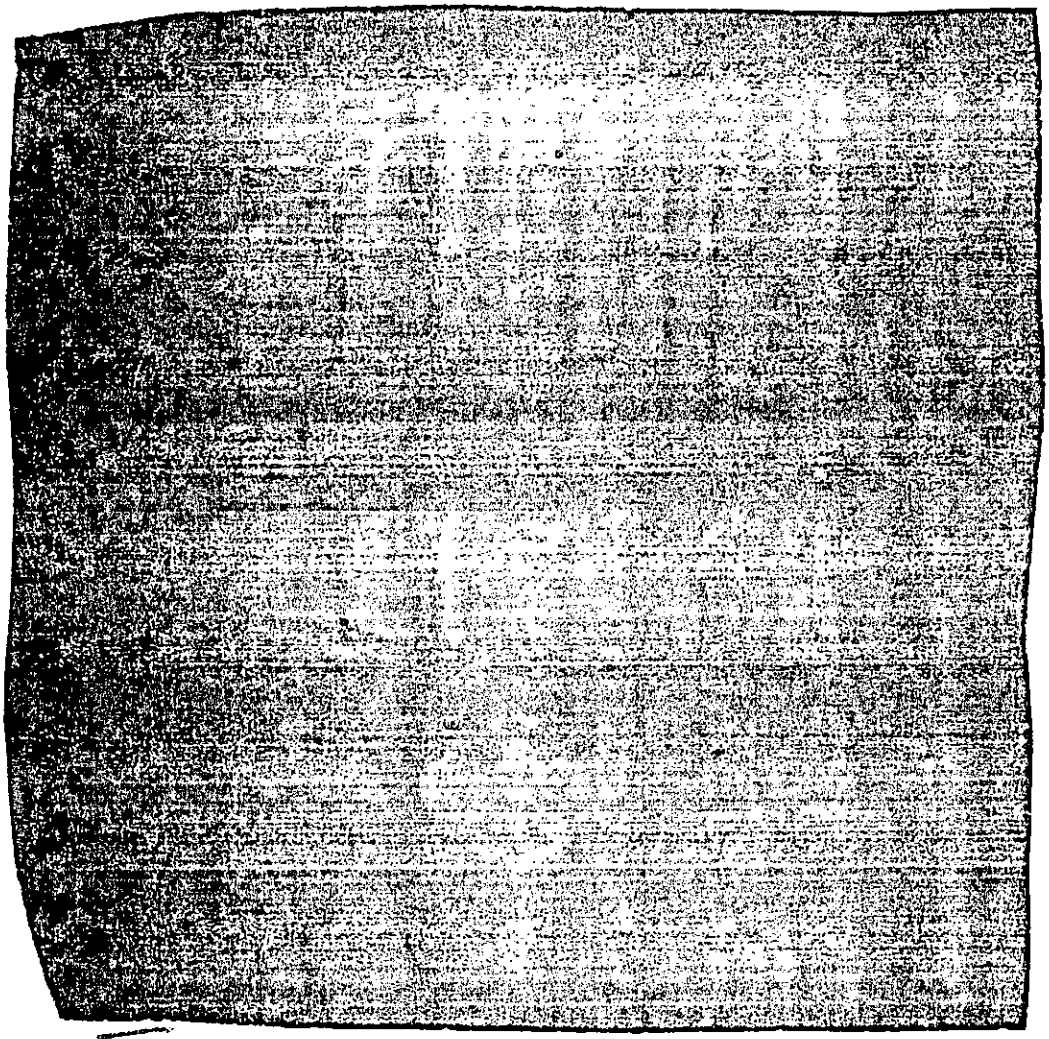
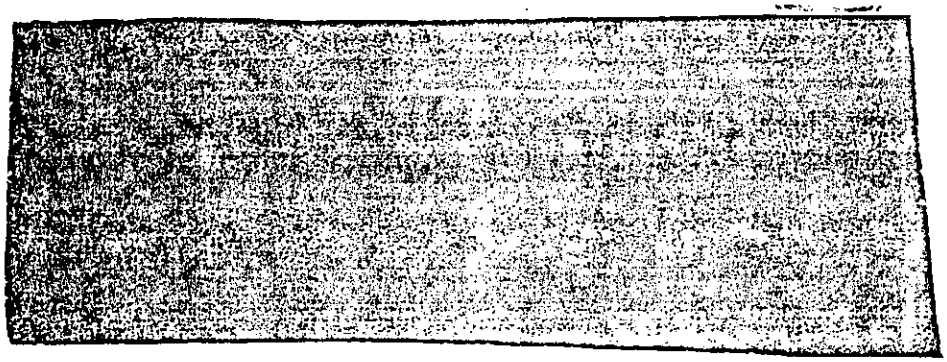


(1) (U) DODD 3025.10 (jj)

(2) (U) USCINCRED CONPLAN 7045 (eee)

(3) (U) USCINCARRED CONPLAN 7045 (e)

(4) (U) CONUSA MSCD plans (q, mm, and yy).



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(f) (U) Corrective Action. The Assistant Secretary of Defense, Policy; the Joint Chiefs of Staff; and Director, FEMA should coordinate:

[redacted]

(7) (U) Transportability. Not applicable.

(8) (U) Cooperative Systems. Not applicable.

(9) (U) Human Factors. Not applicable.

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b. (U) Scope

[redacted]

c. (U) Effectiveness

(1) (U) Mission Performance

[redacted]

(b) (U) Criteria and Rationale

[redacted]

(d) (U) Data Sources. The short title for the reference used in this section is JCS Pub 19, Volume IV, Joint Chiefs of Staff, 4 October 1982. The complete title is in the bibliography.

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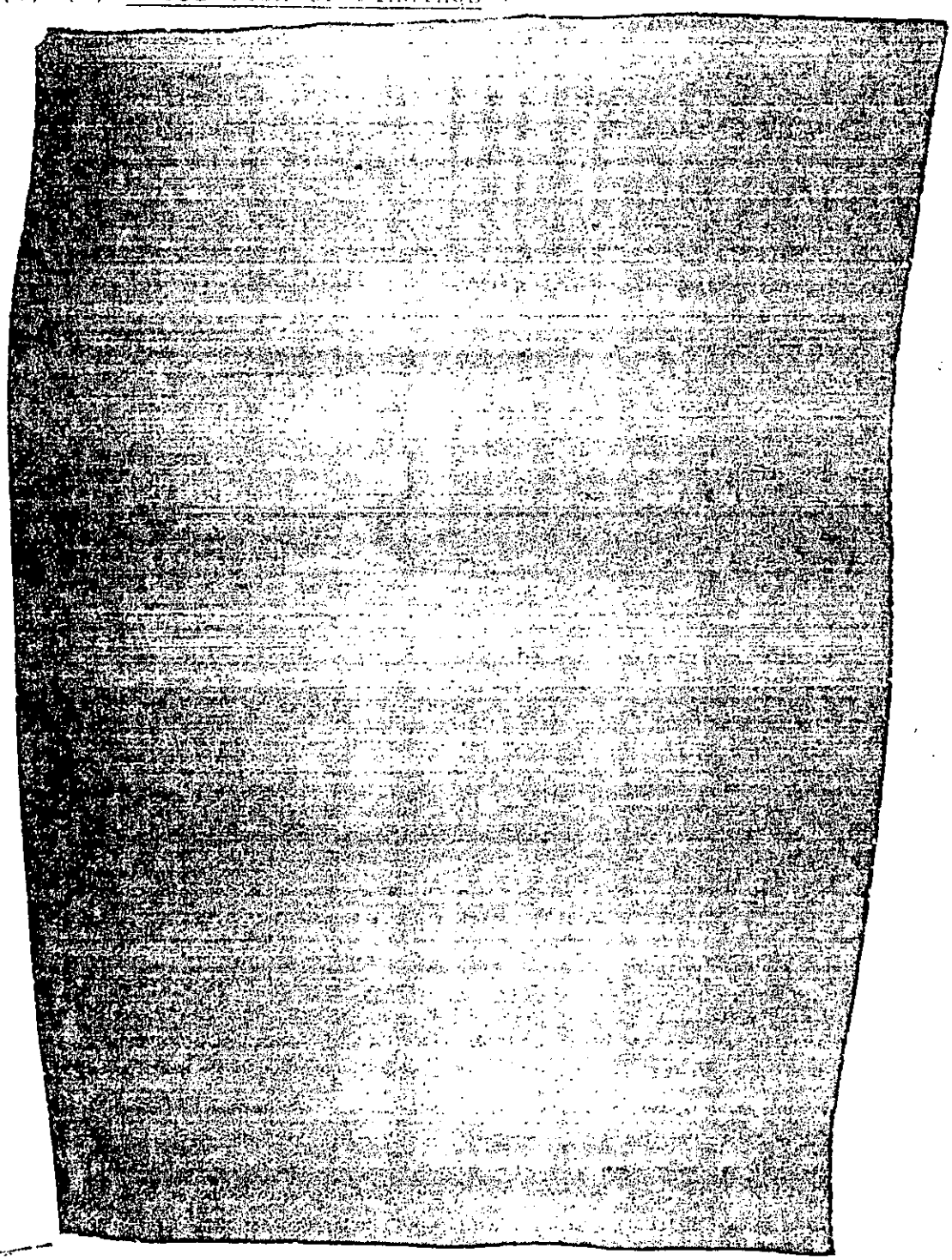
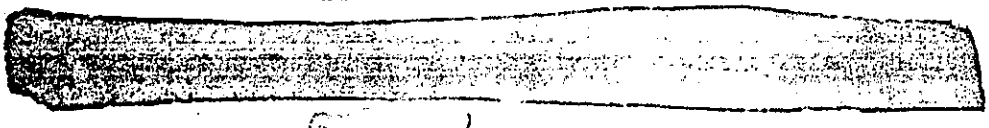
(e) (U) Discussion of Findings:



(f) (U) Corrective Action. None.

(2) (U) Vulnerability



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c. (U) Effectiveness

(1) (U) Mission Performance

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(c) (U) Conclusion. None.

(d) (U) Data Sources. Not applicable.

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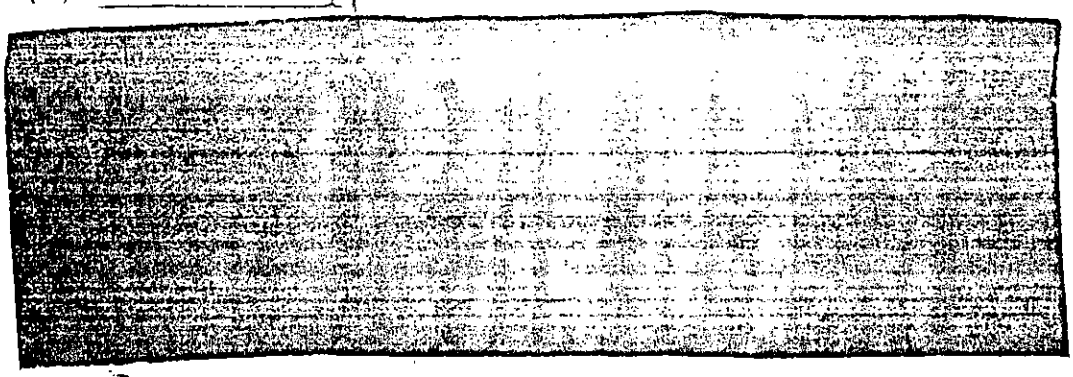
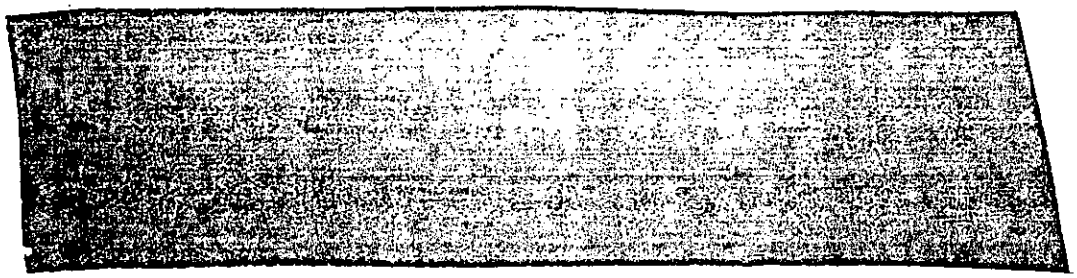
(f) (U) Corrective Action. None.

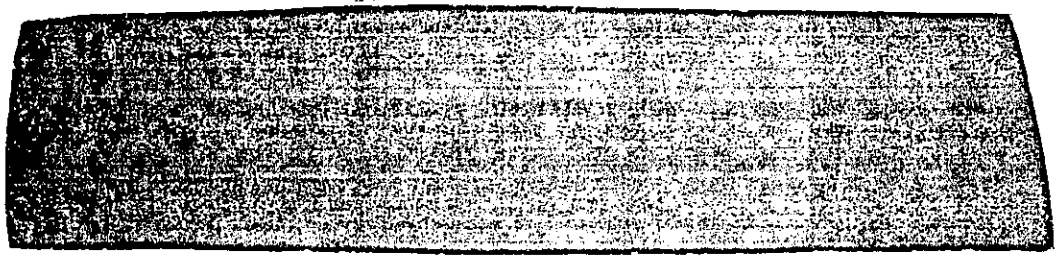
(2) (U) Vulnerability



(c) (U) Conclusions

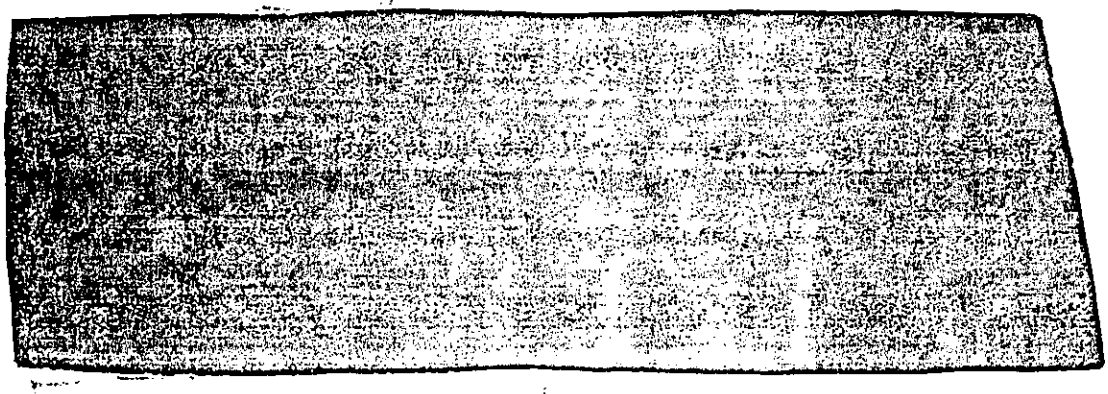


(d) (U) Data Sources. References listed in the bibliography and Appendix B of this report were not used in this section.



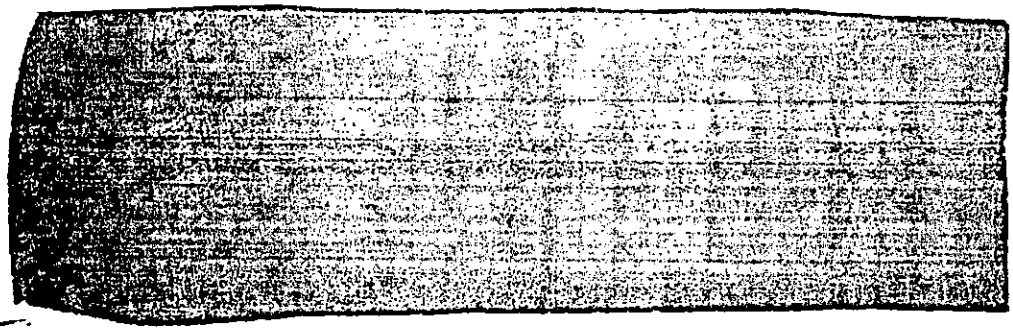
(f) (U) Corrective Action. None.

(3) (U) Survivability



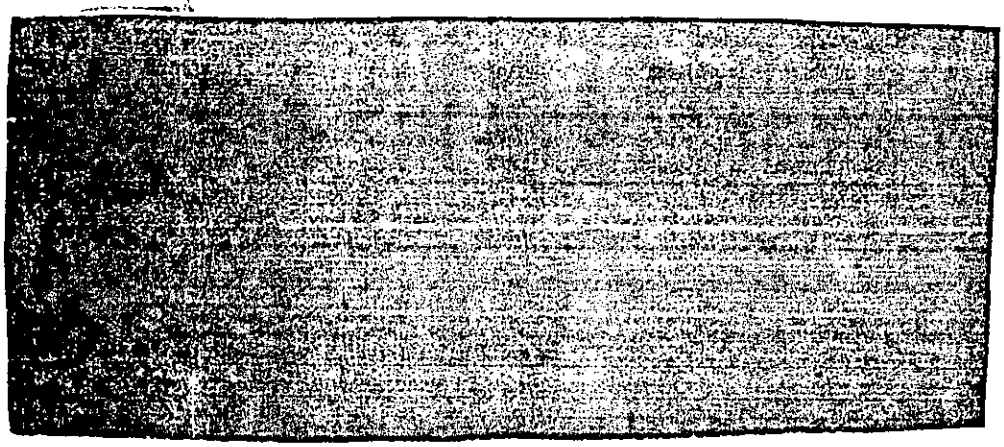
(c) (U) Conclusion. None.

(d) (U) Data Sources. References listed in the bibliography and Appendix B of this report were not used in this section.



d. (U) Suitability

(1) (U) RAM



(d) (U) Data Sources. The short title for the reference used in this section is ACP-121 Supp-1(E) August 1971. The complete title is in the bibliography.

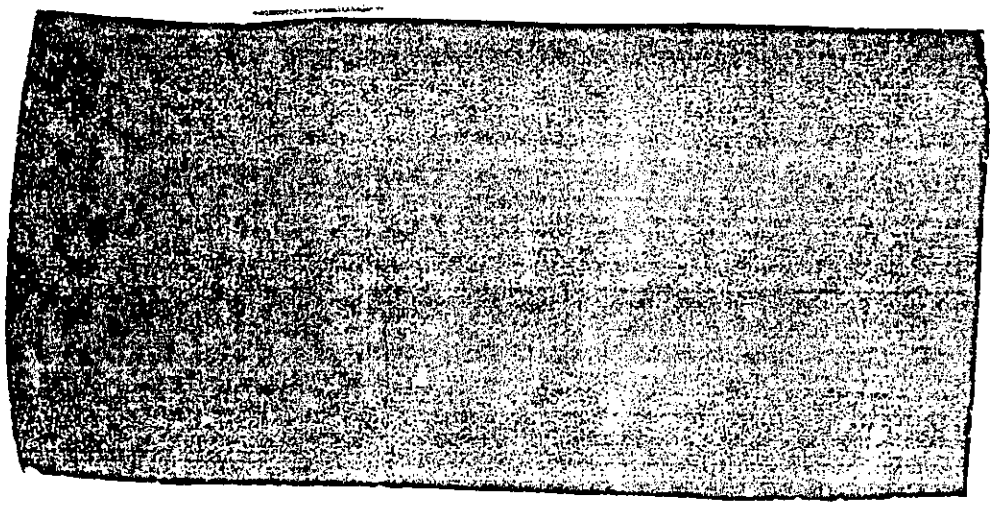
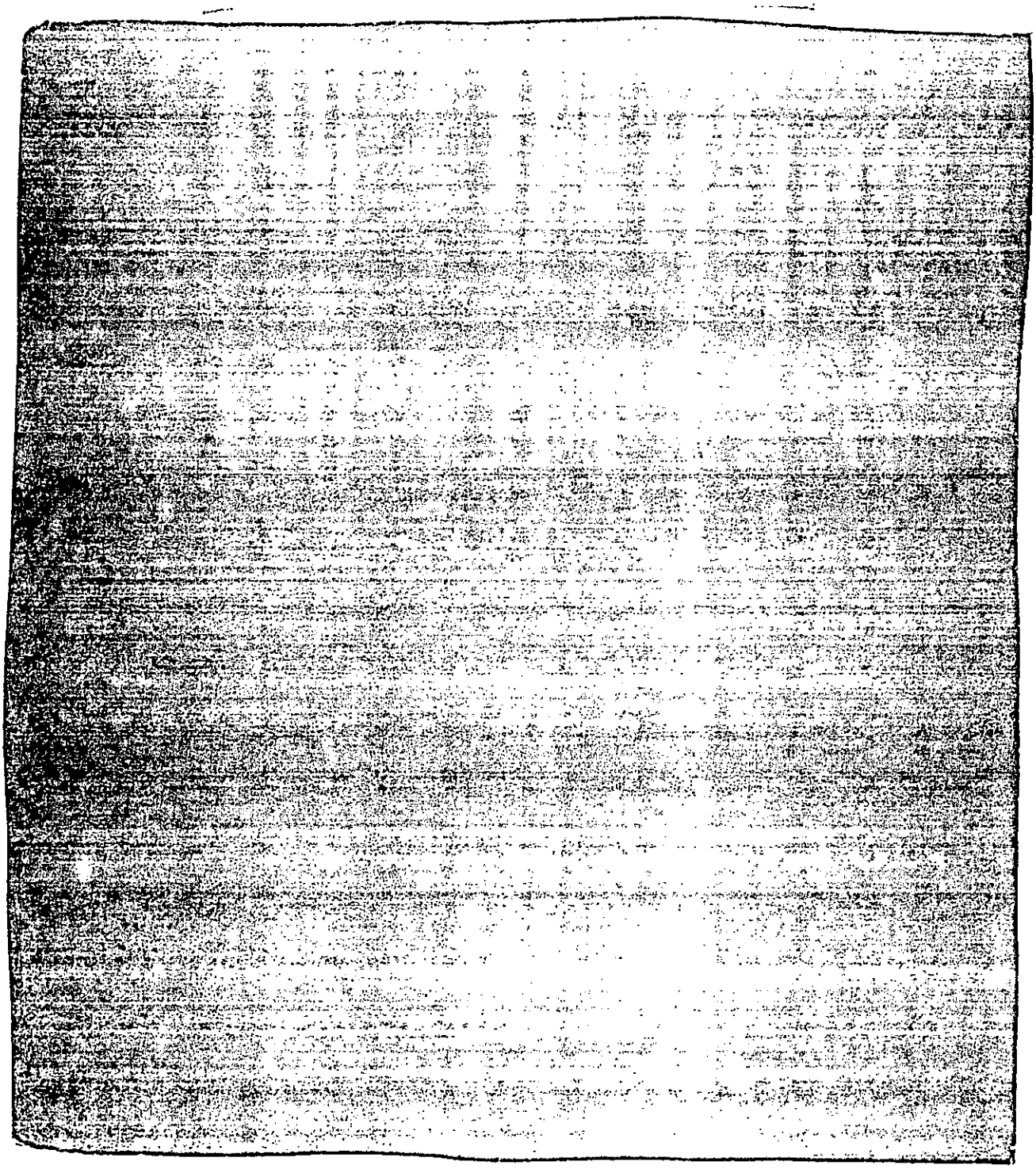


Table 17-1. (C) Key to Exercise Types



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(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Corrective Action. None.

(3) (U) Survivability

[redacted]

(b) (U) Criteria and Rationale

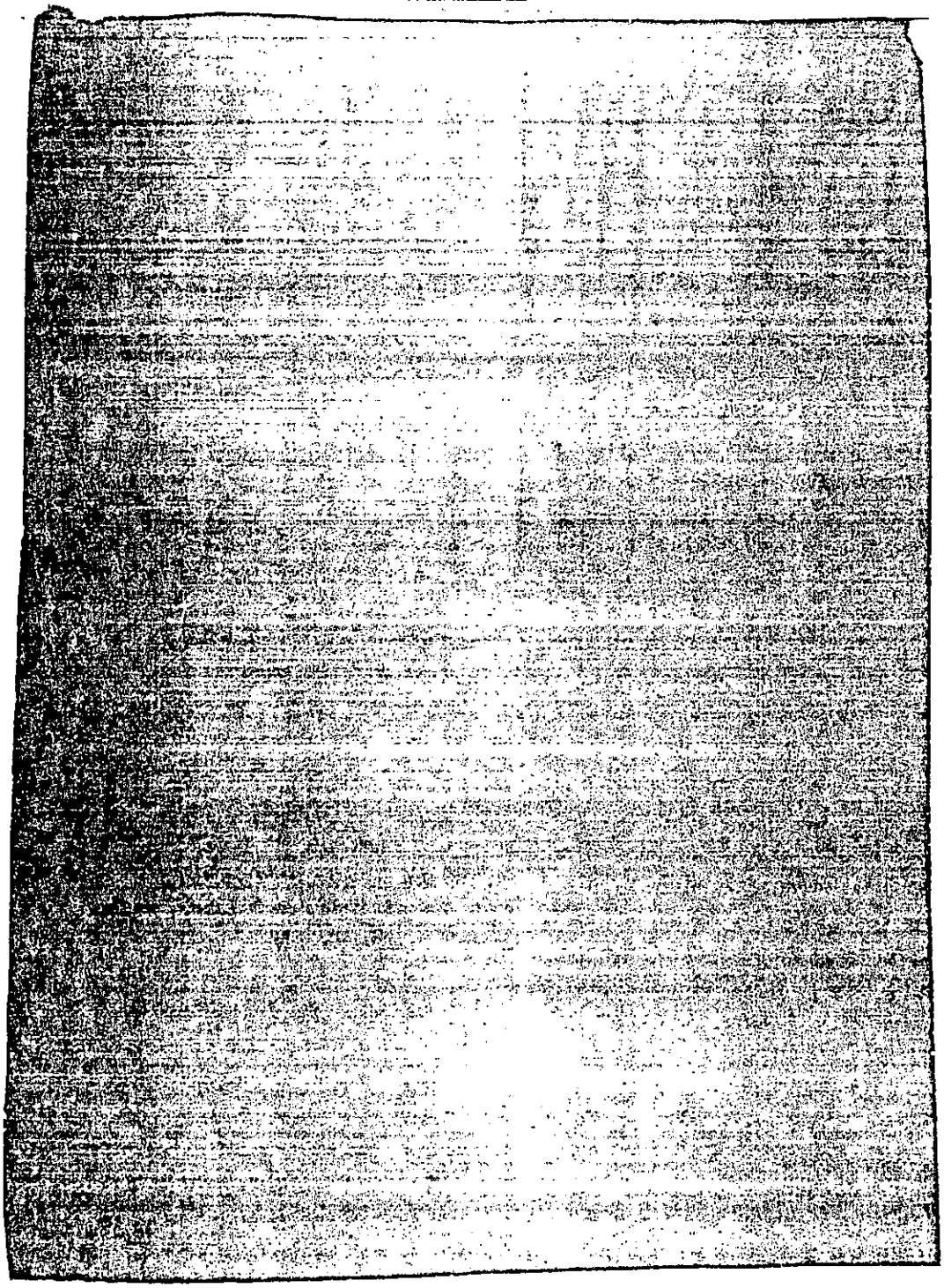
[redacted]

(c) (U) Conclusions

[redacted]

(d) (U) Data Sources. The short title for the reference used in this section is JCS Pub 19, Volume IV, Joint Chiefs of Staff, 4 October 1982. The complete title is in the bibliography.

(e) (U) Discussion of Findings



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d. (U) Suitability

(1) (U) RAM

(a) (U) Issue. Were the WIN network, host computers, and communications lines reliable and available.

(b) (U) Criteria and Rationale

1. (U) JCS Pub 19, Volume IV, defines WWMCCS reliability as follows: "The probability that a system will perform satisfactorily for a given period of time under stated conditions." It also establishes the following performance criteria for WIN reliability:

[redacted]

(c) (U) Conclusions

[redacted]

(d) (U) Data Sources. The short title for the reference used in this section is Pub 19, Volume IV, Joint Chiefs of Staff, 4 October 1982. The complete title is in the bibliography.

(e) (U) Discussion of Findings

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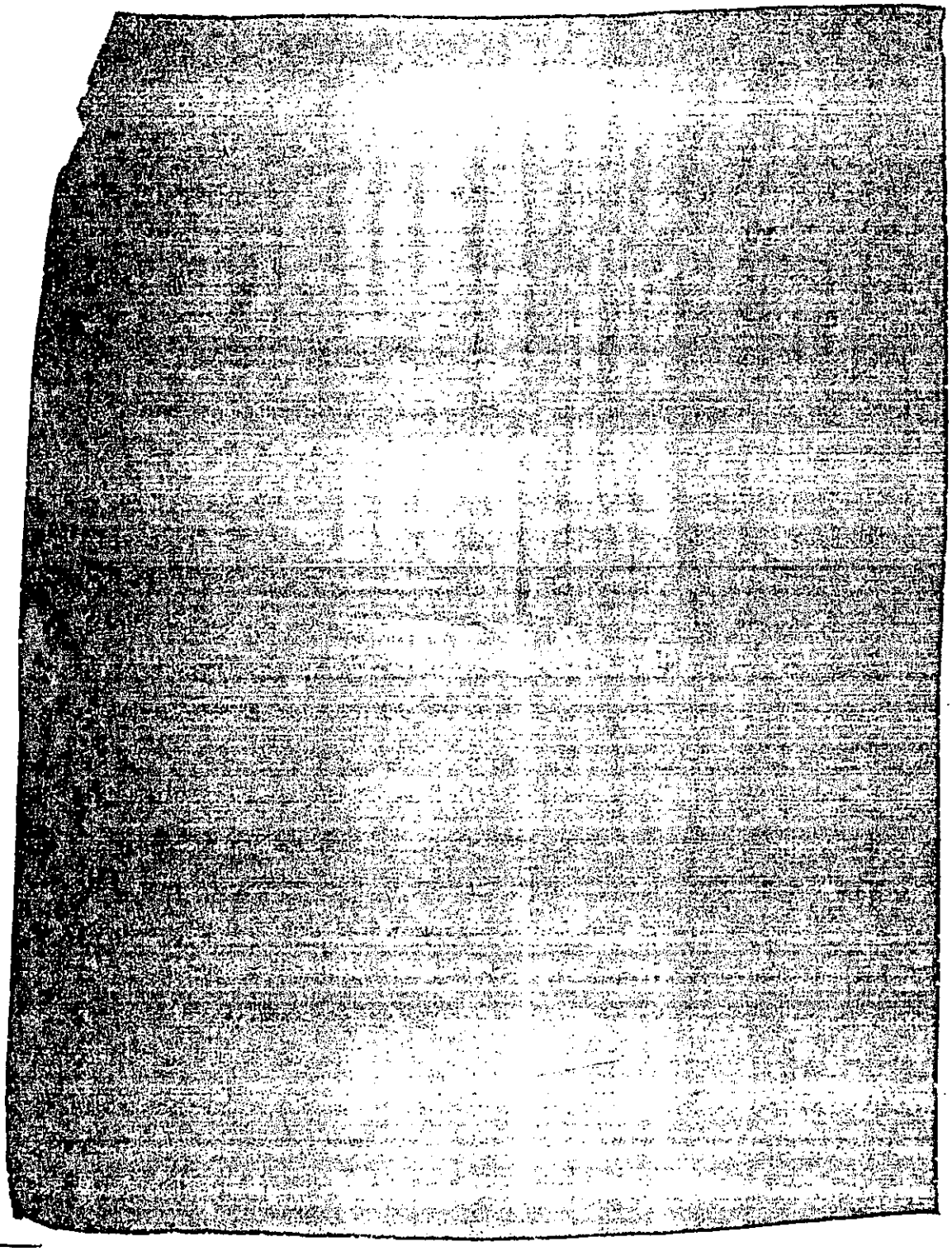


(2) (U) Logistic Supportability. Not applicable.

(3) (U) Personnel Selection. Not applicable.

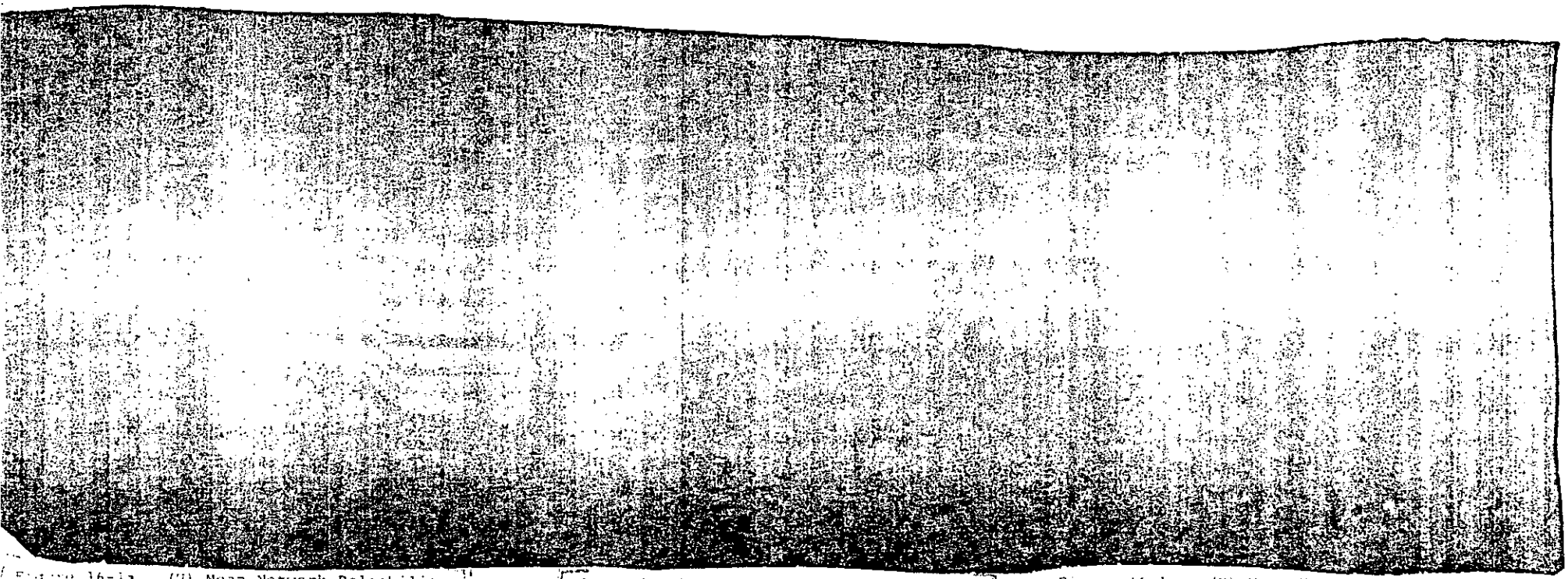


Figure 16-1a. (U) Mean Network Reliability

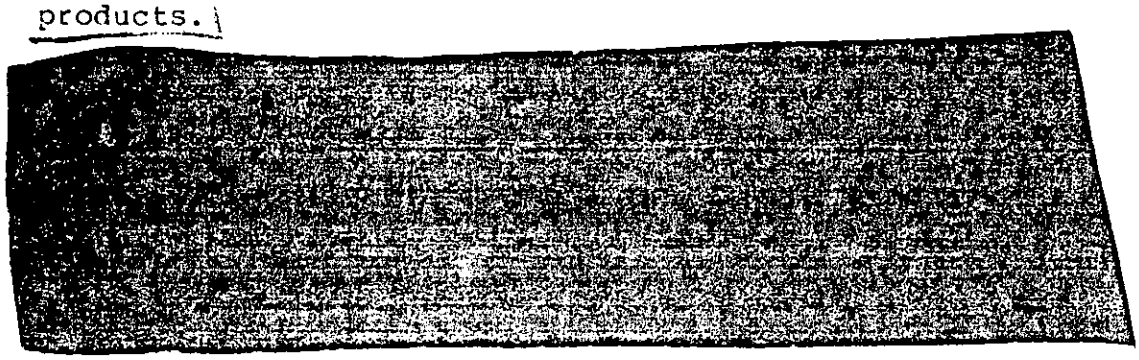
Figure 16-1b. (U) Mean Line Reliability

Figure 16-1c. (U) Mean Host Computer Reliability

Figure 16-1. (U) Comparison of Mean Reliability During Recent Major Exercises

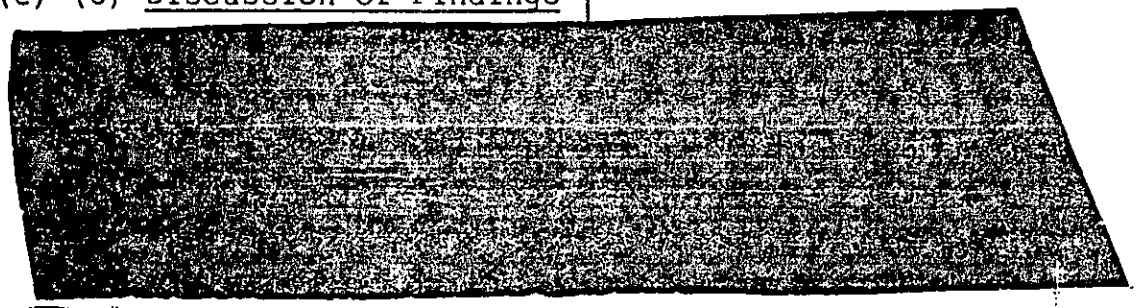
(4) (U) Training

(a) (U) Issue. Were appropriate personnel adequately trained on available WWMCCS ADP systems products and on the procedures for obtaining these products.



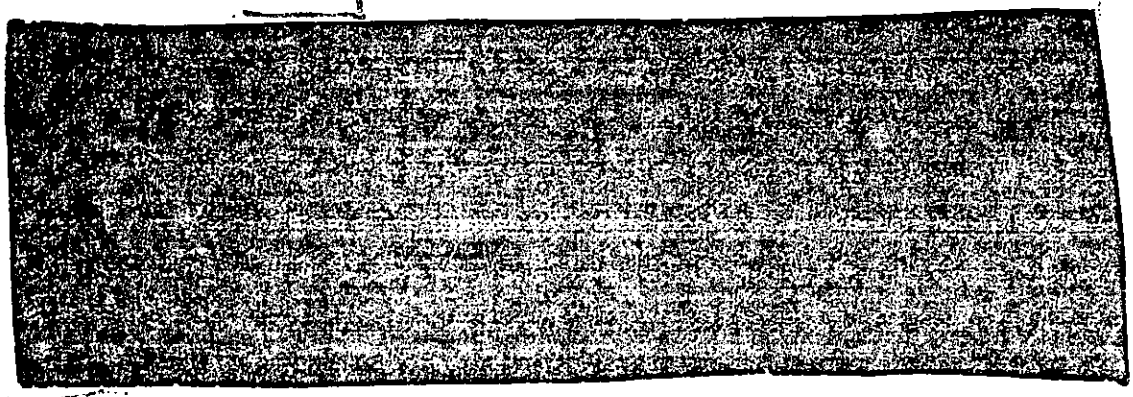
(d) (U) Data Sources. Not applicable.

(e) (U) Discussion of Findings



(f) (U) Corrective Action. None.

(5) (U) Organization



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(S)

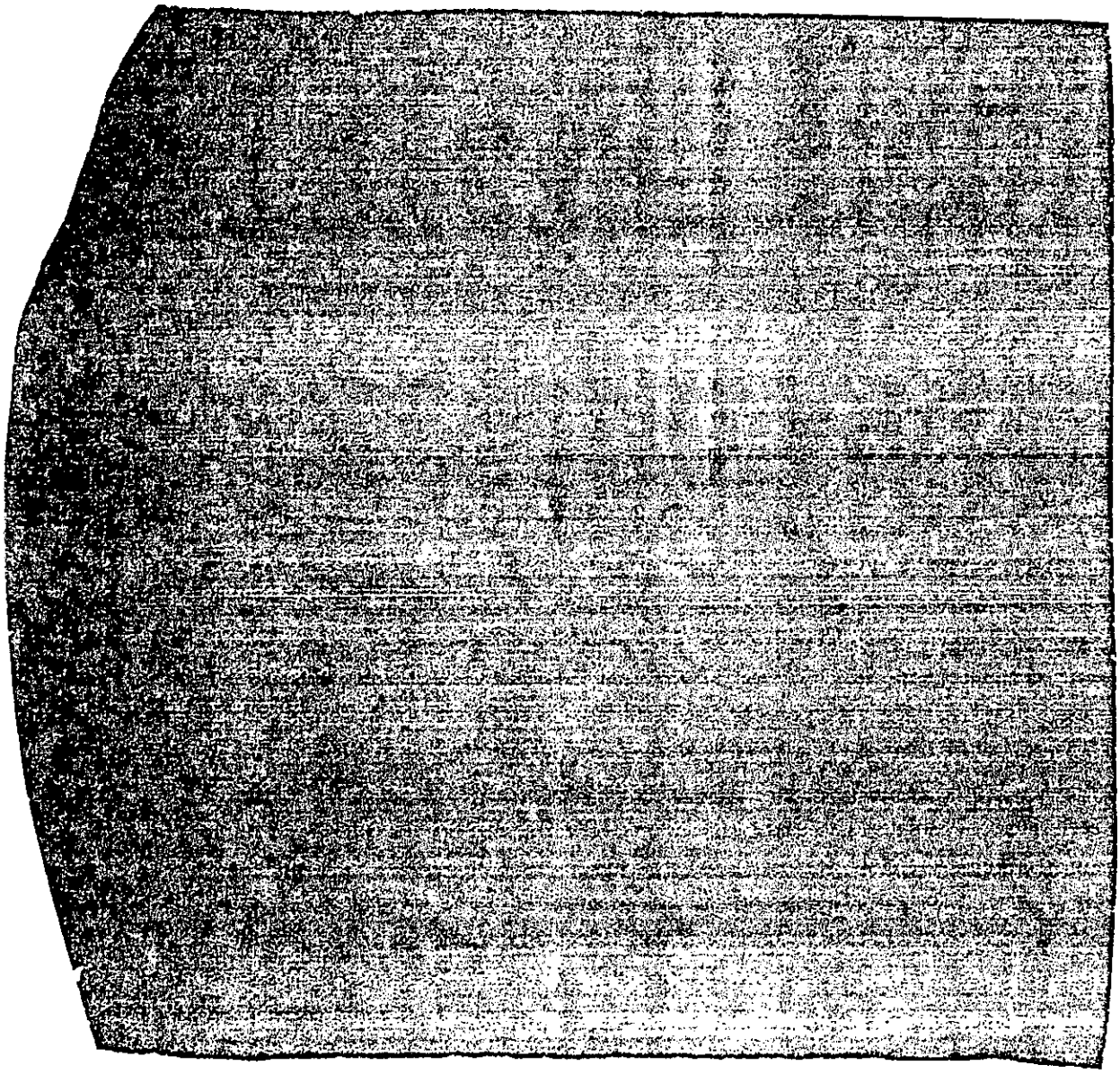

Figure 17-1. (U) Daily Message Volume by Precedence

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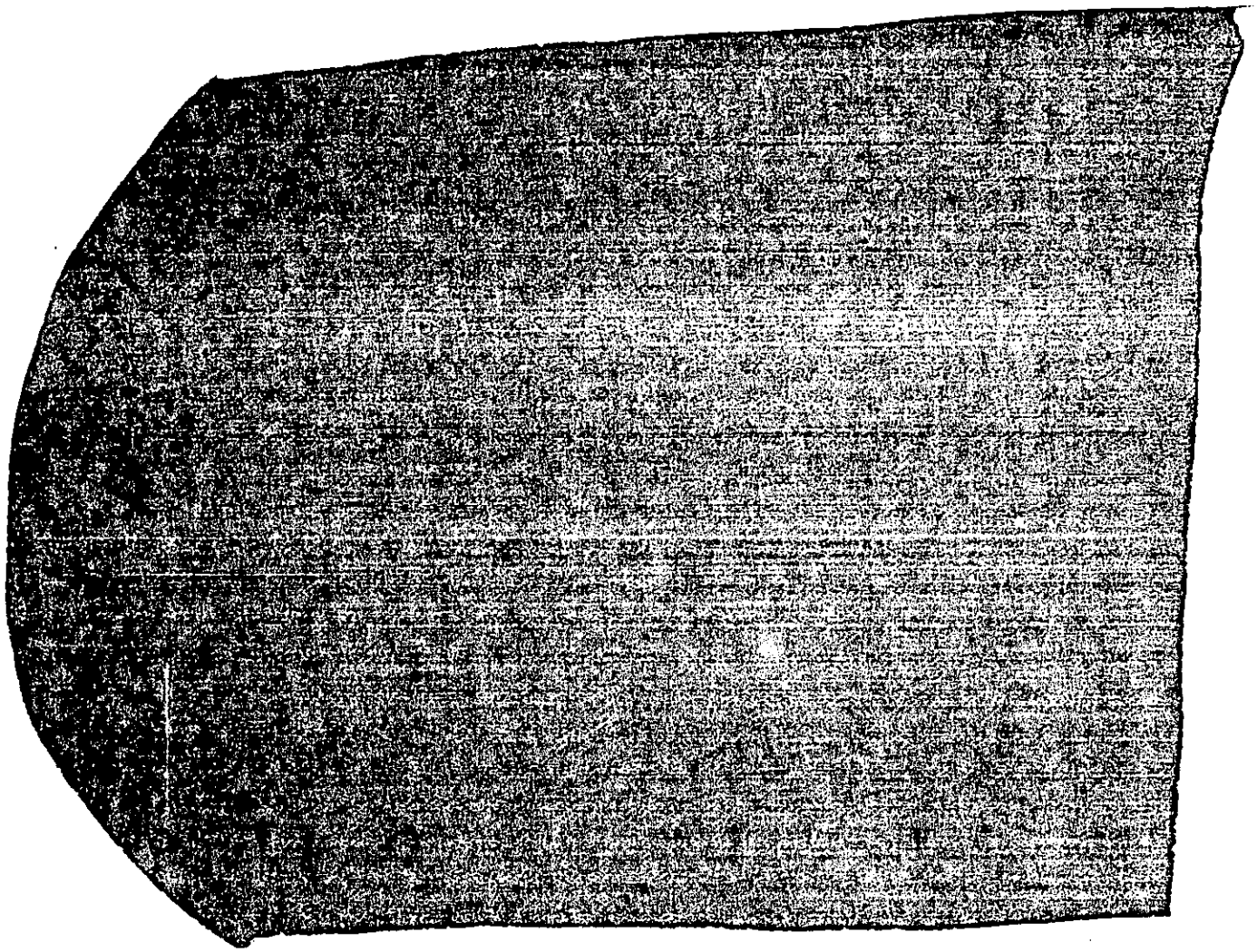

Figure 17-2. (U) Cumulative Distribution by Percent of Messages Meeting SOS Objectives

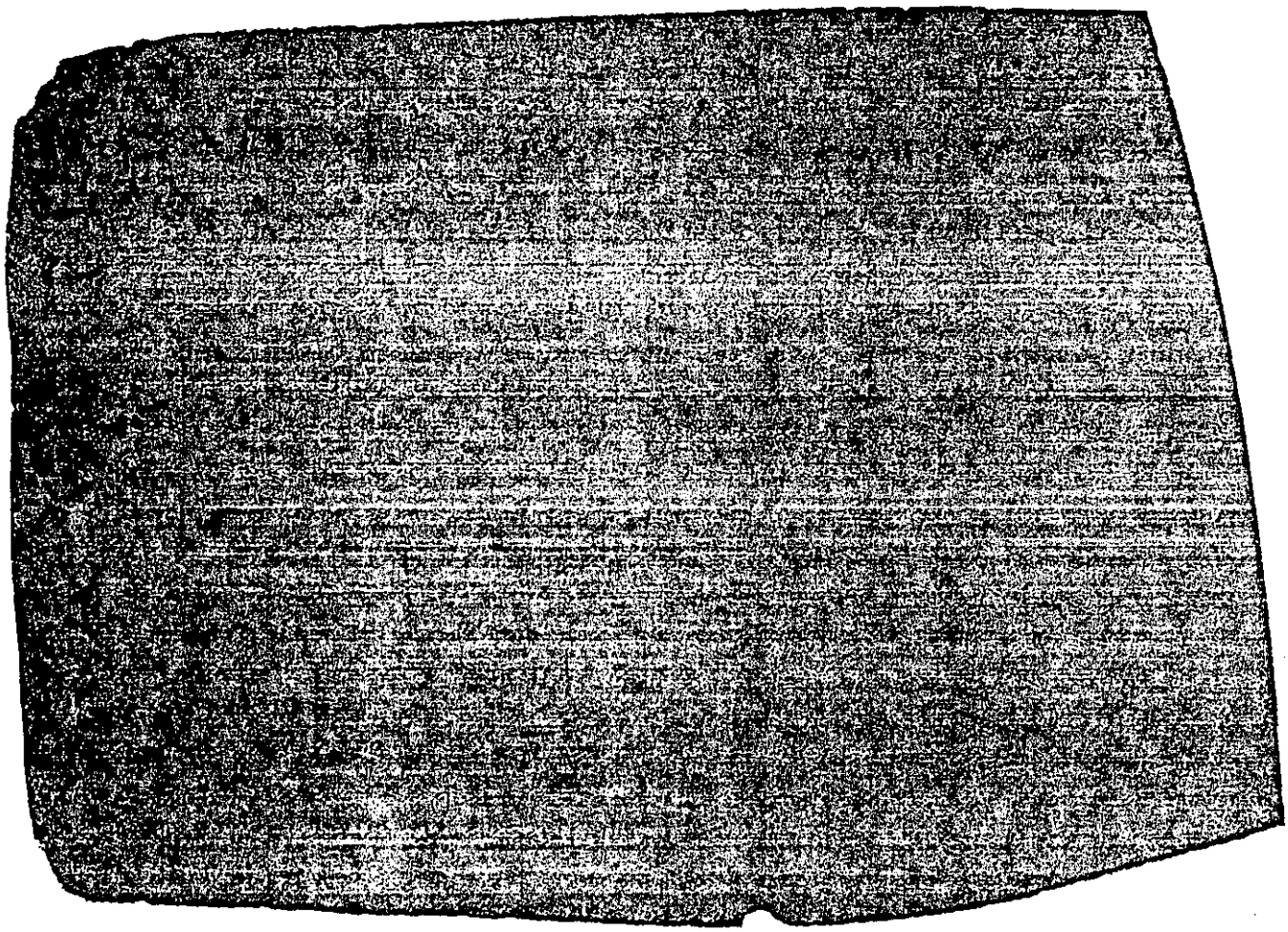

Figure 17-3. (U) Comparison of FLASH and IMMEDIATE SOS Performance Among Recent Exercises

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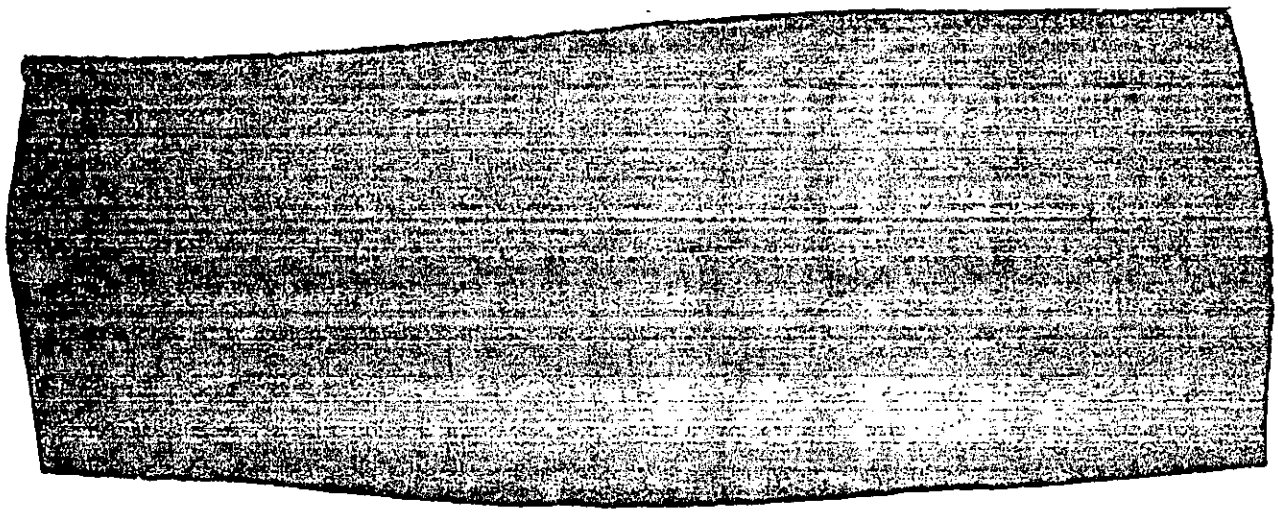

Figure 17-4a. (U) FLASH SOS Performance

Figure 17-4b. (U) IMMEDIATE SOS Performance

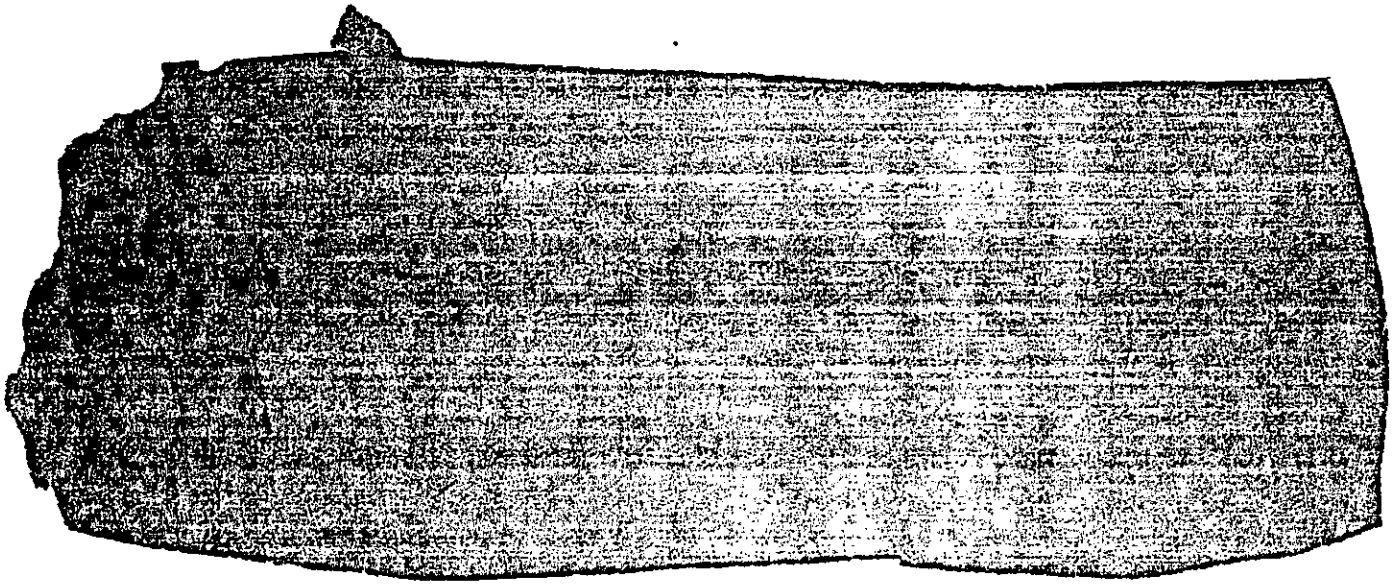

Figure 17-4c. (U) PRIORITY SOS Performance

Figure 17-4d. (U) SOS Performance

Figure 17-4. (U) Daily Percent of JCS Incoming Messages Meeting SOS Objectives

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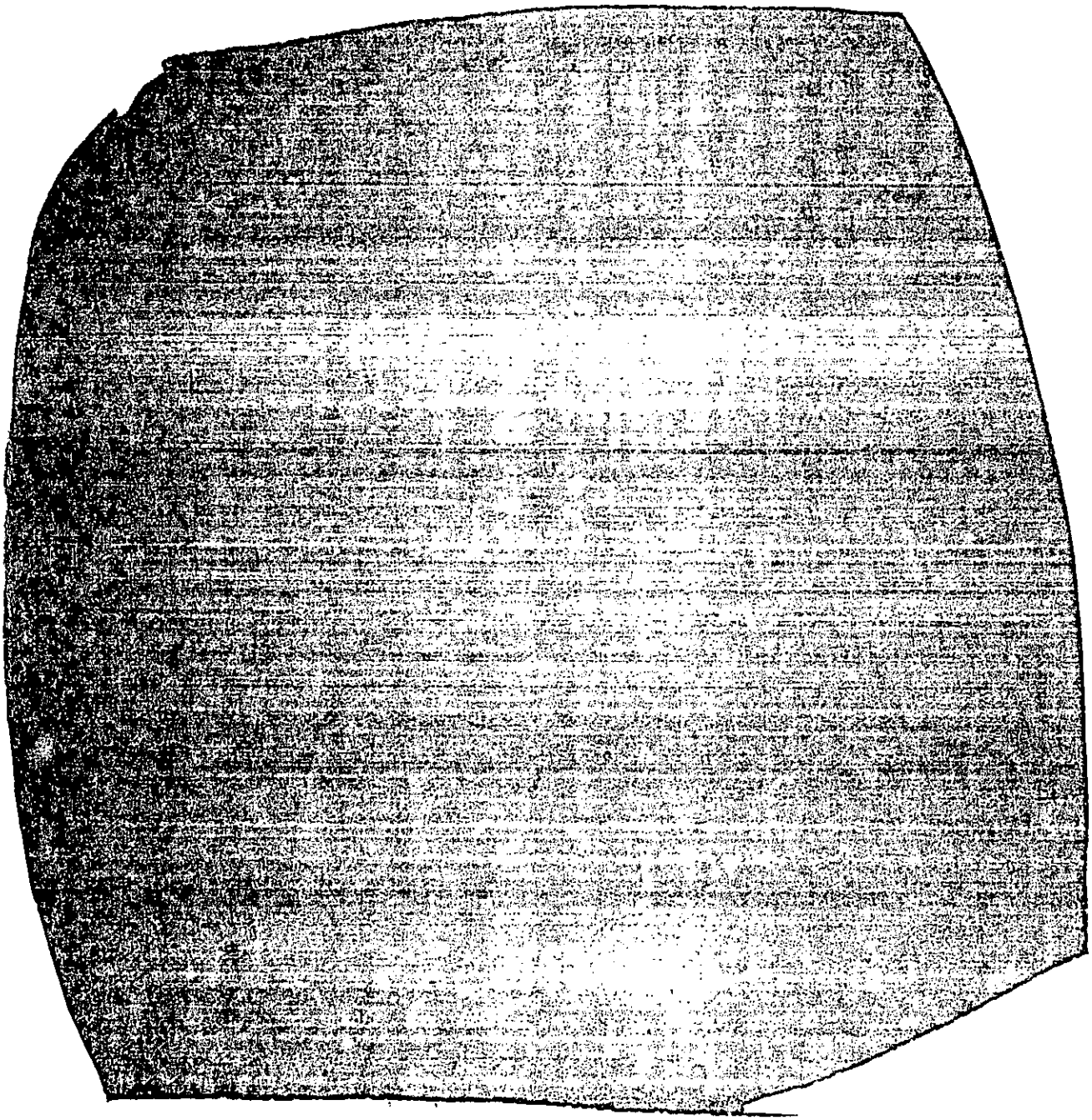

Figure 17-5. (U) Source of Information in the NMCC CAT (AUTODIN Versus WIN)

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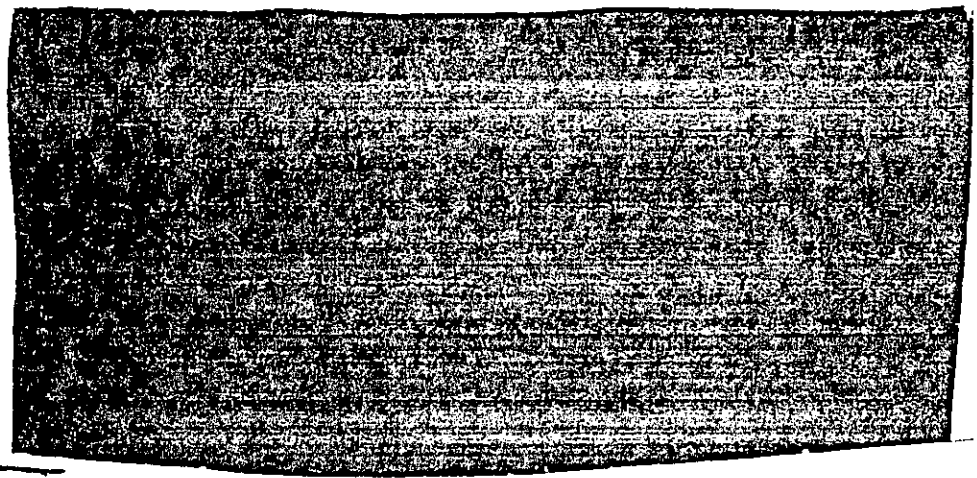


(f) (U) Corrective Action. None.

(2) (U) Logistic Supportability. Not applicable.

(3) (U) Personnel Selection. Not applicable.

(4) (U) Training

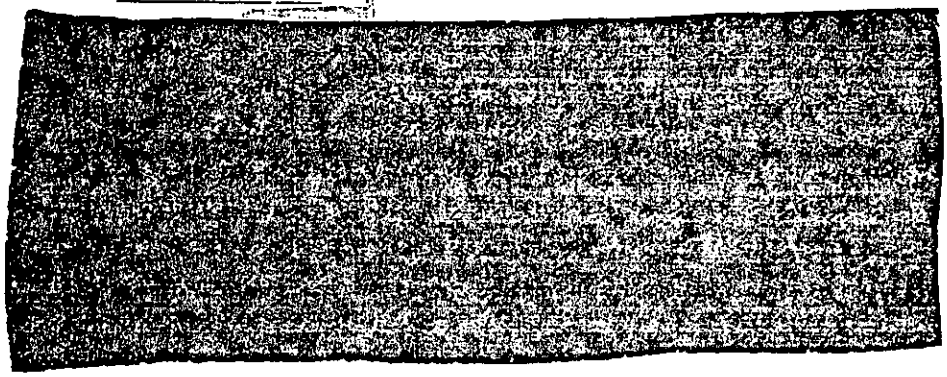
(a) (U) Issue. Are personnel adequately trained on JRS report procedures and precedence standards.

(b) (U) Criteria and Rationale

1. (U) JRS Reports. JRS reports must be submitted in accordance with the requirements of JCS Pub 6. This publication provides guidelines and formats to be used in the preparation and transmission of JRS reports.

2. (U) Precedence. Precedence must be assigned in accordance with guidelines provided in ACP-121 Supp-1(E). The guidelines provide details on the use of precedence for communications traffic management.

(c) (U) Conclusions



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(d) (U) Data Sources. The short titles for the references used in this section are listed below. The complete titles are in the bibliography. Appendix B of this report was not used in this section.

1. (U) Reference a. ACP-121, OJCS, August 1971

2. (U) Reference gg. JCS Pub 6, OJCS, June 1977.

(e) (U) Discussion of Findings

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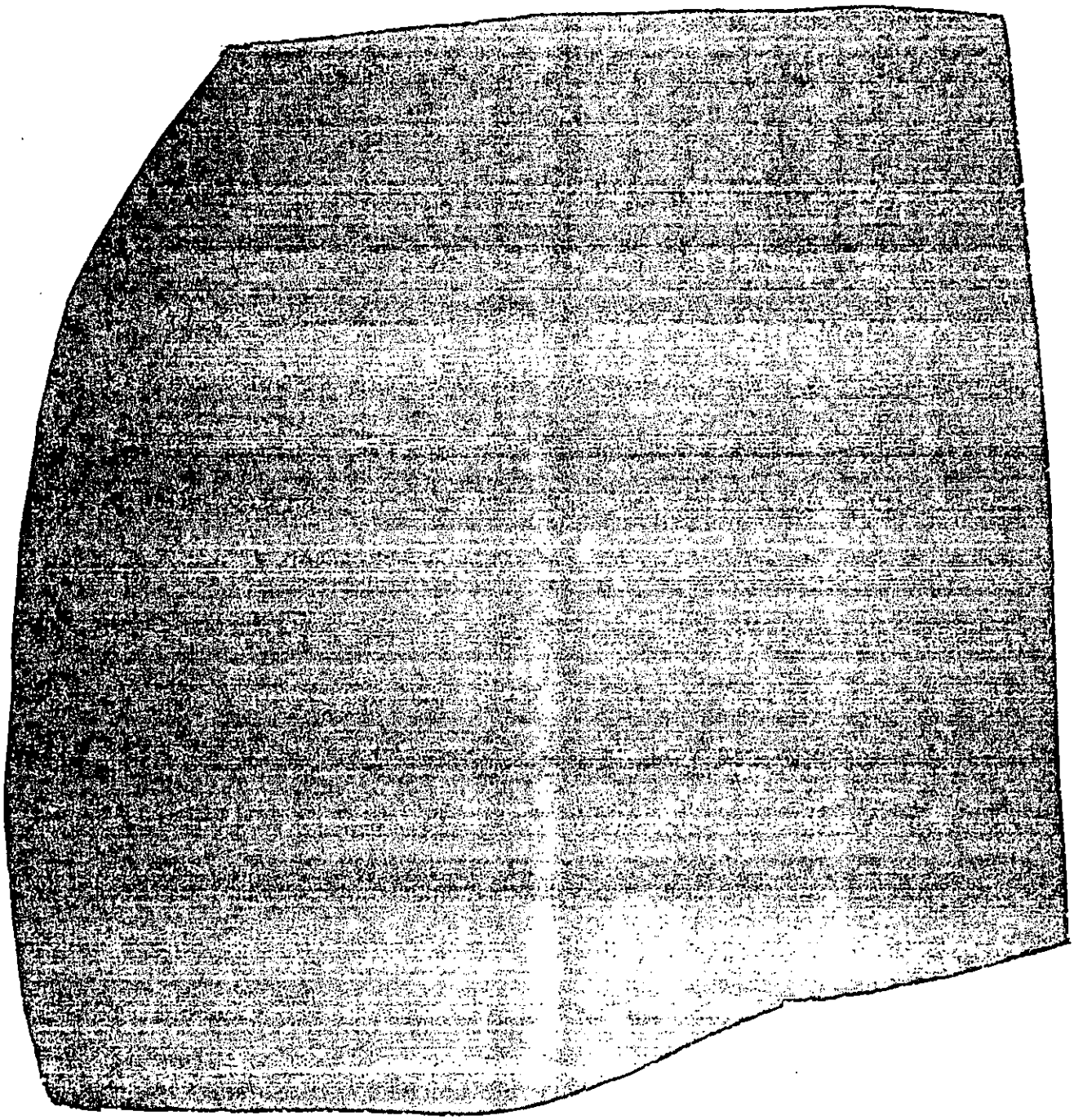


Figure 17-6. (U) Types of JRS Reports Received by the NMCC

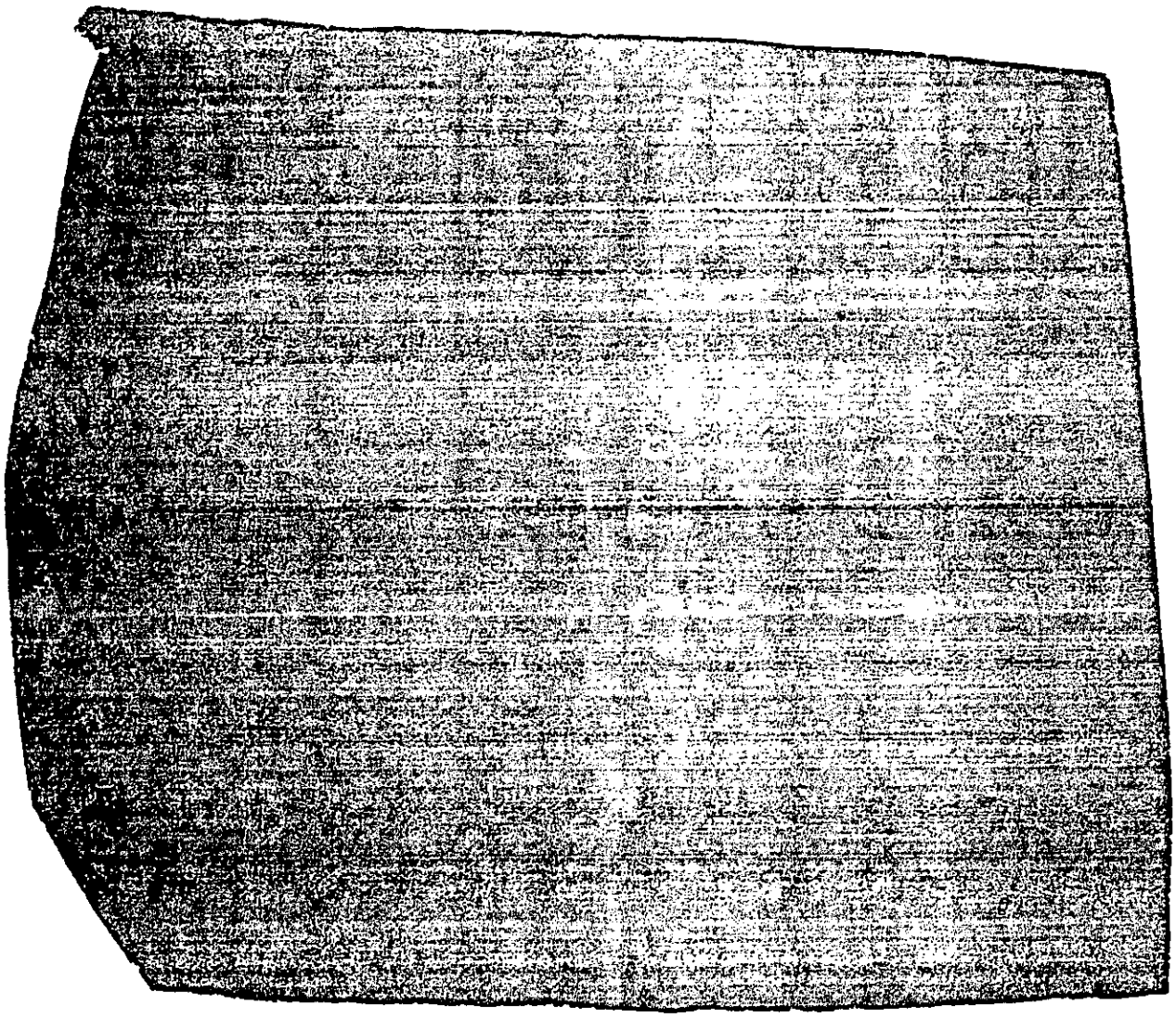


Figure 17-7. (U) Average Percentage of Exercise Messages Categorized as JRS Reports

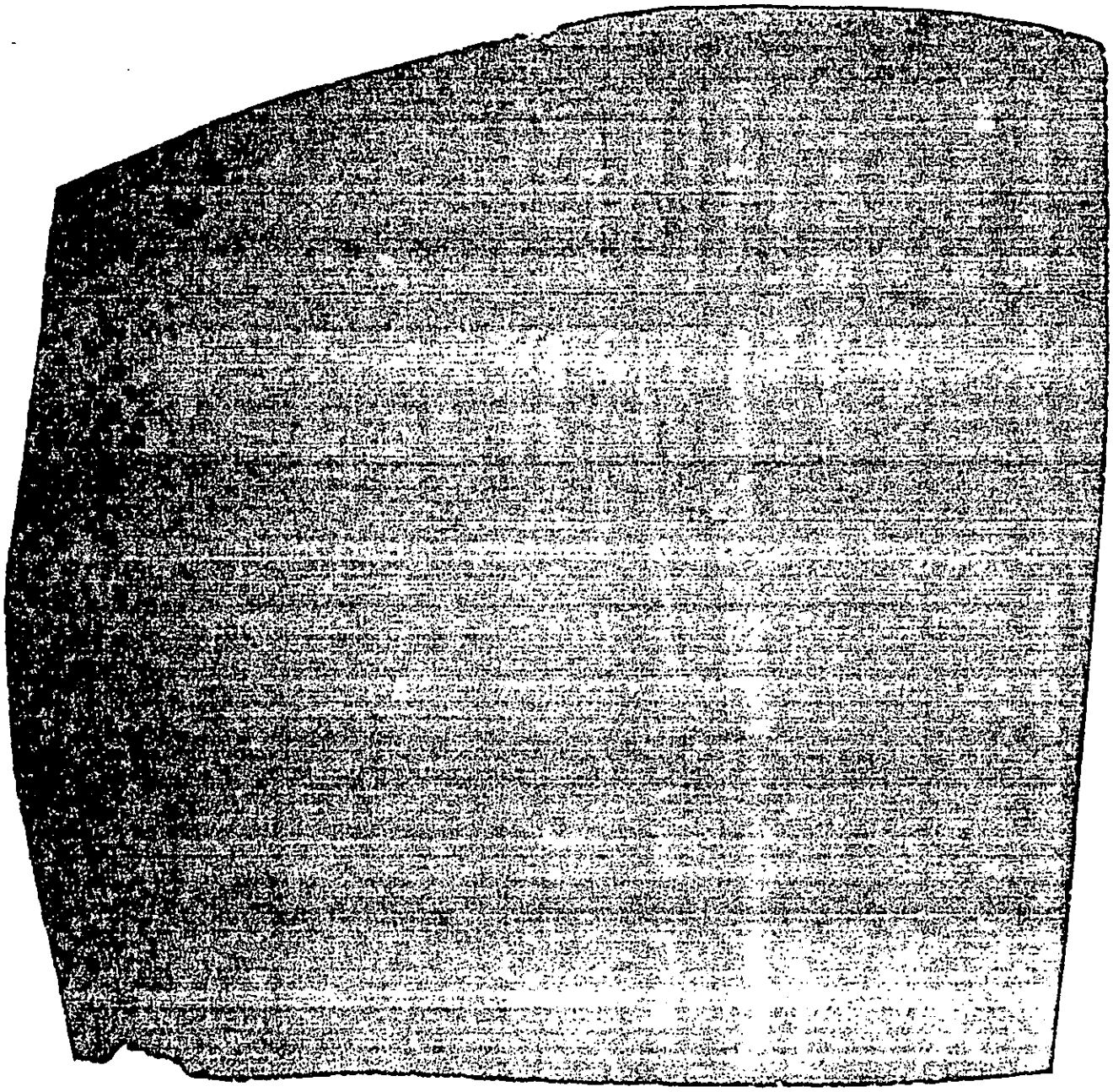
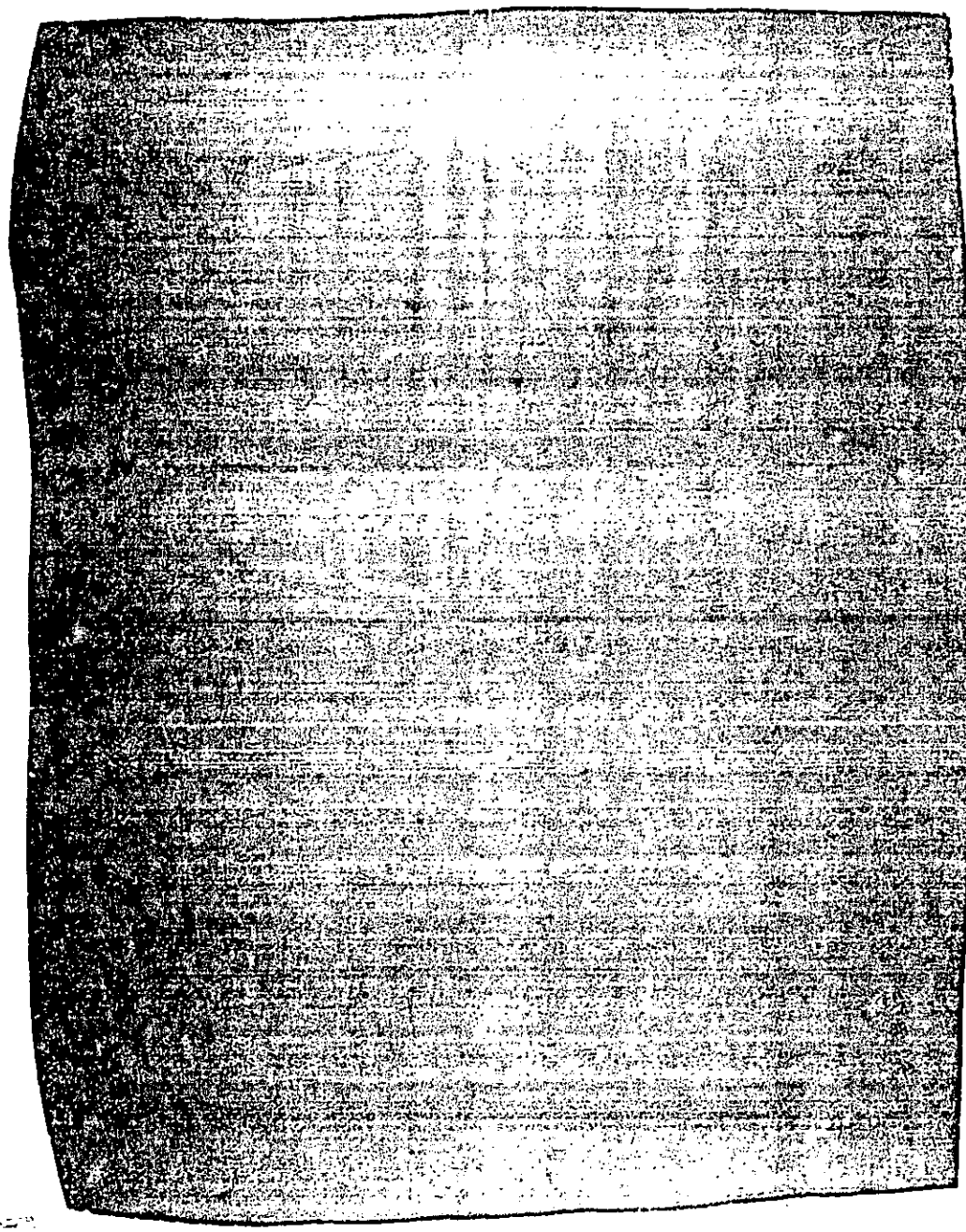
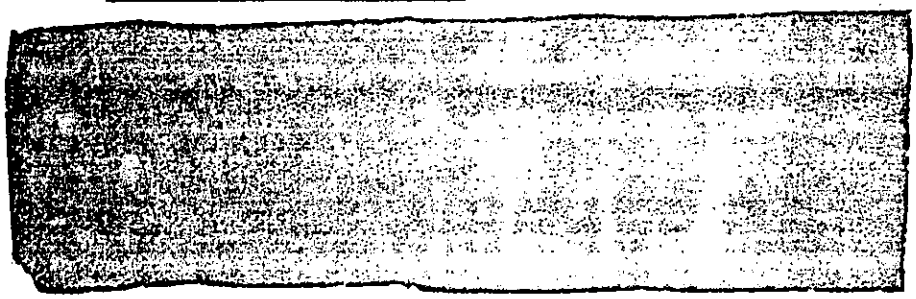


Figure 17-8. (U) Kinds of JCS Incoming and Outgoing Messages by Precedence and Classification



(f) (U) Corrective Actions.



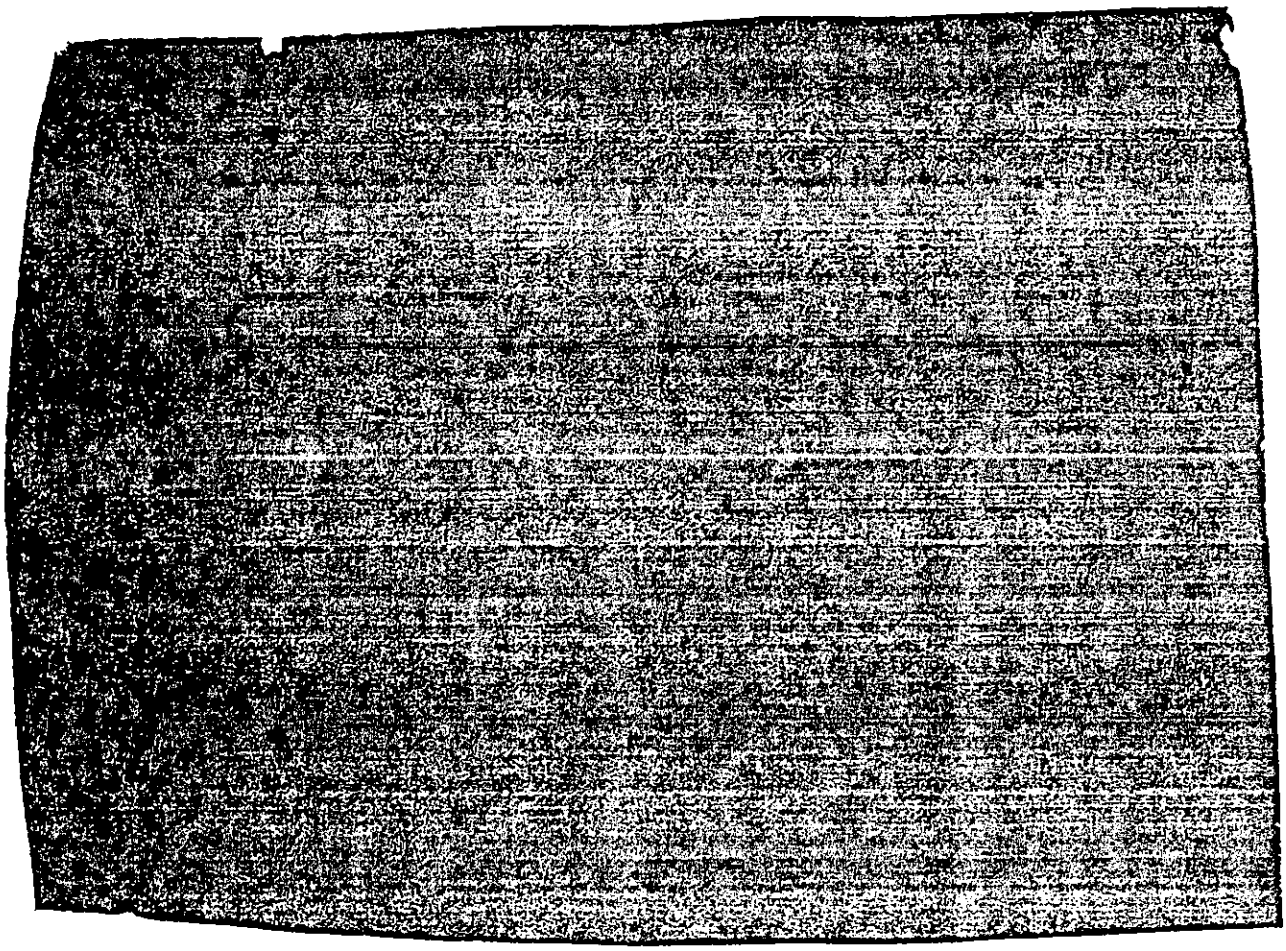


Figure 17-9. (U) Percent of Messages Classified SECRET and Sent Using IMMEDIATE Precedence

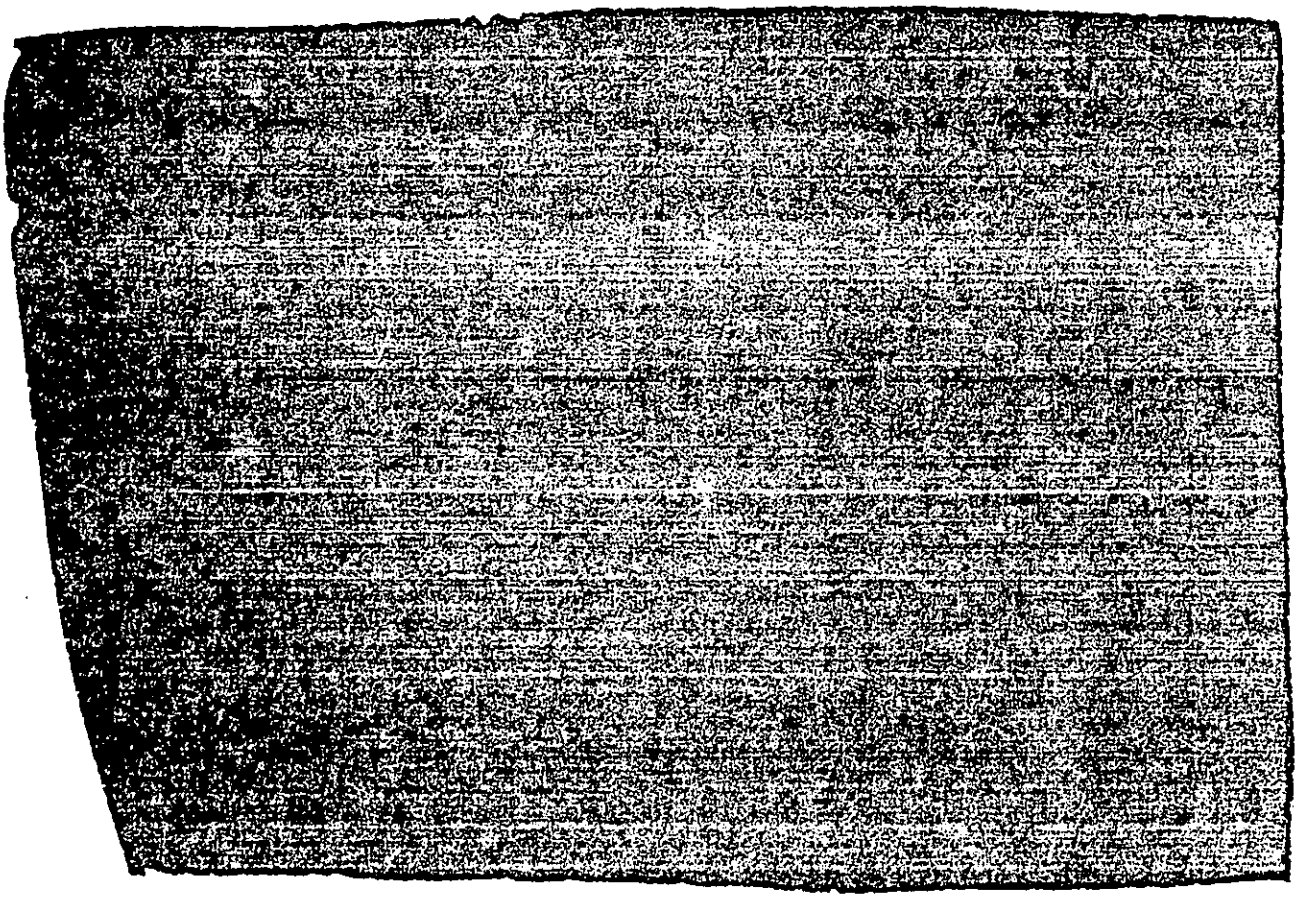


Figure 17-10. (U) Percent of Messages Transmitted as FLASH During Recent Exercises

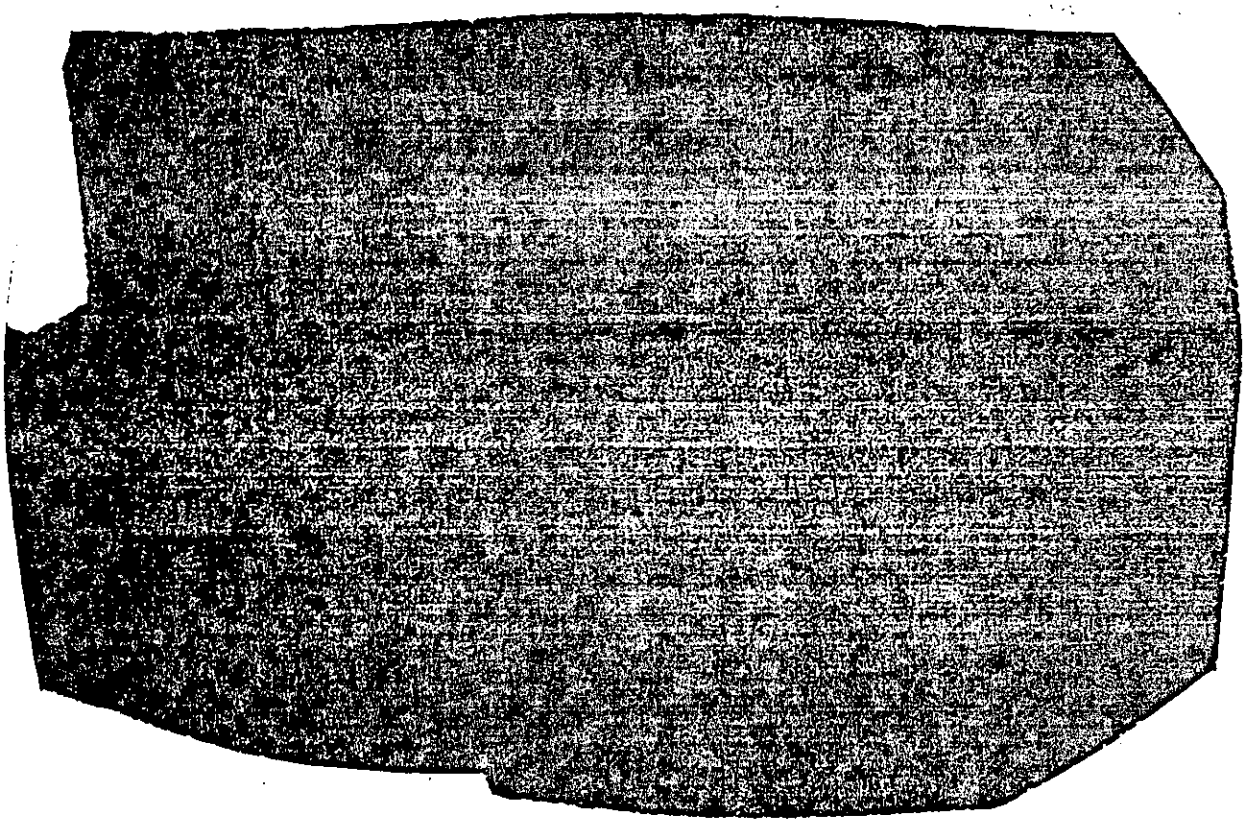


Figure 17-11. (U) Comparison of Precedence Assignment in Accordance with ACP-121 Guidelines

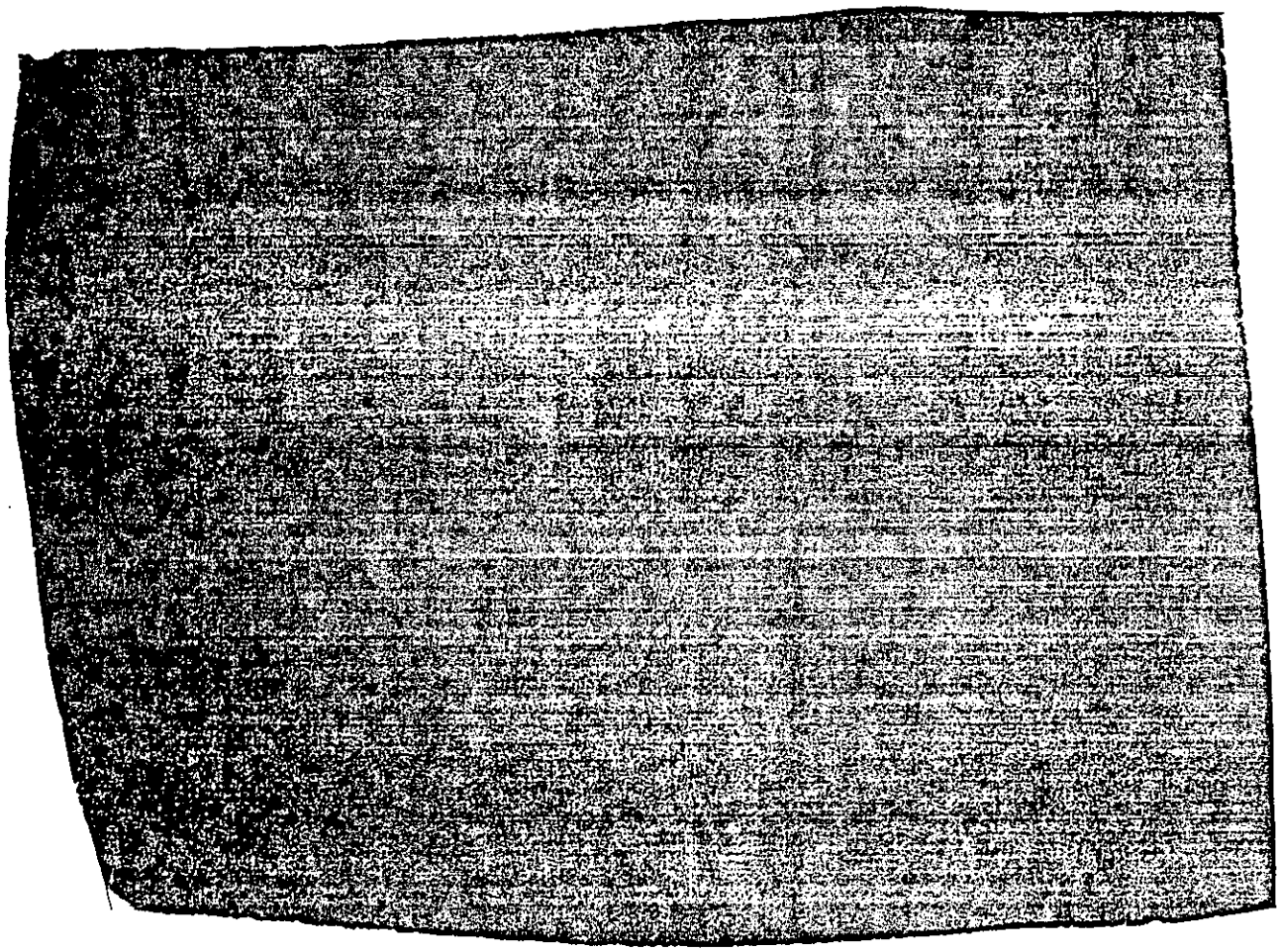
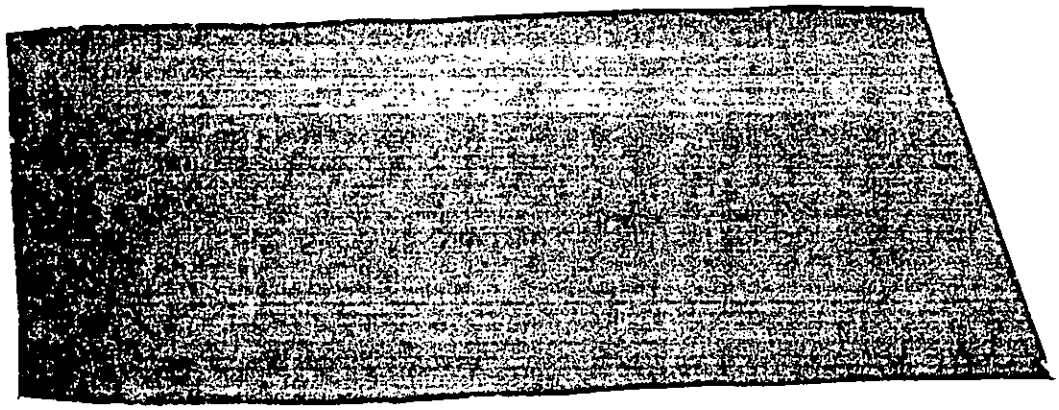


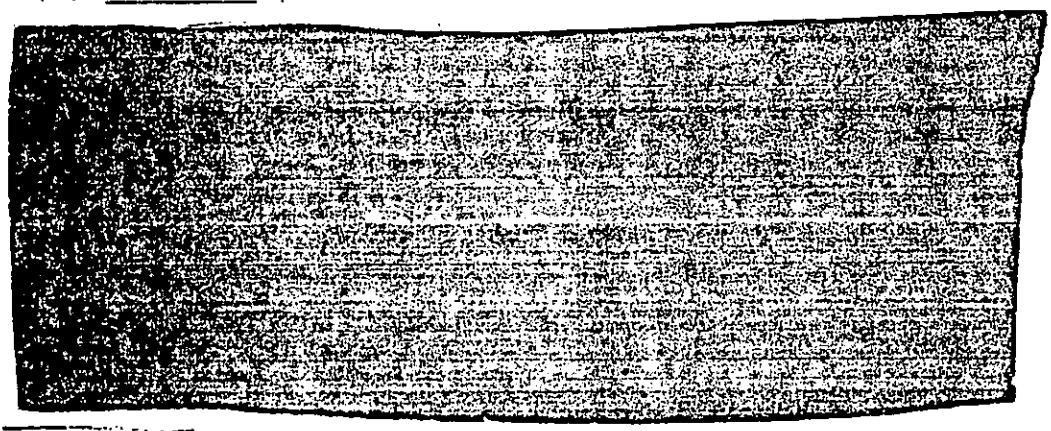
Figure 17-12. (U) Percent of FLASH and IMMEDIATE Messages Meeting Length Criteria

[redacted]

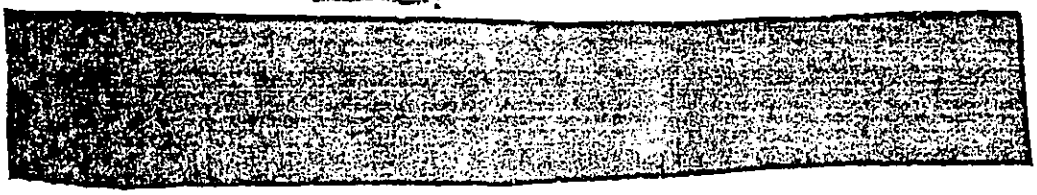


(5) (U) Organization. Not applicable.

(6) (U) Doctrine



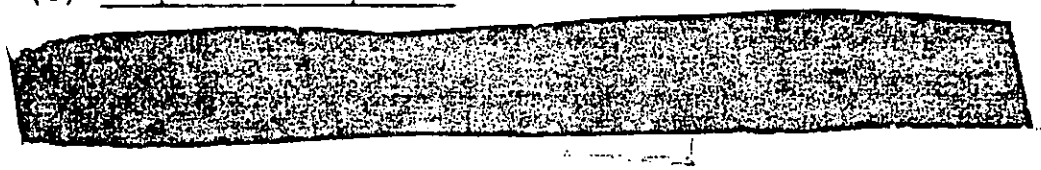
(d) (U) Data Sources. References from the bibliography and Appendix B of this report were not used in this section.



(f) (U) Corrective Action. None.

(7) (U) Transportability. Not applicable.

(8) (U) Cooperative Systems



[redacted]

(b) (U) Criteria and Rationale. The administrative systems used for the delivery of messages to action officers should be transparent to users. Administrative systems should not interfere with the orderly flow of action processing.

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

(f) (U) Corrective Action. None.

(9) (U) Human Factors

(a) (U) Issue. Does the volume of messages players received cause loss of action processing efficiency when screening messages.

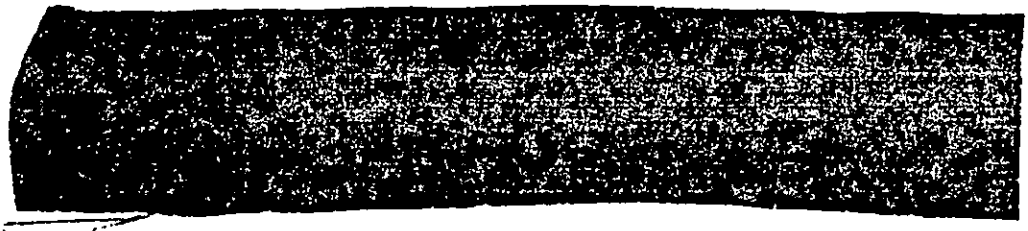
(b) (U) Criteria and Rationale. Do players complain about the number of unnecessary and irrelevant messages they reviewed. Most players should be given messages relevant to their position.

[redacted]

(d) (U) Data Sources. Not applicable.

[redacted]

[redacted]



(f) (U) Corrective Action. None.

[redacted]

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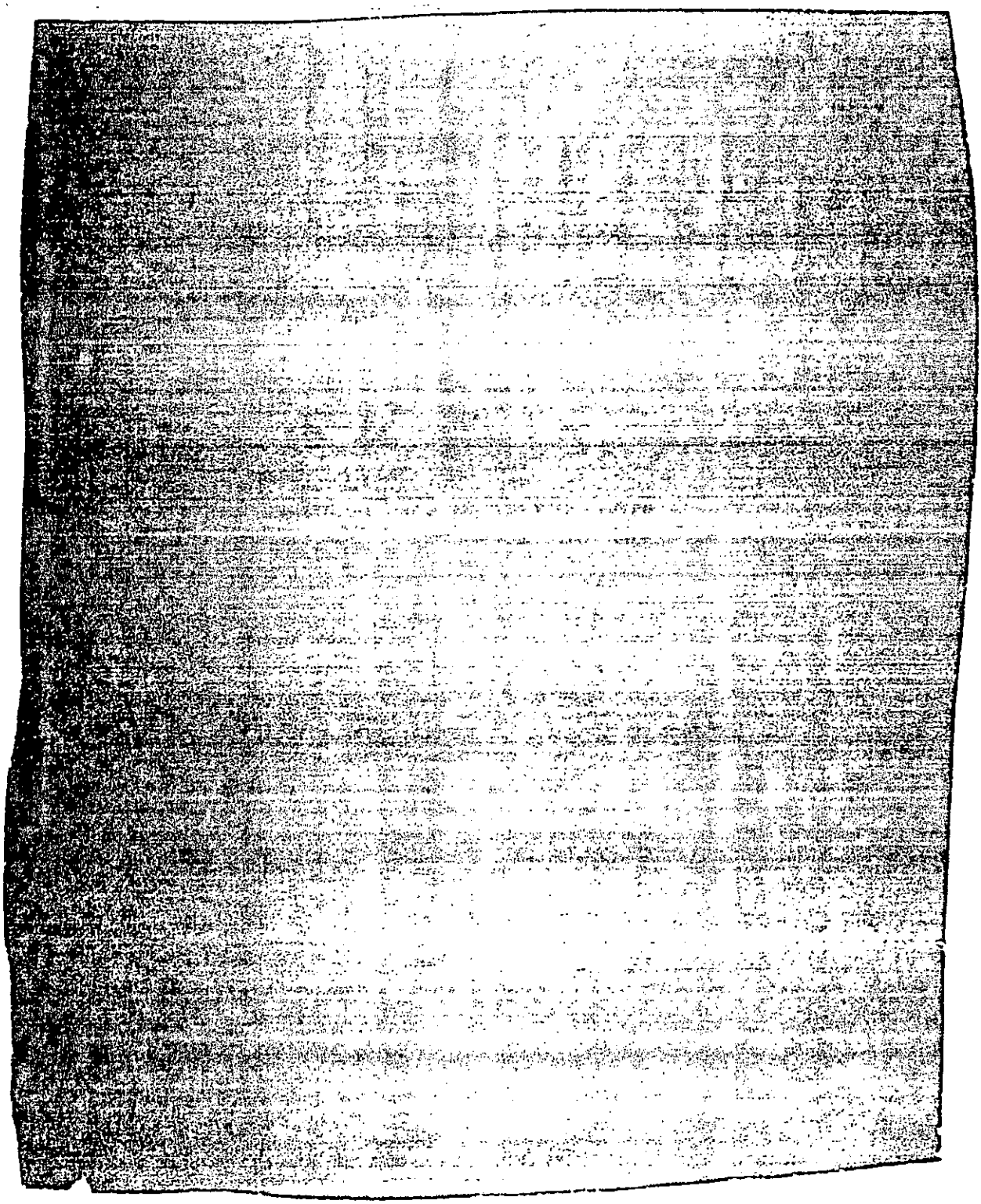
18. (U) Overall Conclusions



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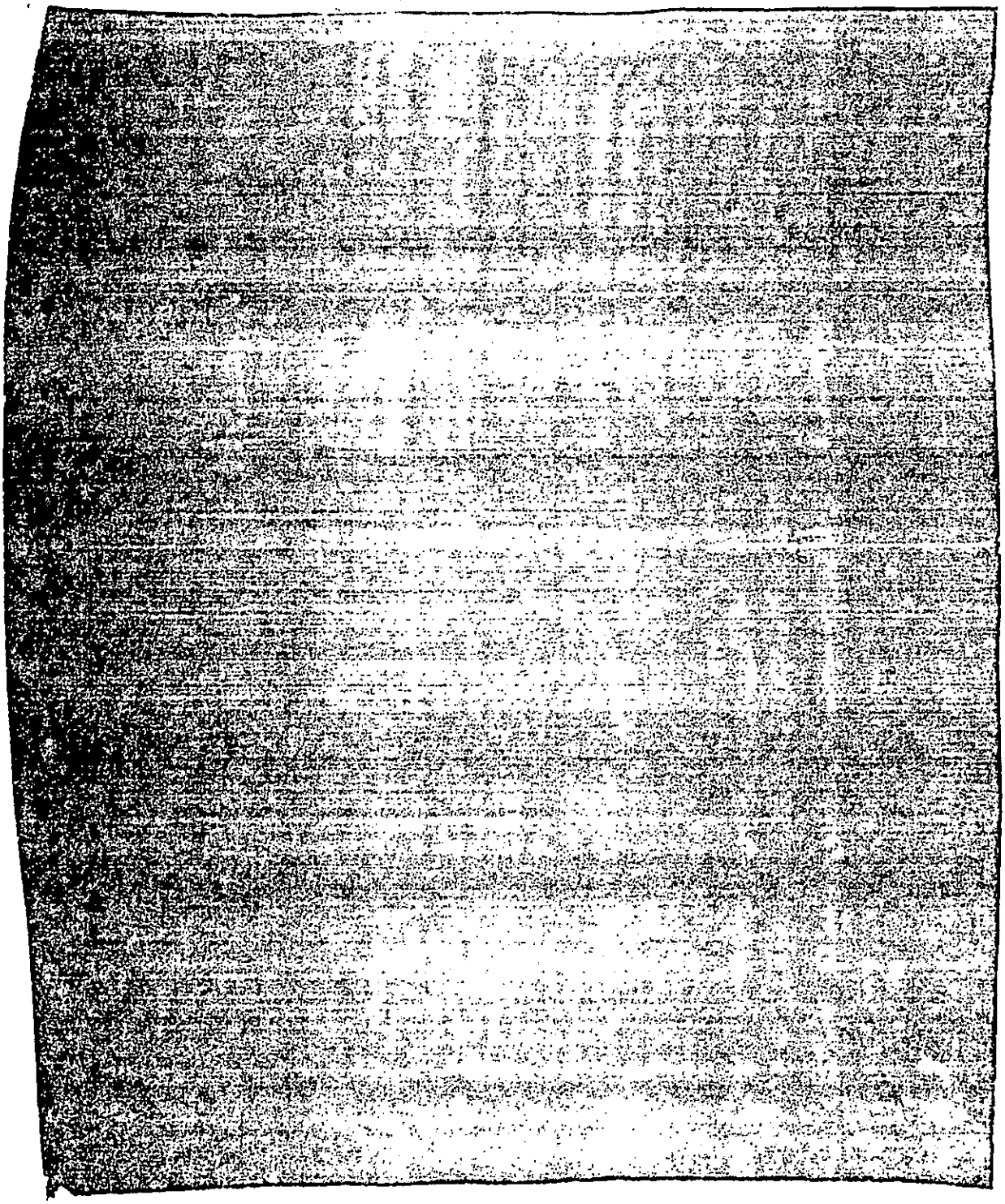
DECLASSIFY ON OADR

19. (U) Distribution



APPENDIX A

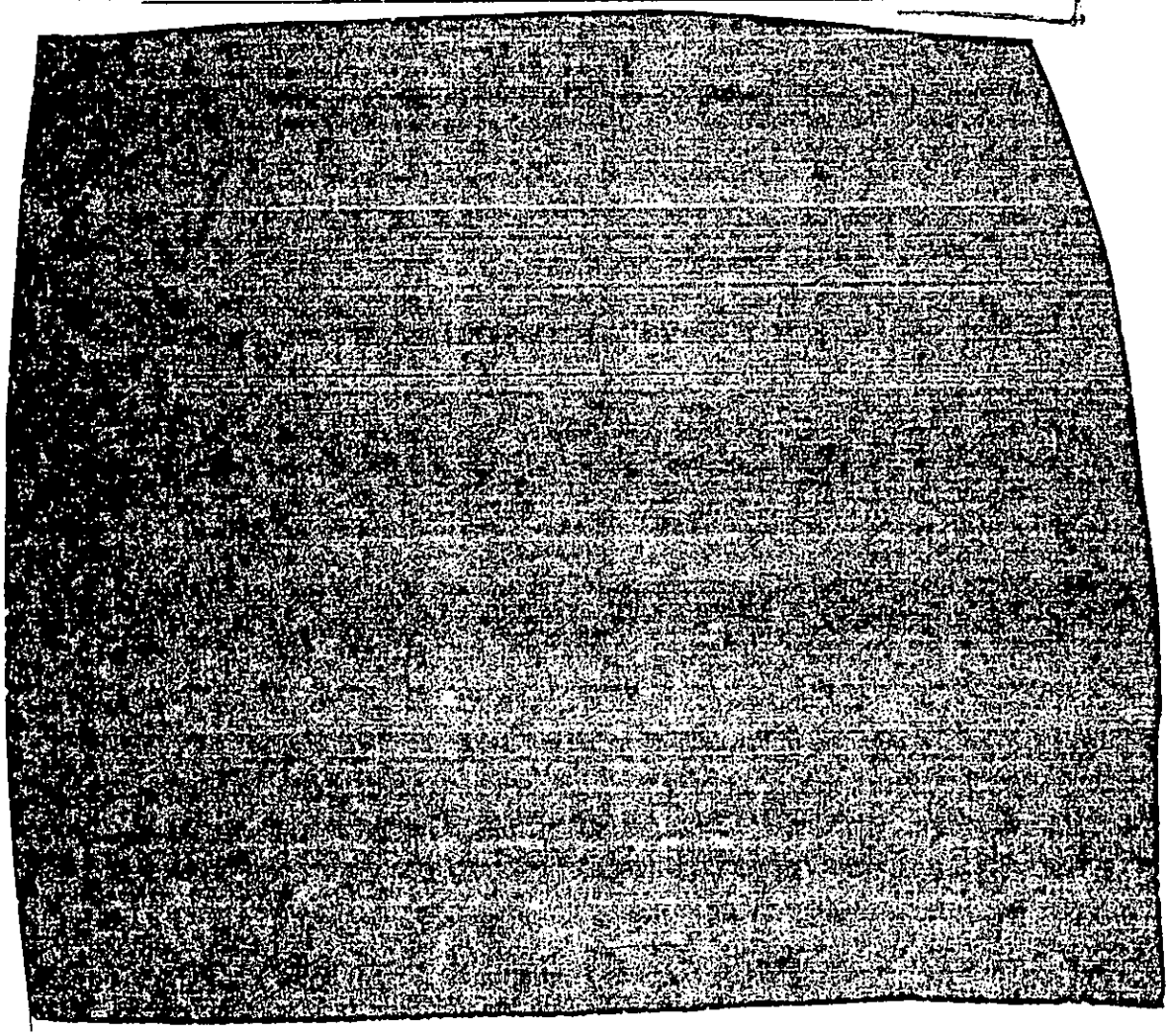
A. (U) FUTURE EXERCISE CONSIDERATIONS

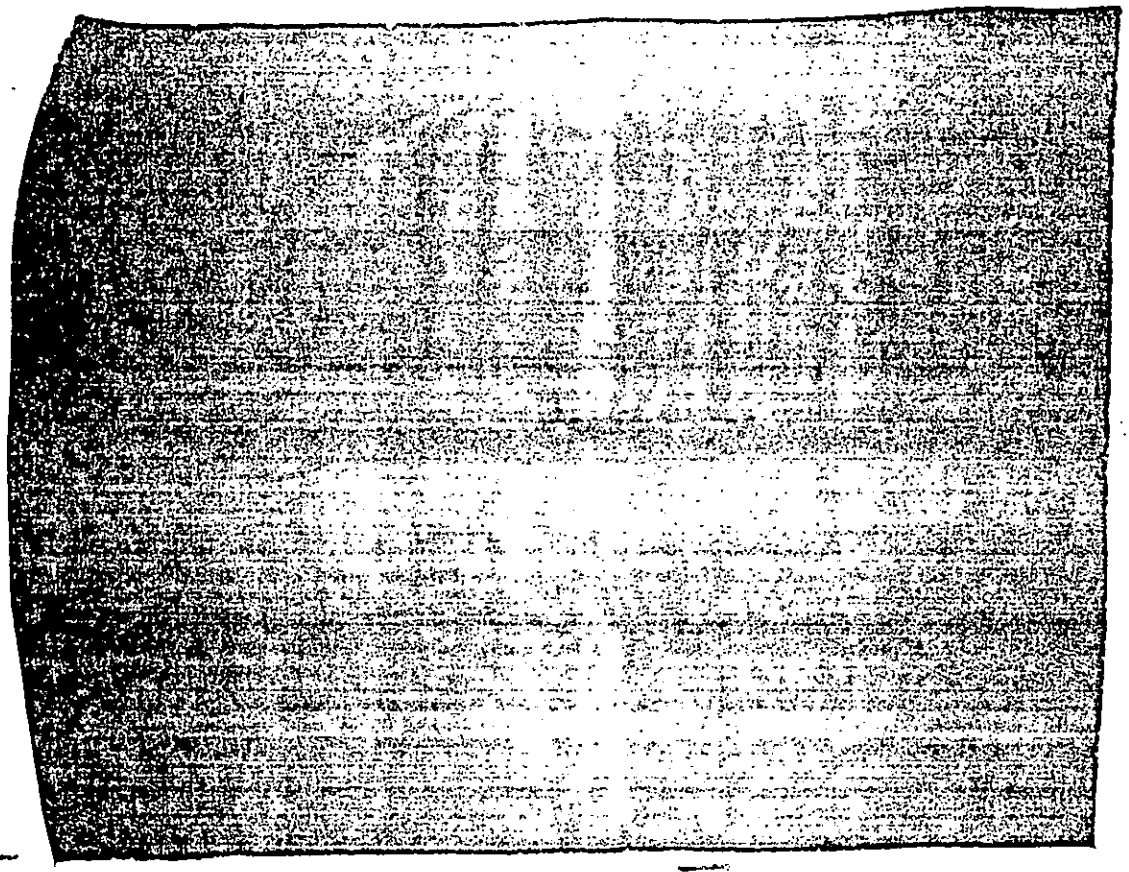
1. (U) Purposes. The purposes of this section are to:

a. (U) Outline areas warranting possible future evaluation or more comprehensive evaluation

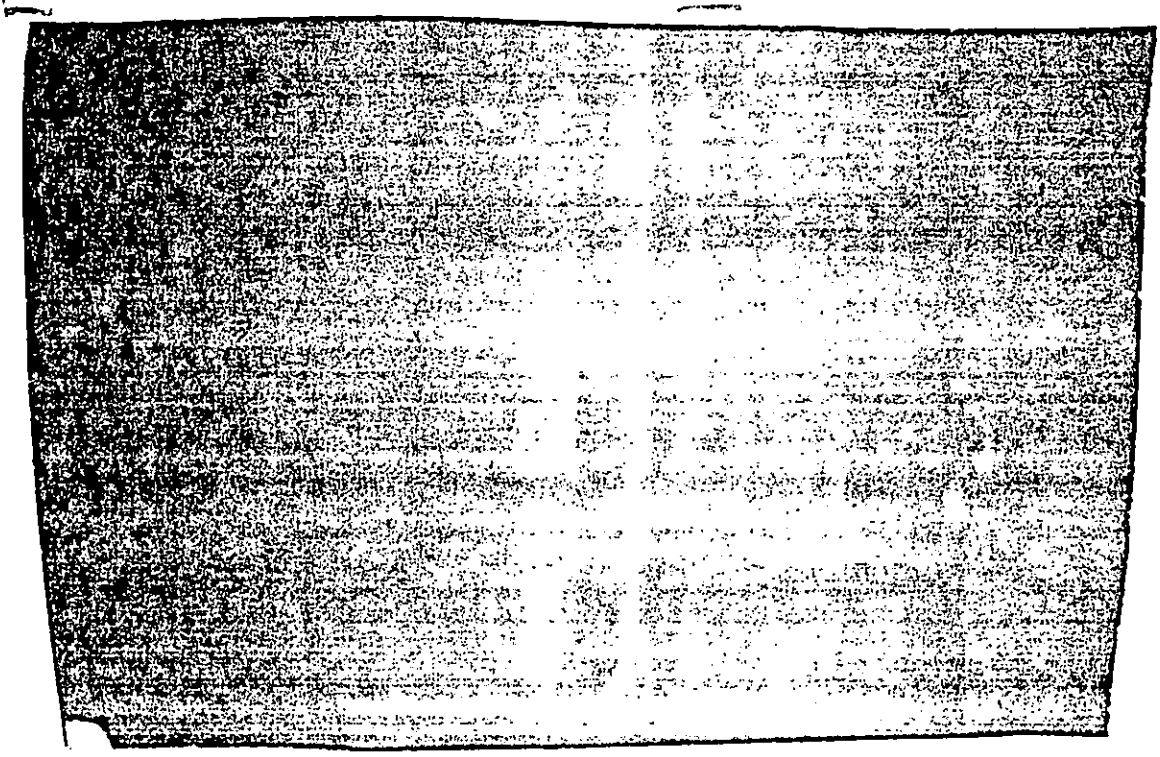
b. (U) Outline areas which have been evaluated repetitively in recent exercises and which have reached a performance plateau which warrants nonselection for evaluation in future exercises.

2. (U) Areas for Future or More Comprehensive Evaluation





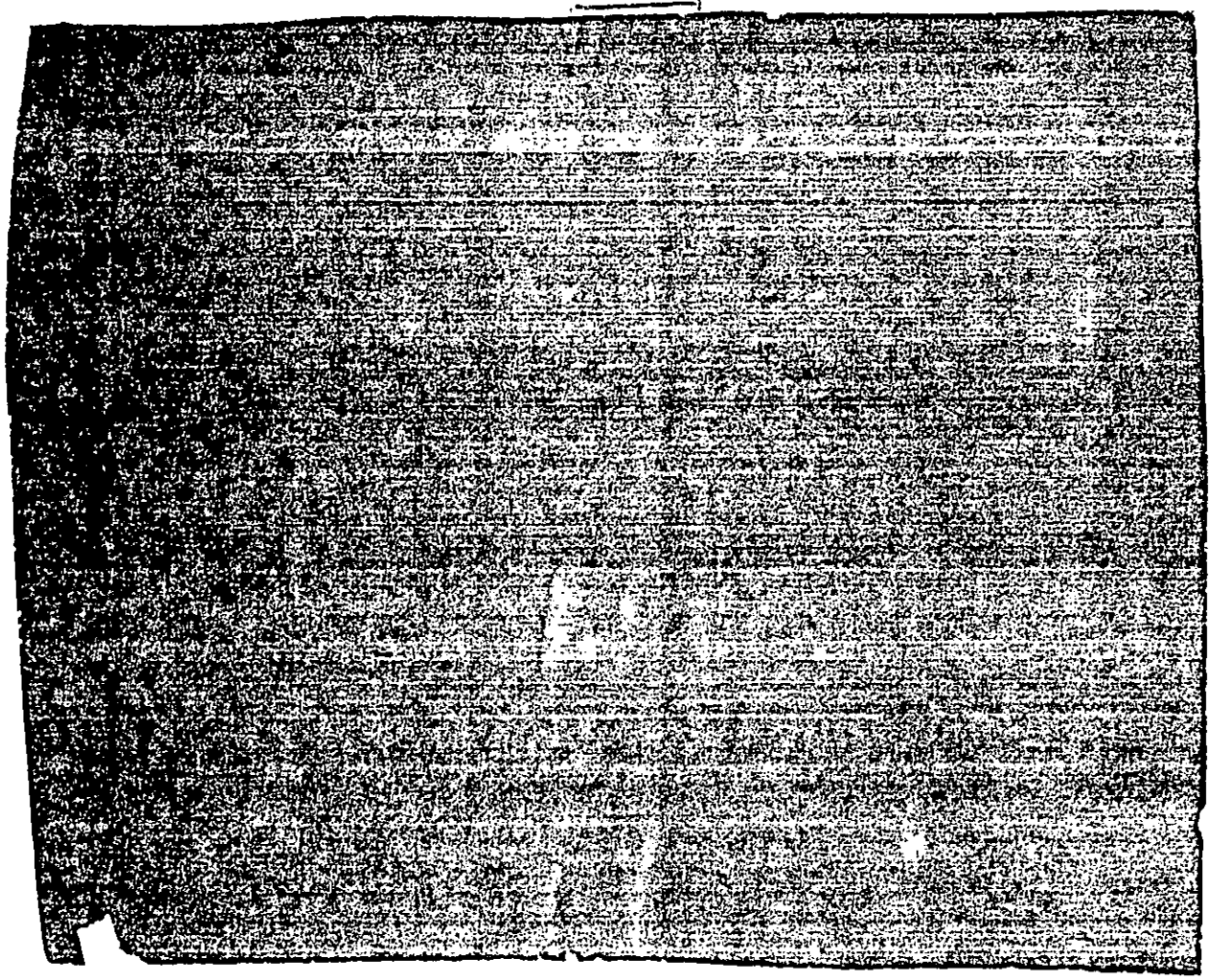
3. (U) Areas Not Requiring Evaluation



B. (U) RECOMMENDED REMEDIAL ACTION PROJECTS

1. (U) Purpose. The purpose of this section is to list the recommended RAP items resulting from the Exercise NIGHT TRAIN 84 Critique Conference, conducted on 21-22 May 1984, and the JCS Remedial Action Program Working Group Meeting, 15 June 1984. Exercise participants submitted a total of 390 critique items. Of this total, 97 become RAP items. The remaining 293 critique items were assigned as single agency actions (94), lessons learned (95), or noted items (73) or were deleted as duplicates or erroneous (31).

2. (U) Recommended RAP Items. The following is a sequential listing of critique items recommended as RAP items. The listing contains the critique item number, the title of the critique item, the recommended office of primary responsibility, and comments. The comments indicate whether or not the critique item should be combined with another or other critique items.



[redacted]

APPENDIX B

(U) EXERCISE NIGHT TRAIN 84 DATA

1. (U) Introduction. The Exercise NIGHT TRAIN 84 E&DCP contained a series of 17 data collection forms. During the exercise, OJCS data collectors used these forms to interview players at the participating commands and agencies. Data collection procedures, forms, and personnel were the same for both Phase I and Phase II of the exercise. This appendix contains a compilation of data obtained from the data collection forms. Exercise analysts used these data in their analyses of the major evaluation areas. Not all data obtained in player interviews and annotated on the data collection forms were conducive to data reduction. The following tables contain only those data which could be reduced to summarized raw data; e.g., questions for which the answers were true or false, yes or no, or multiple choice. The individual data collection forms contain the remaining raw data used in the analyses and are not in this appendix.

2. (U) Summarized Raw Data. The following tables contain the summarized raw data from the data collection forms. The data collection form number identifies each table; the appropriate question number on the form is identified in the left hand column on the table. Responses are identified by command center; amplifying comments are summarized at the bottom of each table by category of personnel interviewed.

3. (U) Data Source. Correlation between responses and questions are to be made by referring to the appropriate document. The following reduced data are based on the data collection forms contained in the following documents.

a. (U) Forms 1 through 16 are contained in the "Evaluation and Data Collection Plan, Exercise NIGHT TRAIN 84 (U)"; OJCS; Appendix 2 to Annex G to COSIN to EXPLAN 0025; 27 February 1984.

[redacted]

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(U) FORM 1

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
8A	NMCC	13	31 YES	7 NO
8B	NMCC	13	27 YES	1 NO
8C	NMCC	13	12 YES	11 NO
8D	NMCC	13	16 YES	9 NO
8E	NMCC	13	17 YES	6 NO
8F	NMCC	13	17 YES	7 NO
8G	NMCC	13	17 YES	5 NO
8H	NMCC	13	4 YES	16 NO
8I	NMCC	13		23 NO
9A	NMCC	13	22 YES	11 NO
9B	NMCC	13	7 YES	26 NO
9C	NMCC	13	21 YES	13 NO
9D	NMCC	13	22 YES	8 NO
9E	NMCC	13	18 YES	7 NO

(UNCLASSIFIED)

(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

- (U) NONE.

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

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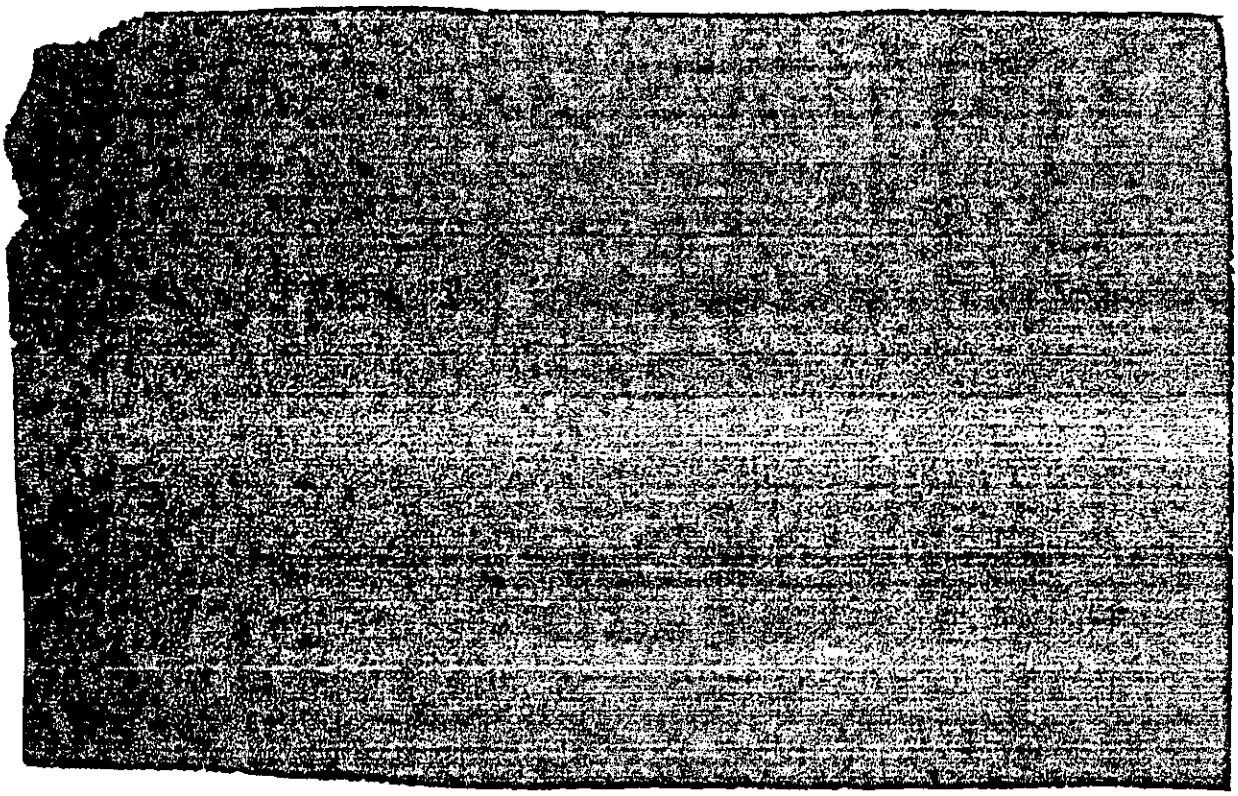
(U) FORM 4B

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
2	NMCC	2	2 YES	
	USPACOM	1	1 YES	
	TOTAL	3	3 YES	
3	NMCC	2		2 NO
	TOTAL	2		2 NO
4	NMCC	2	1 YES	1 NO
	TOTAL	2	1 YES	1 NO
6	NMCC	2	2 YES	
	USPACOM	1		1 NO
	TOTAL	3	2 YES	1 NO
10b	USPACOM	1	1 YES	
	TOTAL	1	1 YES	
10c	USPACOM	1		1 NO
	TOTAL	1		1 NO
12	NMCC	1		1 NO
	USPACOM	1		1 NO
	TOTAL	2		2 NO
18	USPACOM	1		1 NO
	TOTAL	1		1 NO

(UNCLASSIFIED)

(U) FORM 4B



(U) OBSERVATIONS

(U) SUPERVISORS:

(U) QUESTION 2

- (S) NMCC: CONCERN WAS FOR PROTECTIVE CLOTHING FOR CHEMICAL WARFARE PARTICIPANTS FOR GROUND AND AIR. MILITARY SERVICES WERE TASKED TO IDENTIFY NEEDS AND OSD WAS ASKED TO INCREASE CIVIL PRODUCTION.

(U) QUESTION 12

- (U) NMCC: JOINT TRANSPORTATION BOARD WAS NOT CONSULTED OR INVOLVED.

(U) ACTION OFFICERS:

(U) QUESTION 2

- [redacted]

(U) QUESTION 4

- [redacted]

(U) QUESTION 6

- [redacted]

(U) QUESTION 12

- [redacted]

(U) QUESTION 18

- [redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE OBSERVED.

(U) DATA COLLECTOR:

- (U) NONE OBSERVED.

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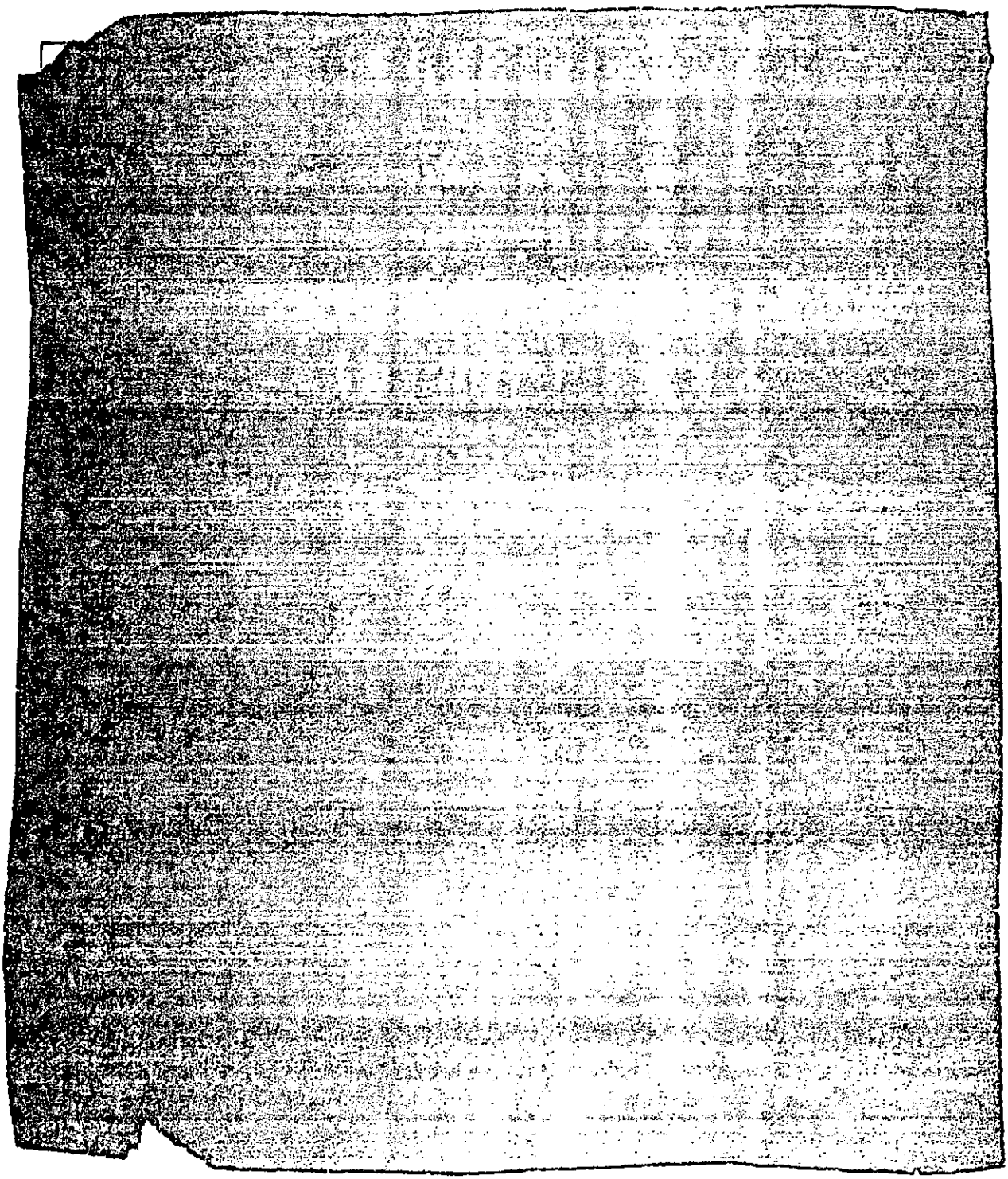
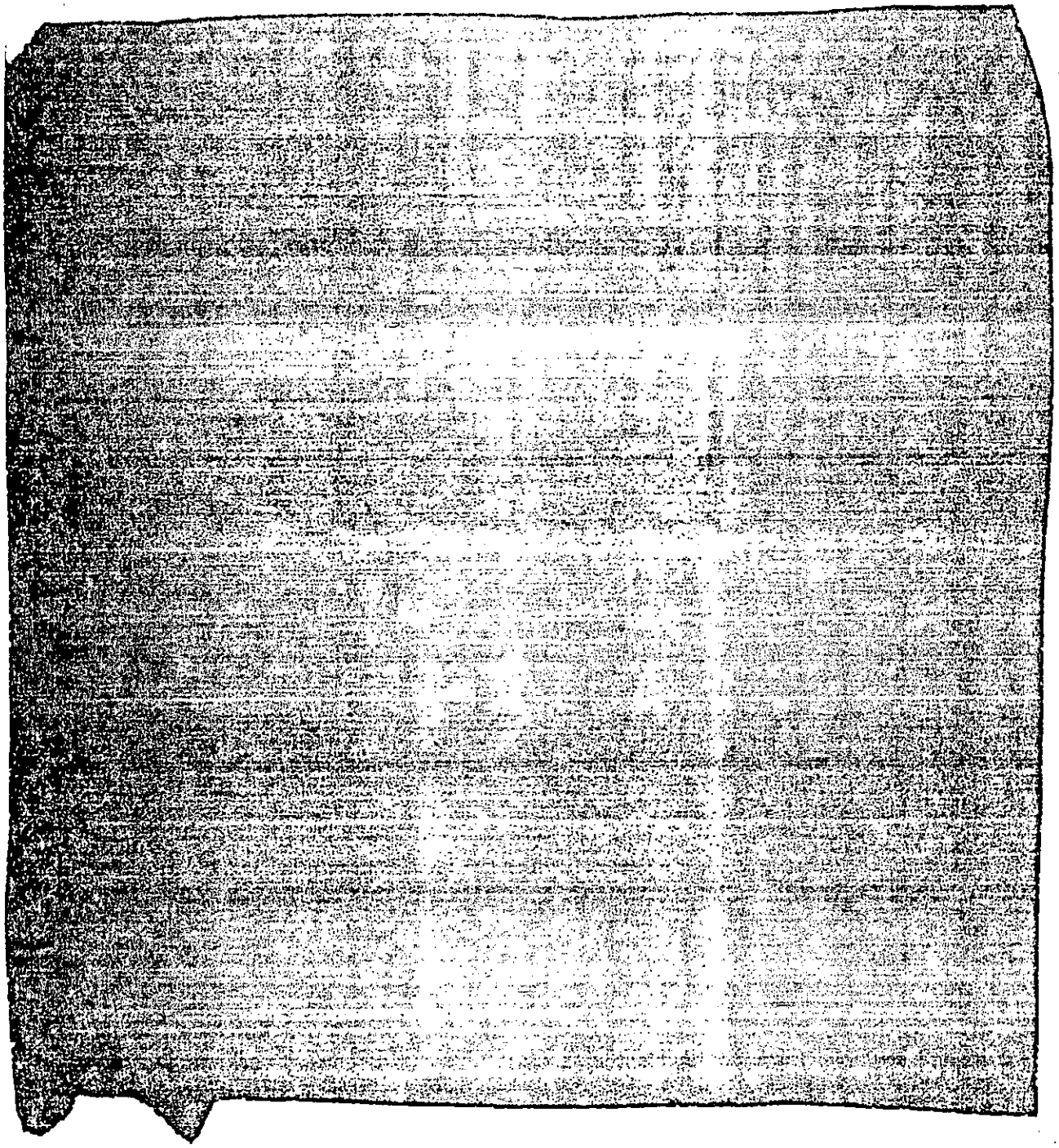
(U) FORM 5

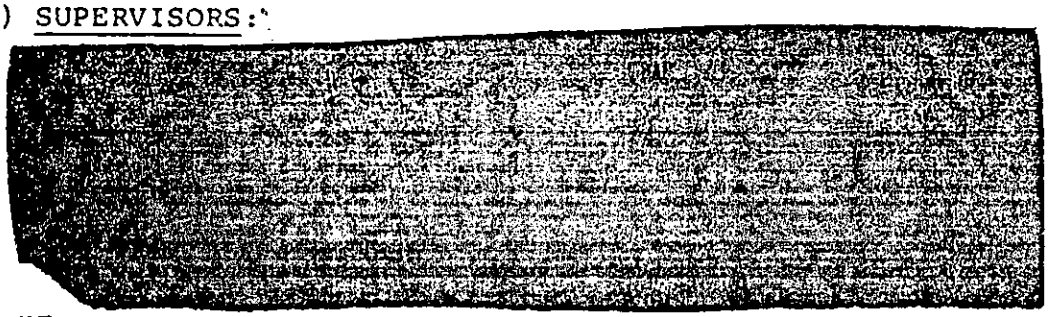


(U) FORM 5

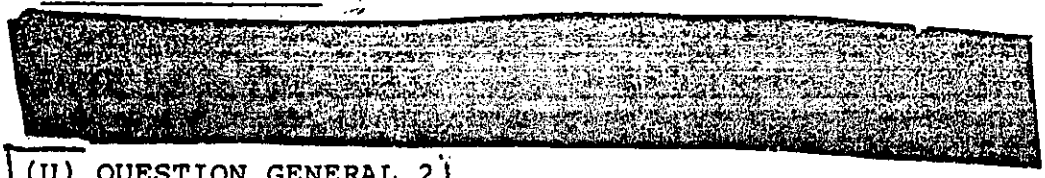


(U) OBSERVATIONS

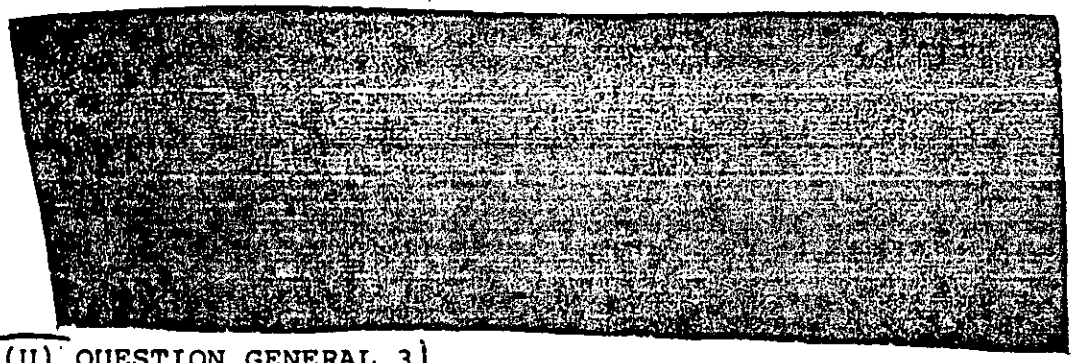
(U) SUPERVISORS:



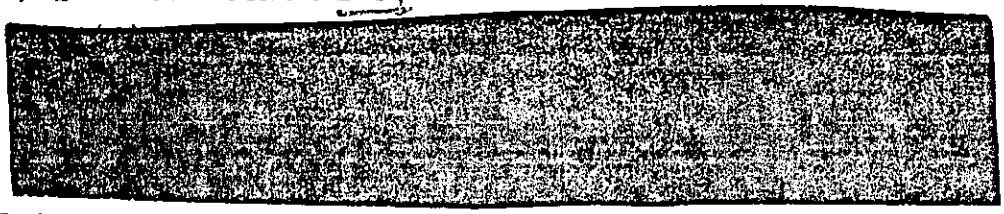
(U) ACTION OFFICERS:



(U) QUESTION GENERAL 2



(U) QUESTION GENERAL 3



(U) SUPPORT PERSONNEL:

- (U) NONE OBSERVED.

(U) DATA COLLECTOR:

- (U) NONE OBSERVED.

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(U) FORM 6

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
1	NMCC	21	13 YES	8 NO
2	NMCC	13	2 YES	11 NO
3	NMCC	22	12 YES	10 NO
4	NMCC	21	21 YES	
5	NMCC	21	20 YES	1 NO
6	NMCC	21	9 YES	12 NO
7	NMCC	5	4 YES	1 NO
8	NMCC	19	17 YES	2 NO
9	NMCC	17	1 YES	16 NO
10	NMCC	21	20 YES	1 NO

(UNCLASSIFIED)

(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE OBSERVED.

(U) ACTION OFFICERS:

(U) QUESTION 1

[redacted]

(U) QUESTION 4

[redacted]

- (U) NMCC: ONLY TWO LRC TEAM CHIEFS AND CCG LIAISON OFFICER HAD CONTACTS WITH THE OSD CCG.

(U) QUESTION 6

[redacted]

(U) QUESTION 7

[redacted]

(U) QUESTION 8

[redacted]

(U) QUESTION 9

[redacted]

(U) SUPPORT PERSONNEL:

(U) QUESTION 4

[redacted]

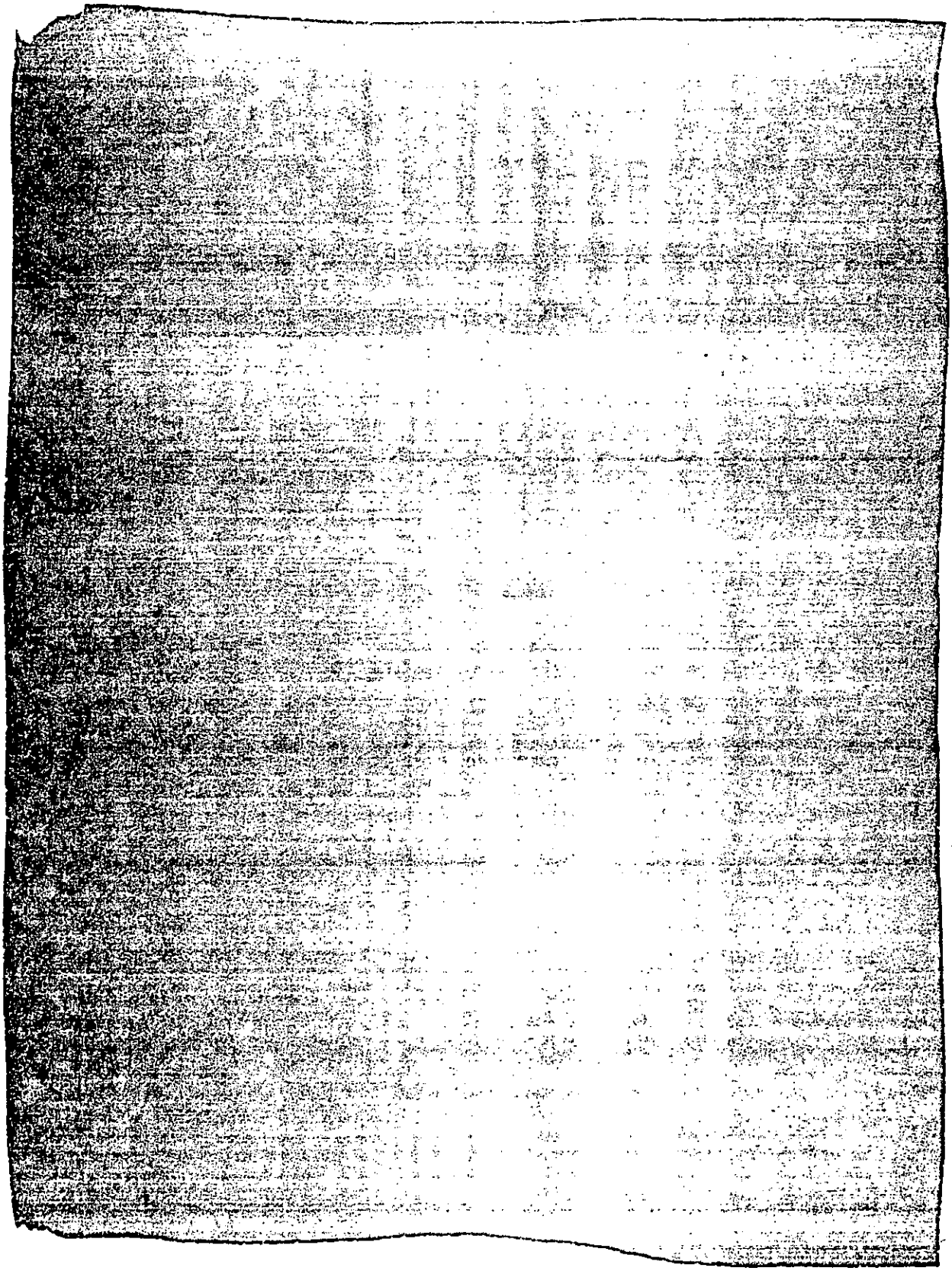
(U) QUESTION 6

[redacted]

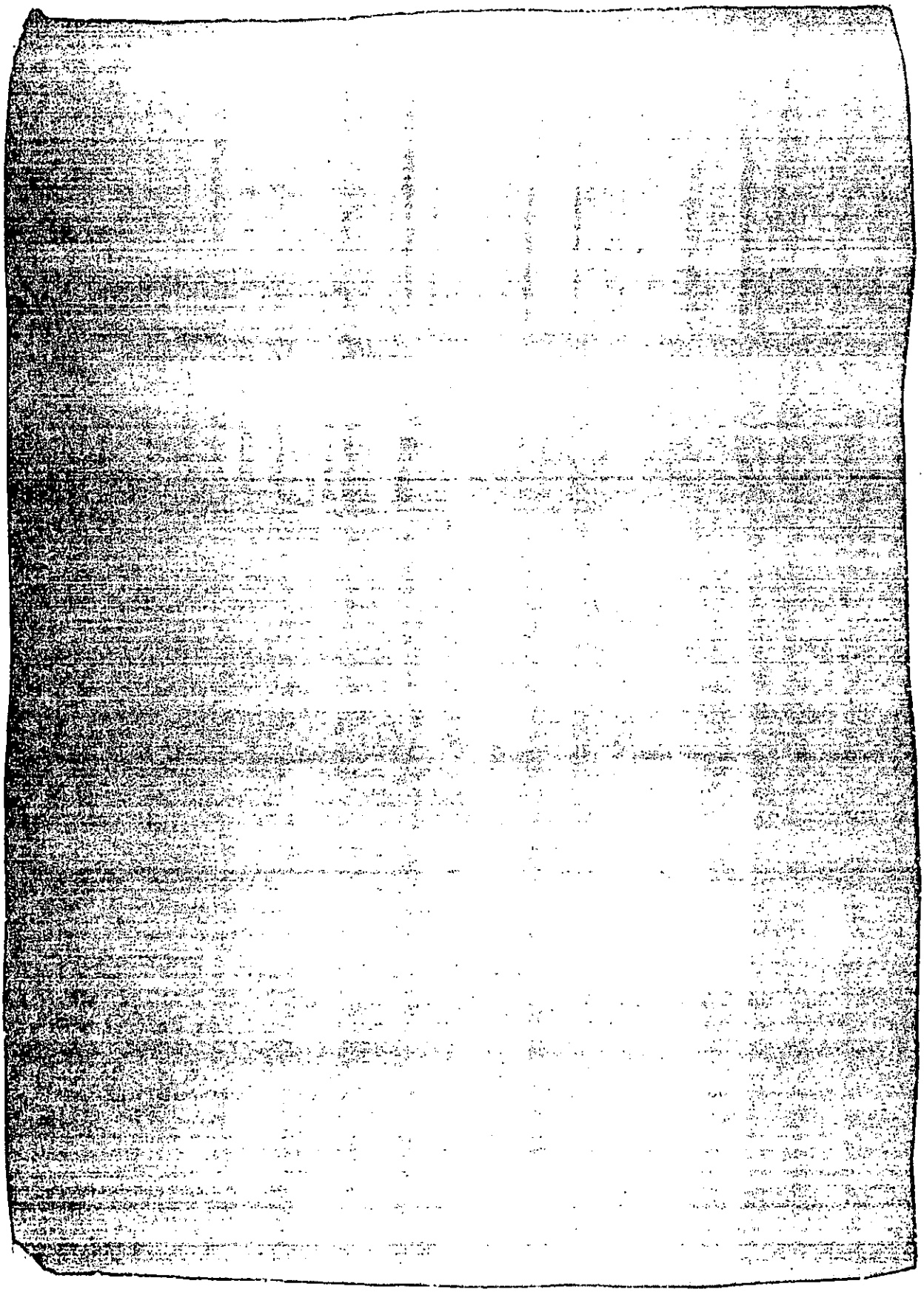
(U) DATA COLLECTORS:

- (U) NONE OBSERVED.

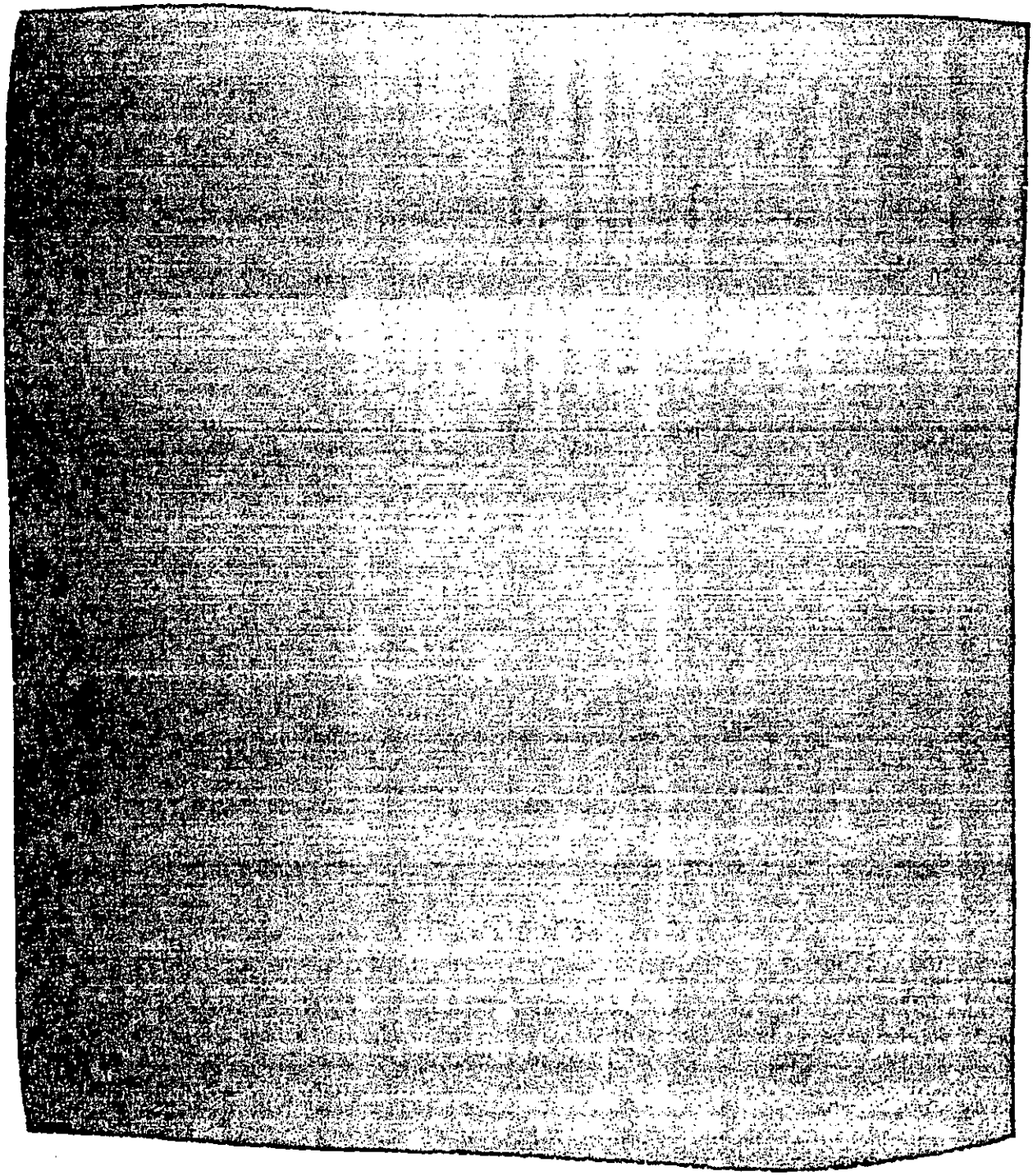
(U) FORM 7



(U) FORM 7



(C) FORM 7



(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE OBSERVED.

(U) ACTION OFFICERS:

(U) QUESTION 4

[redacted]

- (U) NMCC: EXCEPT FOR SLOW SPREAD SHEET DATA.

(U) QUESTION 5B

- (U) NMCC: ONE OF THE BEST IN TERMS OF GUIDANCE I HAVE EVER SEEN.

(U) QUESTION 6B

[redacted]

(U) QUESTION 8

- (U) CINCSAC: SCENARIO DID NOT REQUIRE QUERIES FROM SAC.

(U) QUESTION 9

[redacted]

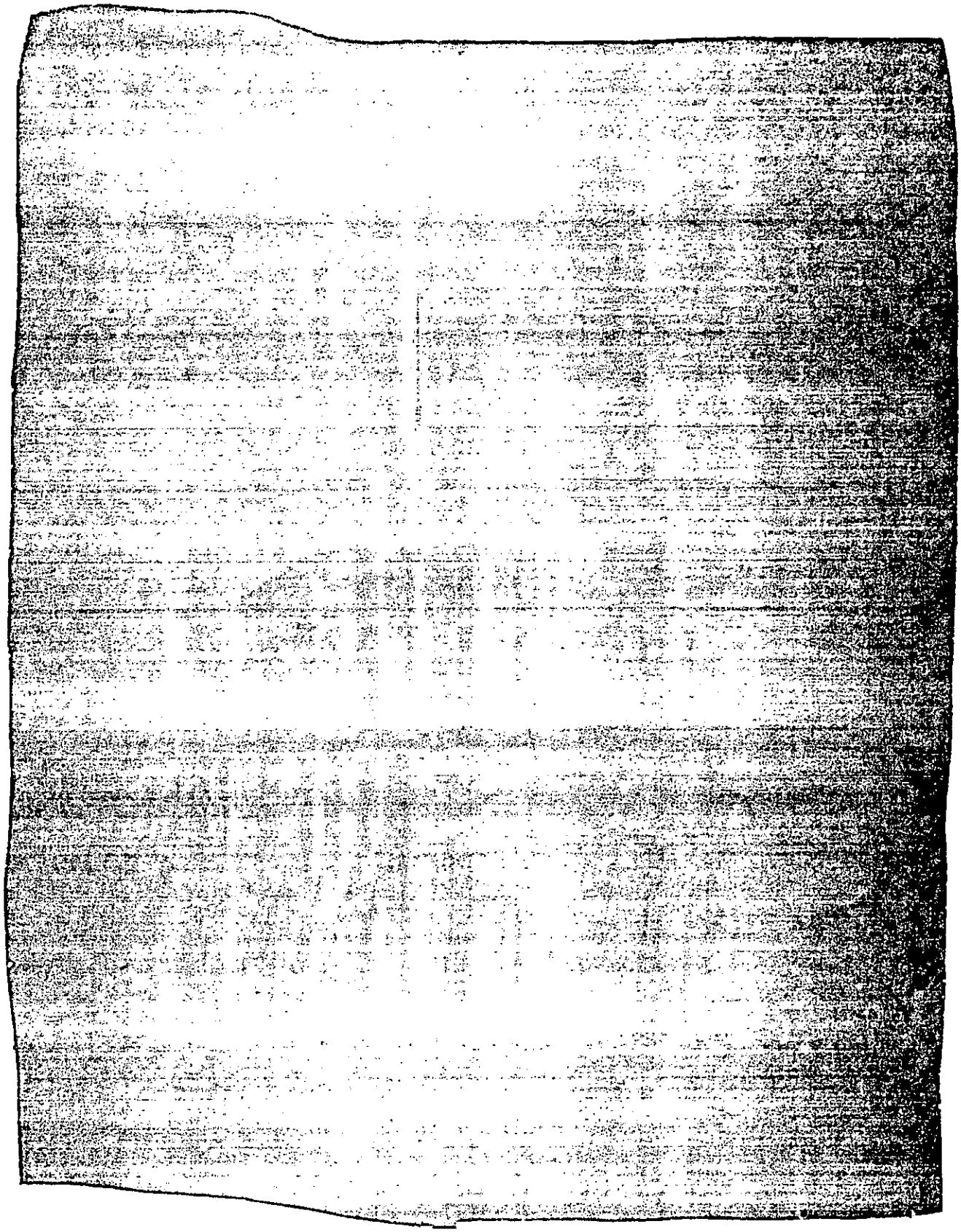
(U) SUPPORT PERSONNEL:

- (U) NONE OBSERVED.

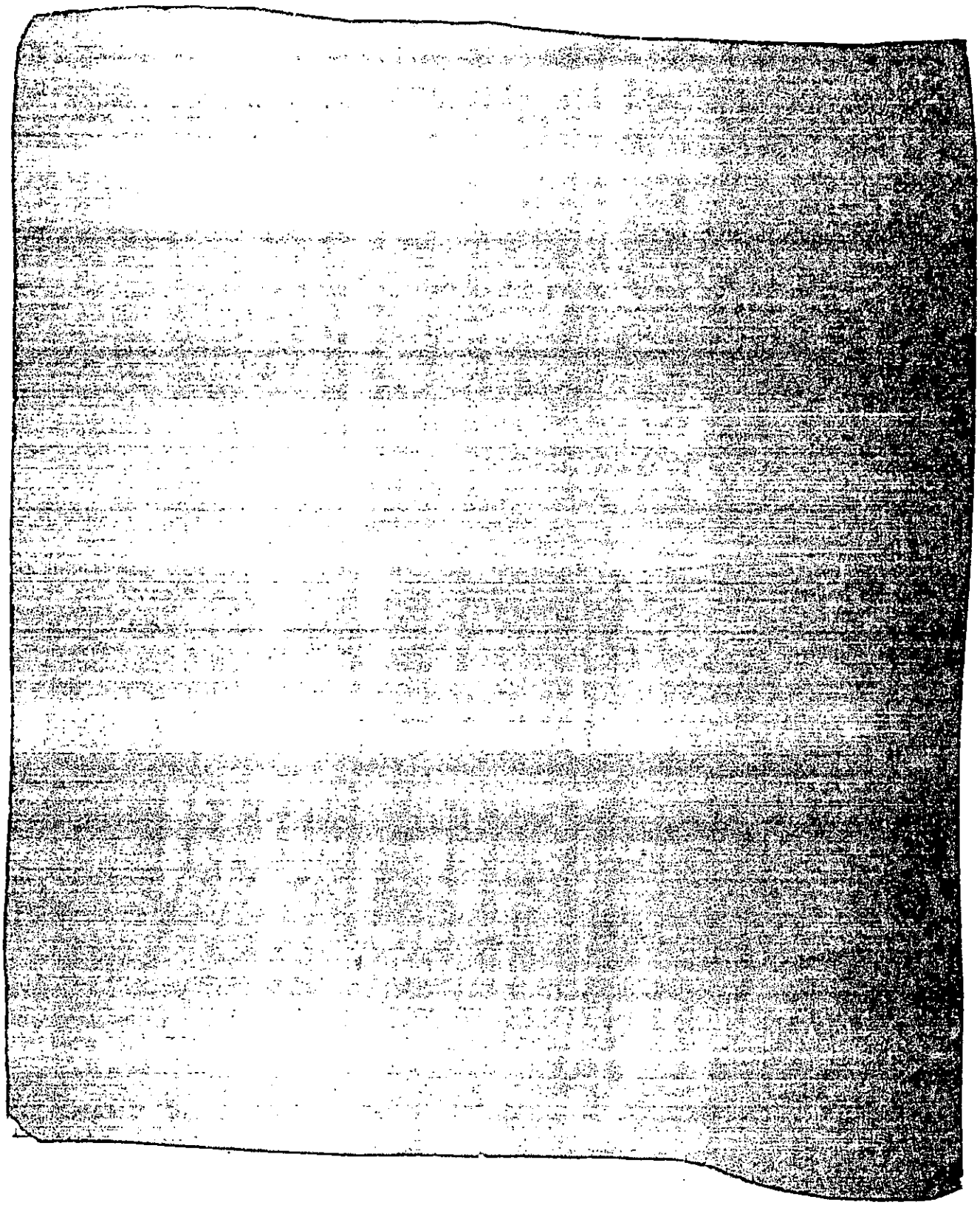
(U) DATA COLLECTORS:

- (U) NONE OBSERVED.

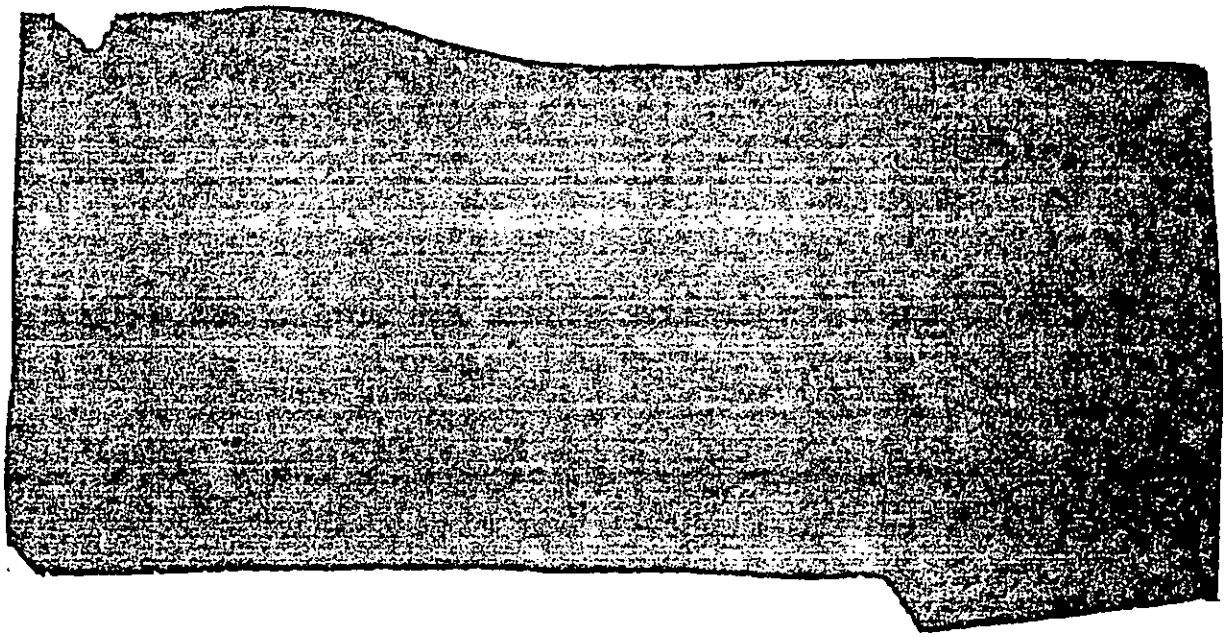
(U) FORM 8



(U) FORM 8



(U) FORM 8



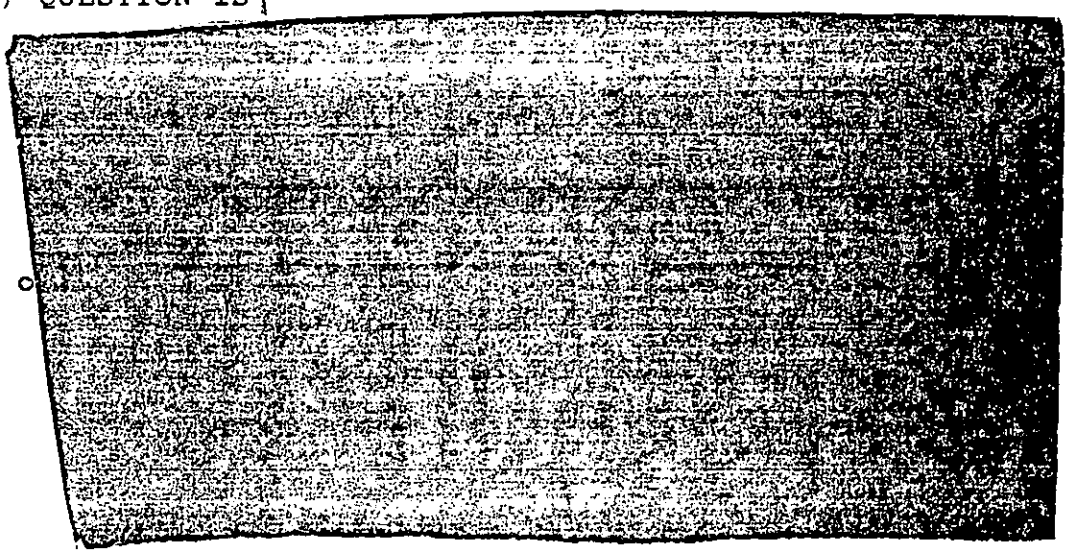
(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

(U) QUESTION 1B



[redacted]

(U) QUESTION 2A

[redacted]

(U) QUESTION 2B

[redacted]

(U) QUESTION 3

- (S) USCINCPAC ABNCP: CARDA NEEDS ROOM FOR CLEAR TEXT LOCATION NAME. NEED TO CONVERT LOCATION DATA

[redacted]

[redacted]

(U) QUESTION 5A

- (U) USARREG: NONE EXISTS AT THIS LEVEL.

(U) QUESTION 6

[redacted]

(U) QUESTION 8A

[redacted]

(U) QUESTION 9B

[redacted]

[redacted]

(U) QUESTION 9C

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

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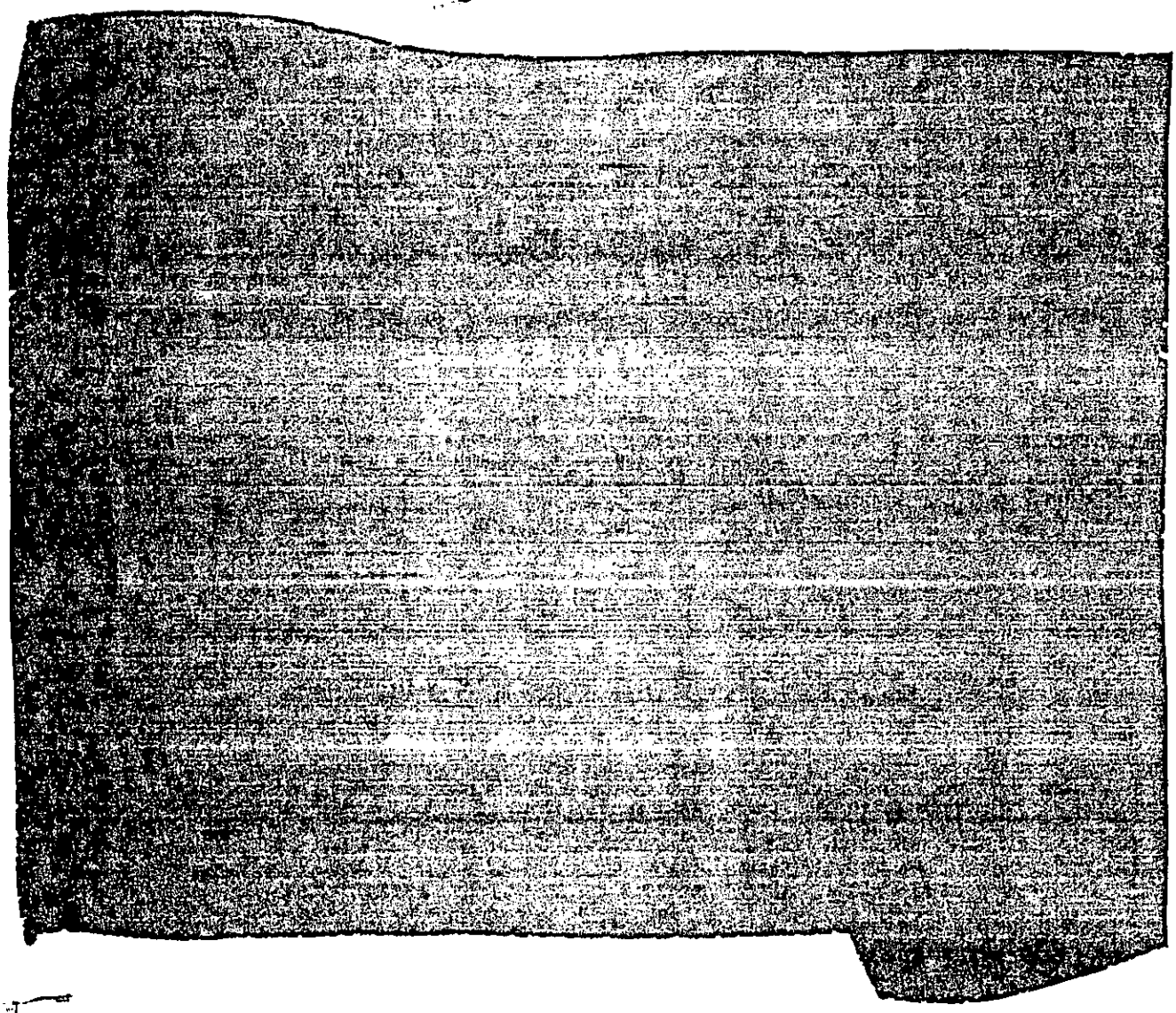
(U) FORM 10



(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

- (U) NONE.

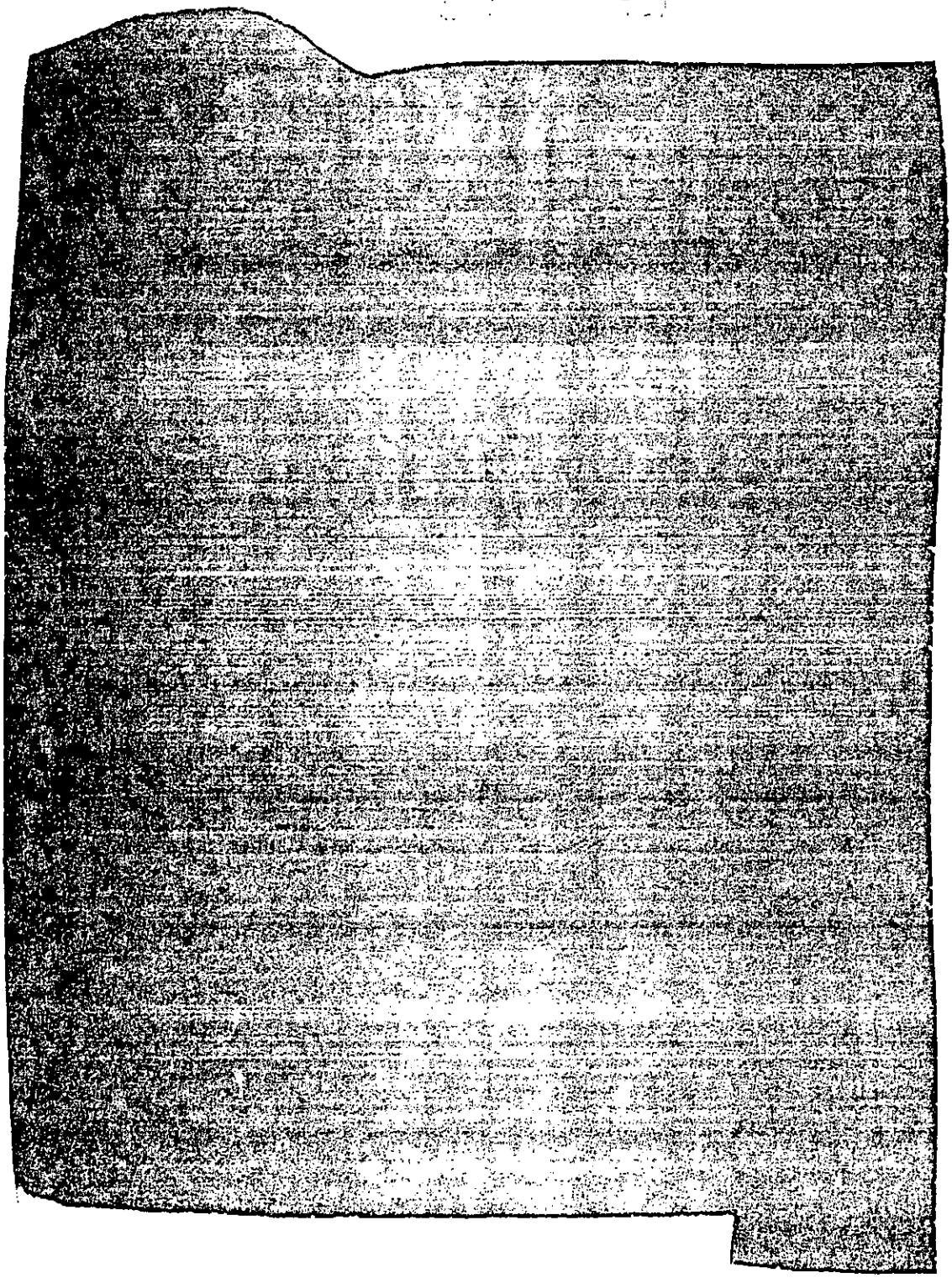
(U) SUPPORT PERSONNEL:

- (U) NONE.

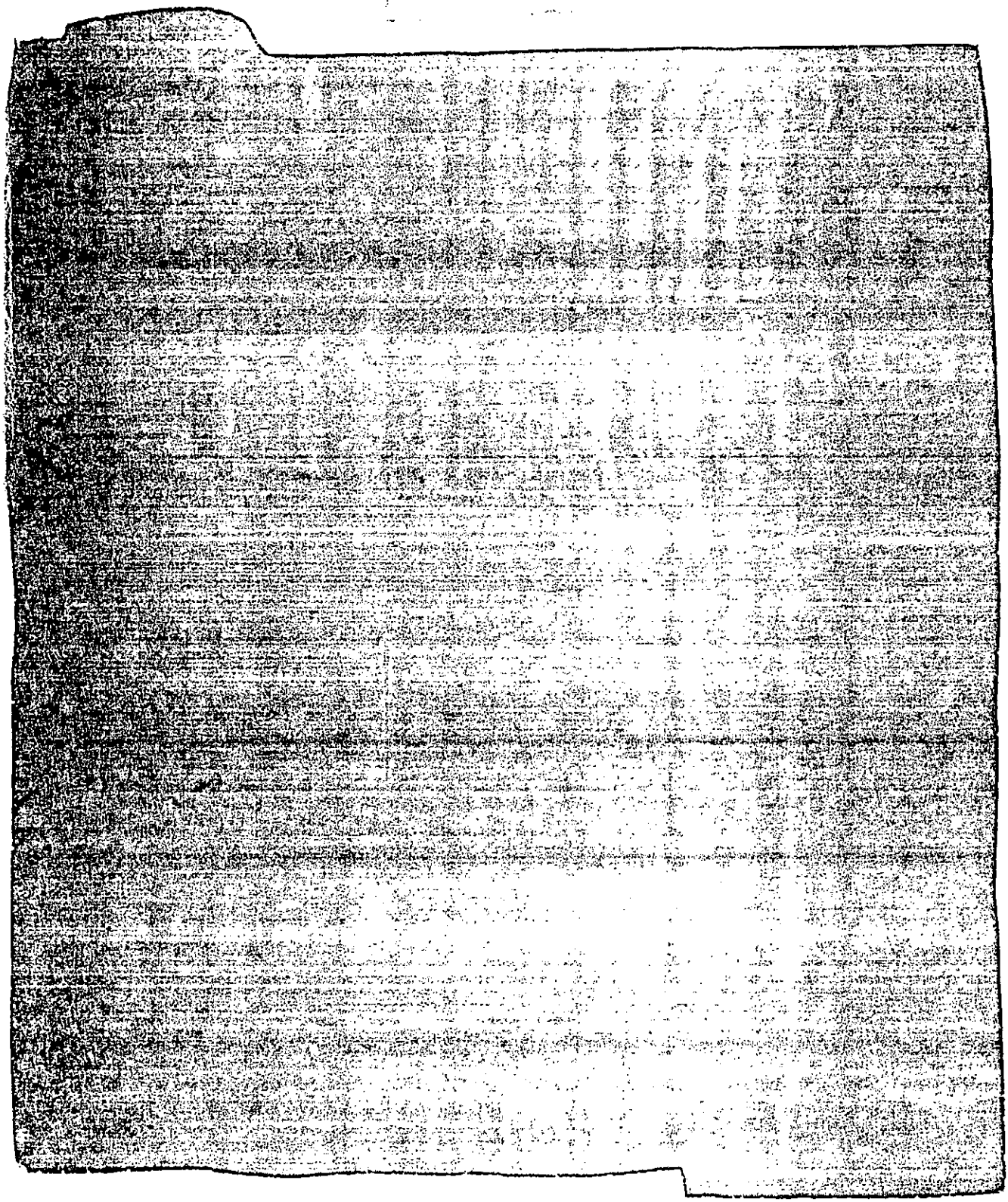
(U) DATA COLLECTORS:

- (U) NONE.

(U) FORM 11



(U) FORM 11



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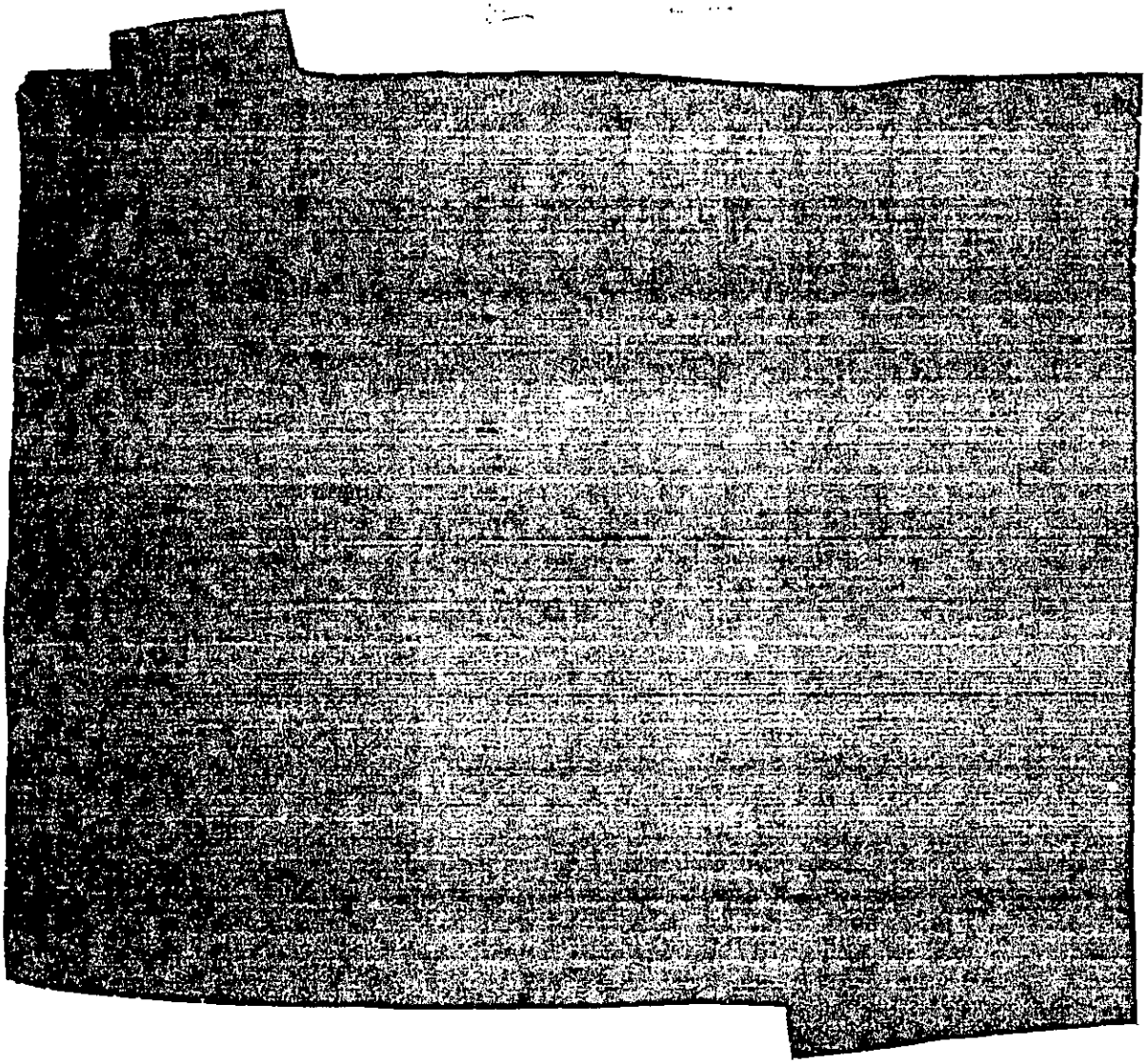
(U) FORM 11



(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

- (U) NONE.

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

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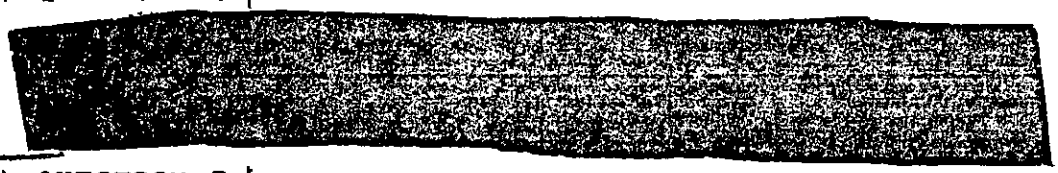
(U) OBSERVATIONS

(U) SUPERVISORS:

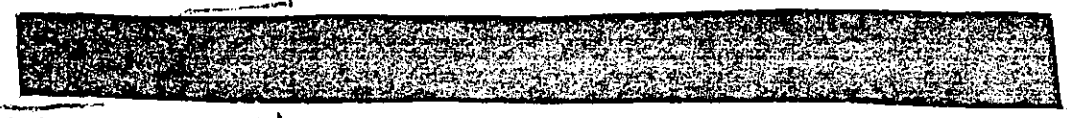
- (U) NONE.

(U) ACTION OFFICERS:

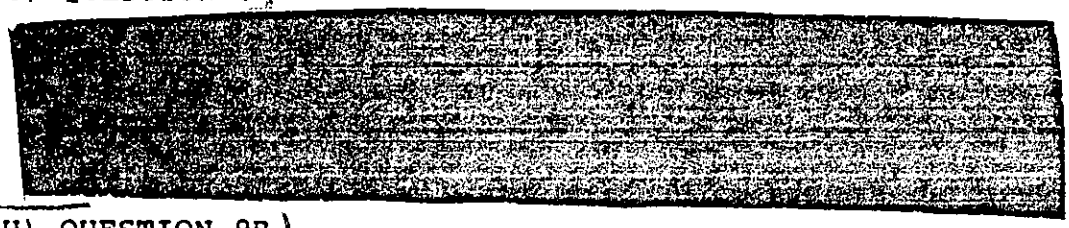
(U) QUESTION 6



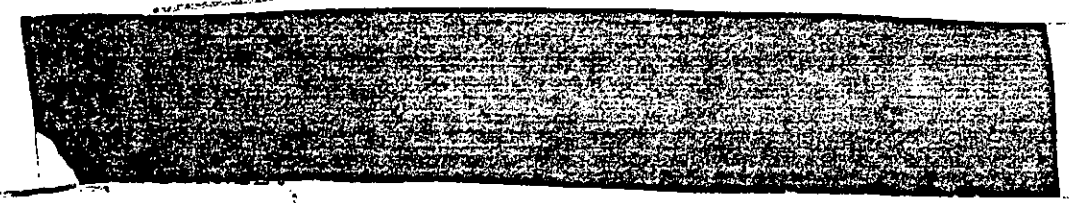
(U) QUESTION 7



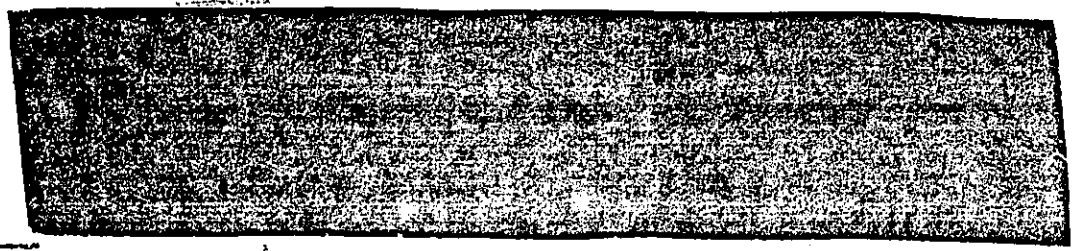
(U) QUESTION 8



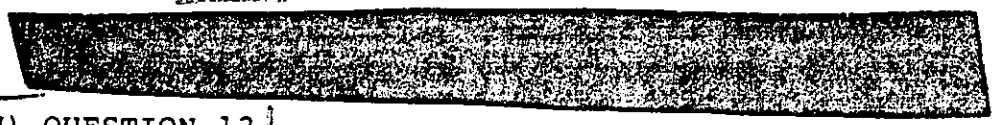
(U) QUESTION 9B



(U) QUESTION 10



(U) QUESTION 11



(U) QUESTION 12

- (U) ALL: 6 SPACE, 3 TEMPERATURE, AND 4 NOISE LEVELS.

[redacted]

[redacted]

(U) QUESTION 14

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE OBSERVED.

(U) DATA COLLECTORS:

- (U) NONE OBSERVED.

[redacted]

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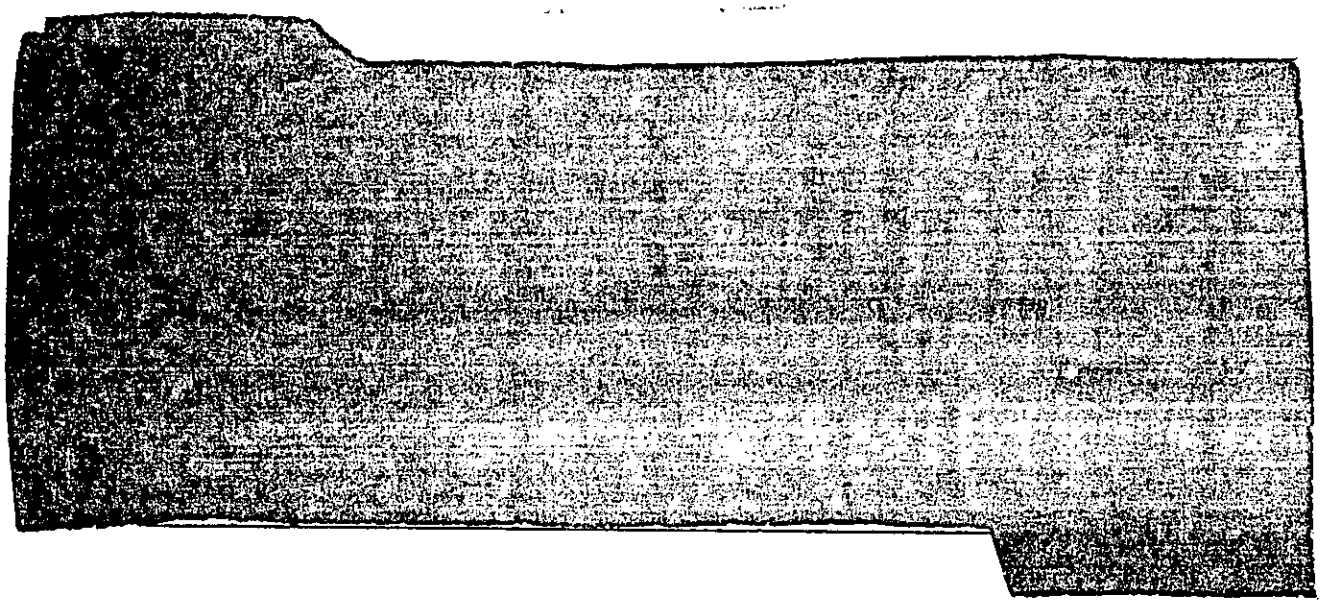
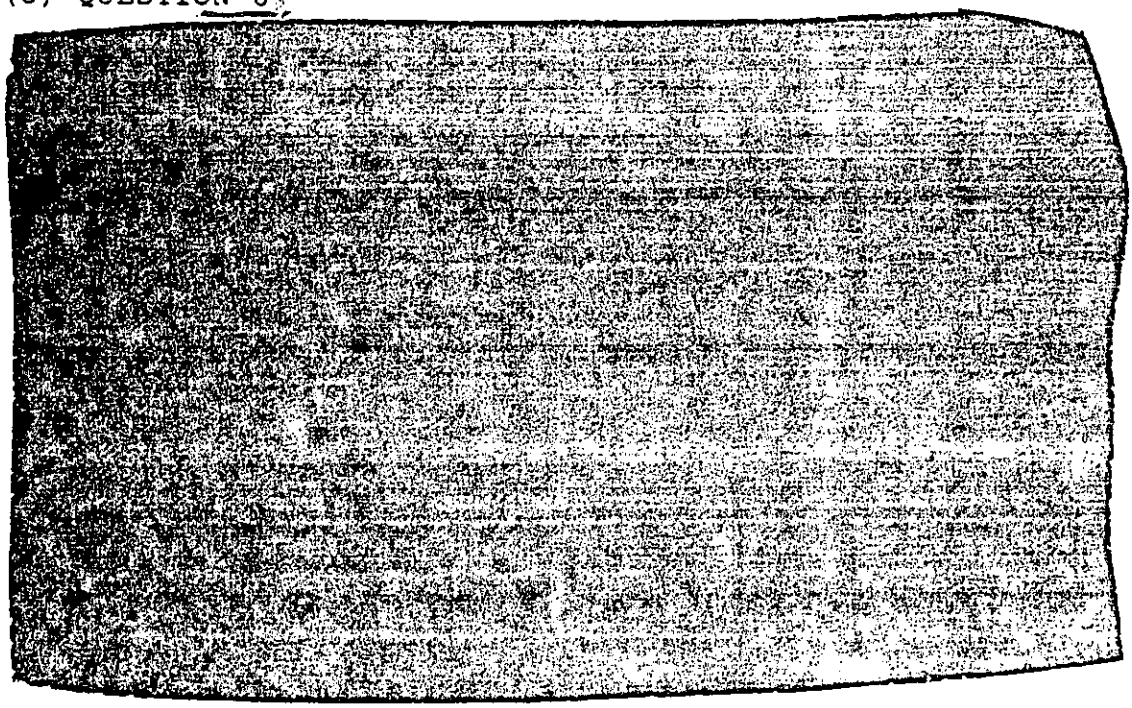
(U) FORM 12A



(U) OBSERVATIONS

(U) SUPERVISORS:

(U) QUESTION 8



(U) ACTION OFFICERS:

(U) QUESTION 5

[redacted]

(U) QUESTION 6

[redacted]

(U) QUESTION 8

[redacted]

(U) QUESTION 9

[redacted]

(U) QUESTION 10

[redacted]

(U) ACTION OFFICERS:

- (U) NONE.

(U) SUPPORT PERSONNEL:

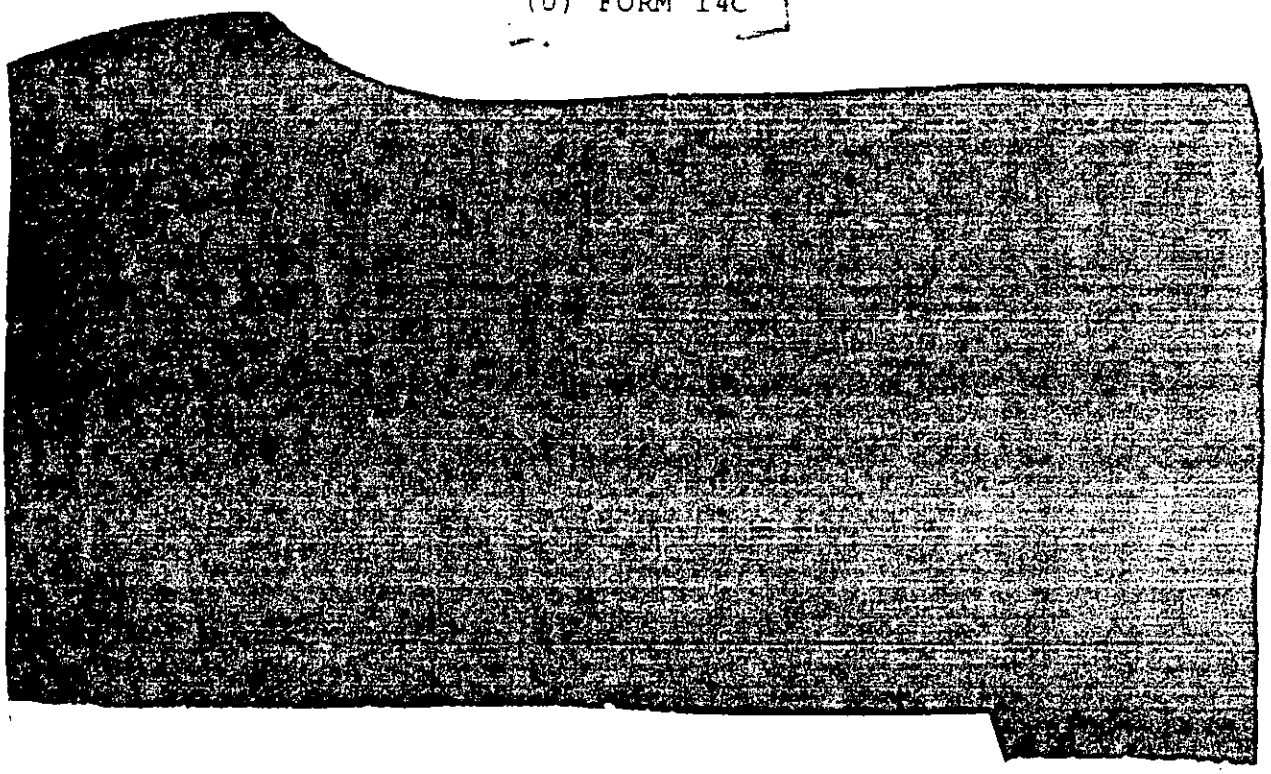
- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

[redacted]

(U) FORM 14C



(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

- (U) NONE.

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

[redacted]

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[redacted]

(U) FORM 14D

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
2	FEMA	2		2 NO
4	FEMA	2		2 NO
6	FEMA	2	1 YES	1 NO
8	FEMA	2	1 YES	1 NO

(UNCLASSIFIED)

(U) OBSERVATIONS

(U) SUPERVISORS:

(U) QUESTION 2

[redacted]

(U) QUESTION 6

[redacted]

- (U) FEMA: THERE SHOULD HAVE BEEN MORE CIVIL-MILITARY COORDINATION.

(U) ACTION OFFICERS:

(U) QUESTION 2

[redacted]

(U) QUESTION 4

[redacted]

[redacted]

[redacted]

(U) QUESTION 6

[redacted]

(U) QUESTION 8

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

[redacted]

[redacted]

(U) FORM 15 5 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
1	FEMA VII	2	1 YES	1 NO
2	FEMA VII	4		4 NO
3	FEMA VII	4	1 YES	3 NO
4	FEMA VII	4		4 NO
5	FEMA VII	5	2 YES	3 NO
6	FEMA VII	4	3 YES	1 NO
7	FEMA VII	5	5 YES	
8	FEMA VII	4	4 YES	

(UNCLASSIFIED)

(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

(U) QUESTION 5

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

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(U) FORM 15 6 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
1	USLANTCOM	3		3 NO
	USREDCOM	6	1 YES	5 NO
	CONUSA 5	5	2 YES	3 NO
	FEMA VI	12	3 YES	9 NO
	FEMA VII	3	2 YES	1 NO
	TOTAL	29	8 YES	21 NO
2	USLANTCOM	1		1 NO
	USREDCOM	3		3 NO
	CONUSA 5	5		5 NO
	FEMA VI	12	1 YES	11 NO
	FEMA VII	4		4 NO
	TOTAL	25	1 YES	24 NO
3	USLANTCOM	1		1 NO
	USREDCOM	4		4 NO
	CONUSA 5	5	2 YES	3 NO
	FEMA VI	12	1 YES	11 NO
	FEMA VII	4	1 YES	3 NO
	TOTAL	26	4 YES	22 NO
4	USREDCOM	4		4 NO
	CONUSA 5	5	1 YES	4 NO
	FEMA VI	11	2 YES	9 NO
	FEMA VII	4		4 NO
	TOTAL	24	3 YES	21 NO

(UNCLASSIFIED)

[redacted]

(U) FORM 15 6 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
5	USREDCOM	2		2 NO
	CONUSA 5	5	5 YES	
	FEMA VI	12	6 YES	6 NO
	FEMA VII	2	1 YES	1 NO
	TOTAL	21	12 YES	9 NO
6	CONUSA 5	5	2 YES	3 NO
	FEMA VI	10	7 YES	3 NO
	FEMA VII	2	2 YES	
	TOTAL	17	11 YES	6 NO
7	USREDCOM	6	6 YES	
	CONUSA 5	4		4 NO
	FEMA VI	12	10 YES	2 NO
	FEMA VII	4	4 YES	
	TOTAL	26	20 YES	6 NO
8	USREDCOM	2	2 YES	
	FEMA VI	12	10 YES	2 NO
	FEMA VII	4	3 YES	1 NO
	TOTAL	18	15 YES	3 NO

(UNCLASSIFIED)

[redacted]

[redacted]

(U) OBSERVATIONS

(U) SUPERVISORS:

(U) QUESTION 1

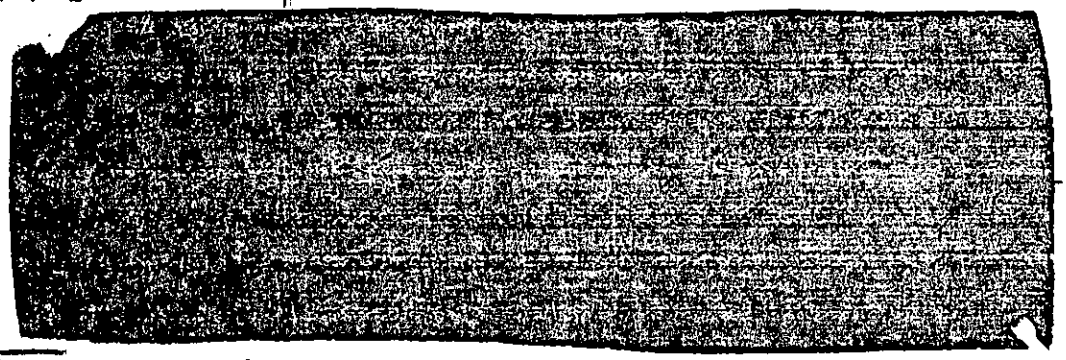
- (U) USREDCOM: RECOMMEND STANDARDIZATION OF TERMINOLOGY; E.G., IMPLEMENTATION VERSUS EXECUTION. THIS WOULD MAKE JCS AND USREDCOM's IMPLEMENTATION ORDER CLEARER TO FEMA AND THE CONUSAs.

(U) QUESTION 5

- (U) ALL: 1 COMMUNICATION PROBLEMS.

(U) ACTION OFFICERS:

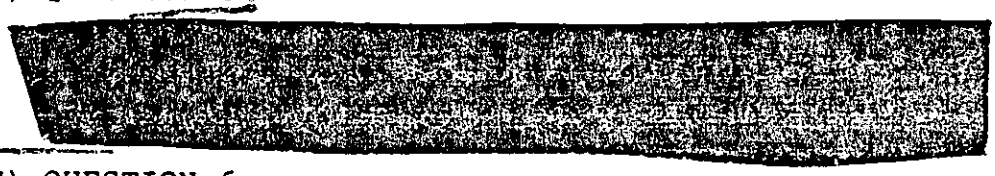
(U) QUESTION 1



(U) QUESTION 3

- (U) CONUSA 5: ALL FORMATS WERE NOT SUBMITTED IN 5 PARAGRAPH OPERATION ORDER FORMAT. REQUESTS FOR ASSISTANCE WERE IN STATEMENT FORMAT.

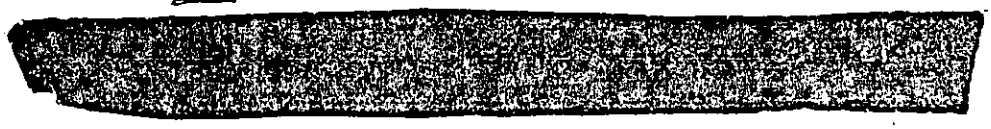
(U) QUESTION 5



(U) QUESTION 6

- J(U) STARCs: REQUEST FOR MSCD HAVE BEEN MADE BY FEMA VI.

(U) QUESTION 7



[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

[redacted]

[redacted]

(U) FORM 15 7 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
1	USREDCOM	3		3 NO
	CONUSA 5	5	1 YES	4 NO
	FEMA VI	14	3 YES	11 NO
	TOTAL	22	4 YES	18 NO
2	USREDCOM	2		2 NO
	CONUSA 5	9		9 NO
	FEMA VI	13		13 NO
	TOTAL	24		24 NO
3	USREDCOM	2		2 NO
	CONUSA 5	4	1 YES	3 NO
	FEMA VI	18	1 YES	17 NO
	TOTAL	24	2 YES	22 NO
4	USREDCOM	5		5 NO
	CONUSA 5	4	1 YES	3 NO
	FEMA VI	14	1 YES	13 NO
	TOTAL	23	2 YES	21 NO
5	USREDCOM	1		1 NO
	CONUSA 5	6	5 YES	1 NO
	FEMA VI	17	13 YES	4 NO
	TOTAL	24	18 YES	6 NO

(UNCLASSIFIED)

[redacted]

(U) FORM 15 7 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
6	USREDCOM	1		1 NO
	CONUSA 5	4	1 YES	3 NO
	FEMA VI	14	11 YES	3 NO
	FEMA VII	4		4 NO
	TOTAL	23	12 YES	11 NO
7	USREDCOM	3	3 YES	
	CONUSA 5	5	2 YES	3 NO
	FEMA VI	18	15 YES	3 NO
	TOTAL	26	20 YES	6 NO
8	USREDCOM	2	2 YES	
	CONUSA 5	4	4 YES	
	FEMA VI	17	15 YES	2 NO
	TOTAL	23	21 YES	2 NO

(UNCLASSIFIED)

(U) OBSERVATIONS

(U) SUPERVISORS:

(U) QUESTION 5

[redacted]

[redacted]

(U) ACTION OFFICERS:

(U) QUESTION 1

[redacted]

(U) QUESTION 3

[redacted]

(U) QUESTION 5

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

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(U) FORM 15 8 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
1	NMCC	1	1 YES	
	USLANTCOM	1		1 NO
	USREDCOM	4	3 YES	1 NO
	CONUSA 5	9	5 YES	4 NO
	FEMA VI	5		5 NO
	TOTAL	20	9 YES	11 NO
2	USLANTCOM	1		1 NO
	USREDCOM	3		3 NO
	CONUSA 5	6		6 NO
	FEMA VI	5		5 NO
	TOTAL	15		15 NO
3	USLANTCOM	1		1 NO
	USREDCOM	4		4 NO
	CONUSA 5	7	4 YES	3 NO
	FEMA VI	5		5 NO
	TOTAL	17	4 YES	13 NO
4	USLANTCOM	1		1 NO
	USREDCOM	4	3 YES	1 NO
	CONUSA 5	6	1 YES	5 NO
	FEMA VI	5	1 YES	4 NO
	TOTAL	16	5 YES	11 NO

(UNCLASSIFIED)

(U) FORM 15 8 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
5	NMCC	1	1 YES	
	USLANTCOM	1		1 NO
	USREDCOM	3	2 YES	1 NO
	CONUSA 5	8	6 YES	2 NO
	FEMA VI	5	3 YES	2 NO
	TOTAL	18	12 YES	6 NO
6	NMCC	1		1 NO
	USLANTCOM	1		1 NO
	USREDCOM	1	1 YES	
	CONUSA 5	5	3 YES	2 NO
	FEMA VI	3	3 YES	
	TOTAL	11	7 YES	4 NO
7	NMCC	1	1 YES	
	USLANTCOM	1		1 NO
	USREDCOM	4	4 YES	
	CONUSA 5	8	5 YES	3 NO
	FEMA VI	5	4 YES	1 NO
	TOTAL	19	14 YES	5 NO
8	USREDCOM	1	1 YES	
	CONUS 5	4	2 YES	2 NO
	FEMA VI	5	4 YES	1 NO
	TOTAL	10	7 YES	3 NO

(UNCLASSIFIED)

(U) OBSERVATIONS

(U) SUPERVISORS:

(U) QUESTION 1

[redacted]

(U) QUESTION 4

[redacted]

(U) QUESTION 5

[redacted]

(U) ACTION OFFICERS:

(U) QUESTION 1

[redacted]

(U) QUESTION 4

[redacted]

[redacted]

(U) QUESTION 5

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

[redacted]

[redacted]

(U) FORM 15 9 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
1	USREDCOM	1	1 YES	
	FEMA VI	8		8 NO
	TOTAL	9	1 YES	8 NO
2	USREDCOM	1		1 NO
	FEMA VI	8		8 NO
	TOTAL	9		9 NO
3	FEMA VI	8		8 NO
	TOTAL	8		8 NO
4	FEMA VI	8		8 NO
	TOTAL	8		8 NO
5	FEMA VI	8	3 YES	5 NO
	TOTAL	8	3 YES	5 NO
6	FEMA VI	8	8 YES	
	TOTAL	8	8 YES	
7	USREDCOM	1	1 YES	
	FEMA VI	8	8 YES	
	TOTAL	9	9 YES	
8	FEMA VI	8	8 YES	
	TOTAL	8	8 YES	

(UNCLASSIFIED)

[redacted]

(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

(U) QUESTION 5

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

[redacted]

(U) FORM 15 10 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
1	USLANTCOM	1		1 NO
	USREDCOM	1		1 NO
	CONUSA 5	29	11 YES	18 NO
	FEMA VI	18	5 YES	13 NO
	TOTAL	49	16 YES	33 NO
2	USLANTCOM	1		1 NO
	USREDCOM	1		1 NO
	CONUSA 5	26	2 YES	24 NO
	FEMA VI	18		18 NO
	TOTAL	46	2 YES	44 NO
4	USLANTCOM	1		1 NO
	CONUSA 5	14	5 YES	9 NO
	FEMA VI	18	3 YES	15 NO
	TOTAL	33	8 YES	25 NO
5	USLANTCOM	1	1 YES	
	CONUSA 5	30	21 YES	9 NO
	FEMA VI	18	6 YES	12 NO
	TOTAL	49	28 YES	21 NO
6	USLANTCOM	1	1 YES	
	CONUSA 5	25	14 YES	11 NO
	FEMA VI	18	8 YES	10 NO
	TOTAL	44	23 YES	21 NO

(UNCLASSIFIED)

[redacted]

(U) FORM 15 10 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
7	USLANTCOM	1	1 YES	
	USREDCOM	1		1 NO
	CONUSA 5	28	21 YES	7 NO
	FEMA VI	18	16 YES	2 NO
	TOTAL	48	38 YES	10 NO
8	USLANTCOM	1	1 YES	
	CONUSA 5	21	13 YES	8 NO
	FEMA VI	18	16 YES	2 NO
	TOTAL	40	30 YES	10 NO

(UNCLASSIFIED)

(U) OBSERVATIONS

(U) SUPERVISORS:

(U) QUESTION 1

[redacted]

(U) QUESTION 3

[redacted]

[redacted]

(U) QUESTION 4

- (U) FEMA VI: CONUSA 5's MESSAGE FORMAT REQUIREMENT RECEIVED TODAY. THEY SHOULD HAVE BEEN PROVIDED BEFORE THE EXERCISE.

(U) QUESTION 5

[redacted]

(U) QUESTION 6

[redacted]

(U) ACTION OFFICERS:

(U) QUESTION 1

[redacted]

(U) QUESTION 2

[redacted]

(U) QUESTION 3

[redacted]

(U) QUESTION 4

[redacted]

[redacted]

(U) QUESTION 5

[redacted]

(U) QUESTION 7

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

[redacted]

[redacted]

(U) FORM 15 11 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
1	USREDCOM	4	3 YES	1 NO
	CONUSA 5	27	15 YES	12 NO
	FEMA VI	9	2 YES	7 NO
	TOTAL	40	20 YES	20 NO
2	USREDCOM	2		2 NO
	CONUSA 5	21	2 YES	19 NO
	FEMA VI	9	1 YES	8 NO
	TOTAL	32	3 YES	29 NO
3	USREDCOM	3	3 YES	
	CONUSA 5	23	9 YES	14 NO
	FEMA VI	9	2 YES	7 NO
	TOTAL	35	14 YES	21 NO
4	USREDCOM	4	1 YES	3 NO
	CONUSA 5	22	5 YES	17 NO
	FEMA VI	9	1 YES	8 NO
	TOTAL	35	7 YES	28 NO
5	USREDCOM	4	3 YES	1 NO
	CONUSA 5	27	15 YES	12 NO
	FEMA VI	9	3 YES	6 NO
	TOTAL	40	21 YES	19 NO

(UNCLASSIFIED)

[redacted]

(U) FORM 15 11 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
6	USREDCOM	2	1 YES	1 NO
	CONUSA 5	25	14 YES	11 NO
	FEMA VI	7	6 YES	1 NO
	TOTAL	34	21 YES	13 NO
7	USREDCOM	3	1 YES	2 NO
	CONUSA 5	25	20 YES	5 NO
	FEMA VI	9	9 YES	
	TOTAL	37	30 YES	7 NO
8	USREDCOM	4	4 YES	
	CONUSA 5	18	13 YES	5 NO
	FEMA VI	9	4 YES	5 NO
	TOTAL	31	21 YES	10 NO

(UNCLASSIFIED)

(U) OBSERVATIONS

(U) SUPERVISORS:

(U) QUESTION 1

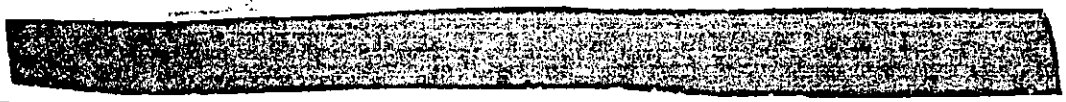
[redacted]

(U) QUESTION 3

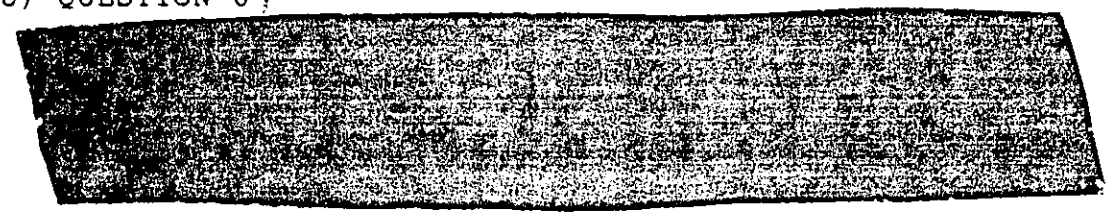
[redacted]

[redacted]

(U) QUESTION 5

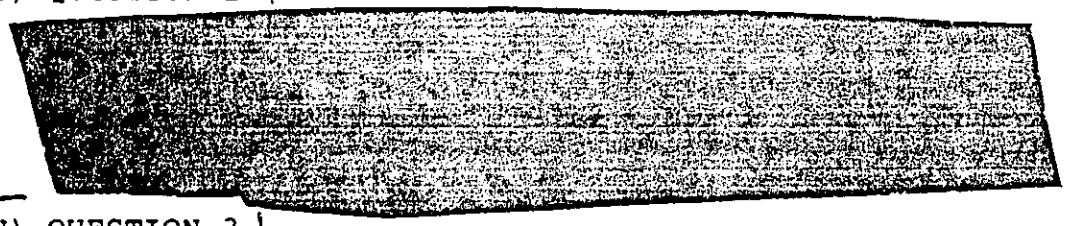


(U) QUESTION 6

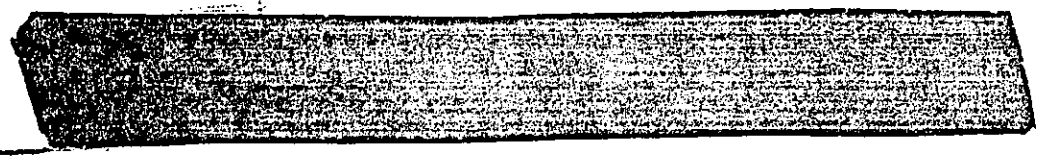


(U) ACTION OFFICERS:

(U) QUESTION 1

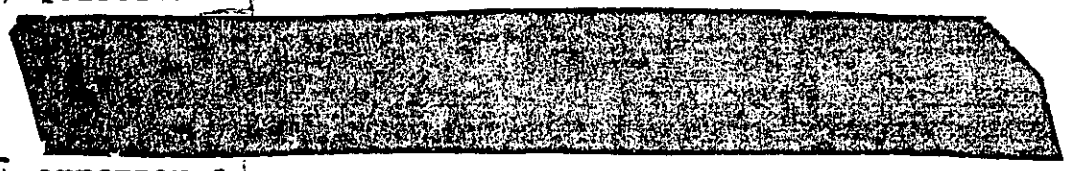


(U) QUESTION 3

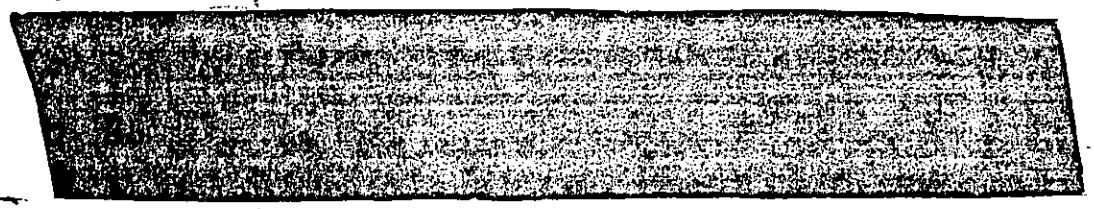


- (U) CONUSA 5: REQUESTS FOR SUPPORT CONTINUE NOT TO BE IN 5 PARAGRAPH FORMAT.

(U) QUESTION 4



(U) QUESTION 5



(U) QUESTION 7

- (U) ALL: NEED MORE ACTION OFFICERS TO RESPOND TO REQUESTS AND NCOs TO RELIEVE ACTION OFFICERS OF ADMINISTRATIVE DETAILS.

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

[redacted]

[redacted]

(U) FORM 15 12 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
1	USREDCOM	1		1 NO
	CONUSA 5	18	6 YES	12 NO
	FEMA VI	7	2 YES	5 NO
	FEMA VII	4	3 YES	1 NO
	TOTAL	30	11 YES	19 NO
2	USREDCOM	1		1 NO
	CONUSA 5	16		16 NO
	FEMA VI	7		7 NO
	FEMA VII	3		3 NO
	TOTAL	27		27 NO
3	USREDCOM	1		1 NO
	CONUSA 5	17	7 YES	10 NO
	FEMA VI	7	2 YES	5 NO
	FEMA VII	3		3 NO
	TOTAL	28	9 YES	19 NO
4	USREDCOM	1		1 NO
	CONUSA 5	15	3 YES	12 NO
	FEMA VI	7	1 YES	6 NO
	FEMA VII	3		3 NO
	TOTAL	26	4 YES	22 NO

(UNCLASSIFIED)

[redacted]

(U) FORM 15 12 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
5	USREDCOM	1	1 YES	
	CONUSA 5	15	8 YES	7 NO
	FEMA VI	7	3 YES	4 NO
	FEMA VII	4	3 YES	1 NO
	TOTAL	27	15 YES	12 NO
6	USREDCOM	1	1 YES	
	CONUSA 5	14	7 YES	7 NO
	FEMA VI	7	4 YES	3 NO
	FEMA VII	4	1 YES	3 NO
	TOTAL	26	13 YES	13 NO
7	USREDCOM	1	1 YES	
	CONUSA 5	16	11 YES	5 NO
	FEMA VI	7	4 YES	3 NO
	FEMA VII	4	2 YES	2 NO
	TOTAL	28	18 YES	10 NO
8	USREDCOM	1	1 YES	
	CONUSA 5	15	11 YES	4 NO
	FEMA VI	7	6 YES	1 NO
	FEMA VII	3	1 YES	2 NO
	TOTAL	26	19 YES	7 NO

(UNCLASSIFIED)

[redacted]

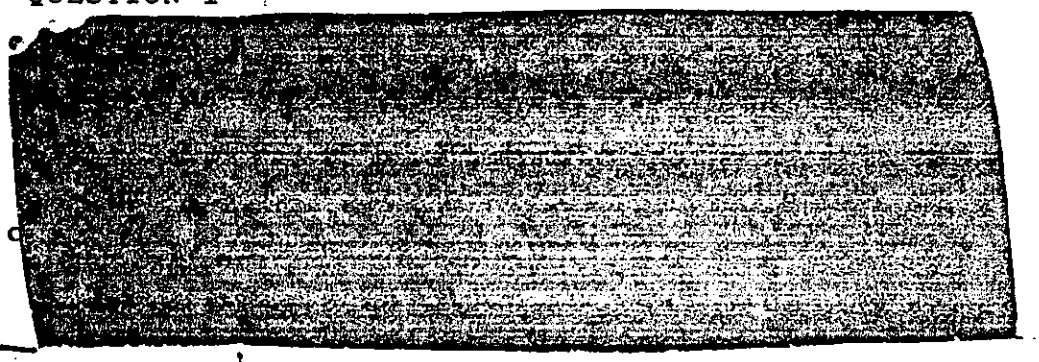
(U) OBSERVATIONS

(U) SUPERVISORS:

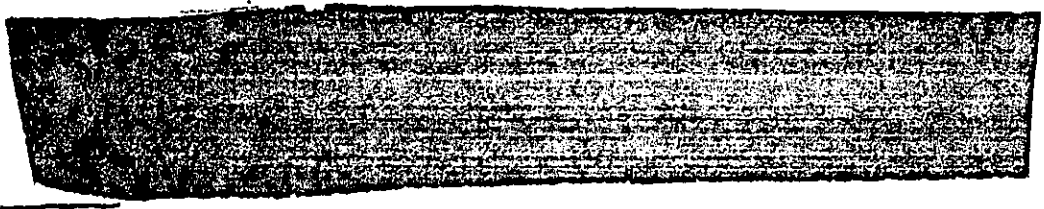
- (U) NONE.

(U) ACTION OFFICERS:

(U) QUESTION 1



(U) QUESTION 3

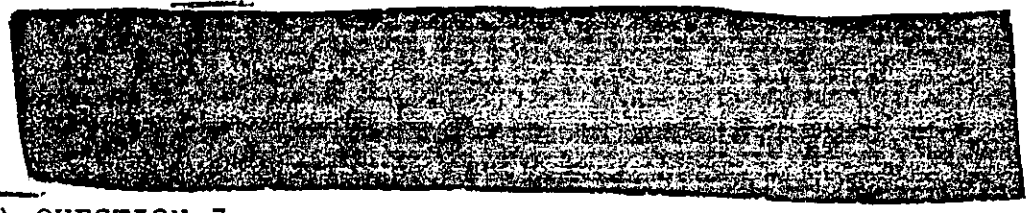


- (U) FEMA VI: NOT ALL REQUESTS WERE IN PROPER FORMAT.

(U) QUESTION 4



(U) QUESTION 5



(U) QUESTION 7

- (U) ALL: NEED MORE ACTION OFFICERS TO RESPOND TO REQUESTS AND NCOs TO RELIEVE ACTION OFFICERS OF ADMINISTRATIVE DETAILS.

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

[redacted]

[redacted]

(U) FORM 15 13 APRIL

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
1	CONUSA 5	10	3 YES	7 NO
2	CONUSA 5	8	1 YES	7 NO
3	CONSUA 5	9	4 YES	5 NO
4	CONSUA 5	9	1 YES	8 NO
5	CONSUA 5	9	4 YES	5 NO
6	CONSUA 5	10	6 YES	4 NO
7	CONUSA 5	10	8 YES	2 NO
8	CONUSA 5	9	7 YES	2 NO

(UNCLASSIFIED)

(U) OBSERVATIONS

(U) SUPERVISORS:

(U) QUESTION 3

[redacted]

(U) QUESTION 5

[redacted]

[redacted]

(U) ACTION OFFICERS:

(U) QUESTION 3

[redacted]

(U) QUESTION 5

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

[redacted]

[redacted]

(U) FORM 15B

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
1	USARRED	4	3 YES	1 NO
	CONUSA 5	3	2 YES	1 NO
	TOTAL	7	5 YES	2 NO
2	NMCC	4	3 YES	1 NO
	TOTAL	4	3 YES	1 NO
4	NMCC	4	3 HIGH	
			1 NO RESPONSE	
	USREDCOM	1	1 LOW	
	USARRED	4	2 HIGH	
			1 MEDIUM	
			1 LOW	
	CONUSA 5	6	1 HIGH	
			4 MEDIUM	
			1 LOW	
	FEMA VI	13	8 HIGH	
			4 MEDIUM	
			1 LOW	
	FEMA VII	5	2 HIGH	
			2 MEDIUM	
			1 LOW	
	TOTAL	33	16 HIGH	
			11 MEDIUM	
			5 LOW	
			1 NO RESPONSE	

(UNCLASSIFIED)

(U) FORM 15B

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
5	NMCC	4	3 YES/ 3 YES	1 NO/ 1 NO
	USREDCOM	5	3 YES/ 3 YES	1 NO/ 1 NO
	USARRED	4	4 YES/ 4 YES	
	CONUSA 5	13	8 YES/ 7 YES	5 NO/ 6 NO
	FEMA VI	39	7 YES/ 6 YES	8 NO/ 8 NO
	FEMA VII	7	5 YES/ 1 YES	1 NO/
	TOTAL	72	30 YES/24 YES	16 NO/16 NO
6	NMCC	3	2 YES	1 UNKNOWN
	USREDCOM	4	4 YES	
	TOTAL	7	6 YES	1 UNKNOWN
8	NMCC	3		3 NO/
	USREDCOM	4	3 YES/ 1 YES	1 NO/ 3 NO
	USARRED	4	4 YES/ 1 YES	/ 3 NO
	FEMA VI	14	7 YES/ 1 YES	7 NO/ 7 NO
	FEMA VII	1		1 NO/ 1 NO
	TOTAL	26	14 YES/ 3 YES	12 NO/14 NO

(UNCLASSIFIED)

(U) OBSERVATIONS

(U) SUPERVISORS:

(U) QUESTION 4

[redacted]

- (U) CONUSA 5: A CPX WORKSHOP BEFORE THE EXERCISE WOULD BE BENEFICIAL.

(U) QUESTION 5

- (U) USREDCOM: REPORTING PROCEDURES NEED TO BE ESTABLISHED.

[redacted]

- (U) FEMA VI: COORDINATION BETWEEN FEMA AND STARCs NEEDS TO BE DEFINED.

[redacted]

(U) QUESTION 6

[redacted]

(U) ACTION OFFICERS:

(U) QUESTION 2

[redacted]

(U) QUESTION 4

[redacted]

(U) QUESTION 5

[redacted]

[redacted]

[redacted]

- (U) FEMA VI: COMMAND AND CONTROL OF MILITARY ASSETS.

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

[redacted]

[redacted]

(U) FORM 15C

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
2	NMCC	1	1 YES	
	USREDCOM	8	3 YES	5 NO
	USARRED	2	1 YES	1 NO
	CONUSA 5	20	17 YES	3 NO
	TOTAL	31	22 YES	9 NO
4	USREDCOM	8	3 YES	5 NO
	USARRED	2	2 YES	
	CONUSA 5	21	16 YES	5 NO
	TOTAL	31	21 YES	10 NO
5	USREDCOM	8	8 YES	
	USARRED	2	2 YES	
	CONUSA 5	20	17 YES	3 NO
	TOTAL	30	27 YES	3 NO
6	USREDCOM	4	3 YES	1 NO
	USARRED	2	2 YES	
	CONUSA 5	23	18 YES	5 NO
	TOTAL	29	23 YES	6 NO
7	NMCC	1		1 NO
	USREDCOM	8	4 YES	4 NO
	USARRED	2	2 YES	
	CONUSA 5	15	14 YES	1 NO
	TOTAL	26	20 YES	6 NO

(UNCLASSIFIED)

(U) FORM 15C

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
8	NMCC	1		1 NO/ 1 NO
	USREDCOM	8	7 YES/ 1 YES	
	USARRED	2	1 YES/	/ 1 NO
	CONUSA 5	14	10 YES/ 1 YES	4 NO/ 4 NO
	TOTAL	25	18 YES/ 2 YES	5 NO/ 6 NO

(UNCLASSIFIED)

(U) OBSERVATIONS

(U) SUPERVISORS:

(U) QUESTION 4

- [redacted]

(U) QUESTION 5

[redacted]

INSUFFICIENT TO CARRY OUT MISSION.

(U) QUESTION 8

- (U) USARRED: DA SUMMARY SHEET; SHORT OUTLINES AND INFORMATION PAPERS ON 20 MARCH 1984.

(U) ACTION OFFICERS:

(U) QUESTION 4

[redacted]

[redacted]

(U) QUESTION 7

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

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(U) FORM 15D STARTEX

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
1	NMCC	29	29 TRUE	
	USLANTCOM	5	5 TRUE	
	USARRED	11	11 TRUE	
	CONUSA 5	41	39 TRUE	2 FALSE
	FEMA VI	10	7 TRUE	3 FALSE
	FEMA VII	15	14 TRUE	1 FALSE
	TOTAL	111	105 TRUE	6 FALSE
2	NMCC	27	22 TRUE	5 FALSE
	USLANTCOM	5		5 FALSE
	USARRED	11	8 TRUE	3 FALSE
	CONUSA 5	40	32 TRUE	8 FALSE
	FEMA VI	10	7 TRUE	3 FALSE
	FEMA VII	15	5 TRUE	10 FALSE
	TOTAL	108	74 TRUE	34 FALSE
3	NMCC	28	28 TRUE	
	USLANTCOM	5	5 TRUE	
	USARRED	11	11 TRUE	
	CONUSA 5	41	40 TRUE	1 FALSE
	FEMA VI	10	10 TRUE	
	FEMA VII	15	15 TRUE	
	TOTAL	110	109 TRUE	1 FALSE

(UNCLASSIFIED)

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(U) FORM 15D STARTEX

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
4	NMCC	28	2 TRUE	26 FALSE
	USLANTCOM	5		5 FALSE
	USARRED	11		11 FALSE
	CONUSA 5	41	2 TRUE	39 FALSE
	FEMA VI	10		10 FALSE
	FEMA VII	15	1 TRUE	14 FALSE
	TOTAL	110	5 TRUE	105 FALSE
5	NMCC	29	28 TRUE	1 FALSE
	USLANTCOM	5	5 TRUE	
	USARRED	11	11 TRUE	
	CONUSA 5	41	35 TRUE	6 FALSE
	FEMA VI	10	10 TRUE	
	FEMA VII	15	15 TRUE	
	TOTAL	111	104 TRUE	7 FALSE
6	NMCC	28	23 TRUE	5 FALSE
	USLANTCOM	5	5 TRUE	
	USARRED	11	8 TRUE	3 FALSE
	CONUSA 5	41	36 TRUE	5 FALSE
	FEMA VI	10	8 TRUE	2 FALSE
	FEMA VII	15	15 TRUE	
	TOTAL	110	95 TRUE	15 FALSE

(UNCLASSIFIED)

[redacted]

[redacted]

(U) FORM 15D STARTEX

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
7	NMCC	28	19 TRUE	9 FALSE
	USLANTCOM	5	5 TRUE	
	USARRED	11	10 TRUE	1 FALSE
	CONUSA 5	39	26 TRUE	13 FALSE
	FEMA VI	9	8 TRUE	1 FALSE
	FEMA VII	15	11 TRUE	4 FALSE
	TOTAL	107	79 TRUE	28 FALSE
8	NMCC	28	17 TRUE	11 FALSE
	USLANTCOM	5		5 FALSE
	USARRED	11	6 TRUE	5 FALSE
	CONUSA 5	41	16 TRUE	25 FALSE
	FEMA VI	10		10 FALSE
	FEMA VII	15	3 TRUE	12 FALSE
	TOTAL	110	42 TRUE	68 FALSE
9	NMCC	28	23 TRUE	5 FALSE
	USLANTCOM	5	5 TRUE	
	USARRED	11	6 TRUE	5 FALSE
	CONUSA 5	39	25 TRUE	14 FALSE
	FEMA VI	10	10 TRUE	
	FEMA VI	15	12 TRUE	3 FALSE
	TOTAL	108	81 TRUE	27 FALSE

(UNCLASSIFIED)

(U) FORM 15D STARTEX

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
10	NMCC	28	25 TRUE	3 FALSE
	USLANTCOM	5	5 TRUE	
	USARRED	11	9 TRUE	2 FALSE
	CONUSA 5	40	31 TRUE	9 FALSE
	FEMA VI	10	10 TRUE	
	FEMA VII	15	13 TRUE	2 FALSE
	TOTAL	109	93 TRUE	16 FALSE

(UNCLASSIFIED)

(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

- (U) NONE.

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

(U) FORM 15D ENDEX

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
1	NMCC	1	1 TRUE	
	USARRED	11	11 TRUE	
	CONUSA 5	15	15 TRUE	
	FEMA VI	7	7 TRUE	
	FEMA VII	17	17 TRUE	
	TOTAL	51	51 TRUE	
2	NMCC	1	1 TRUE	
	USARRED	11	7 TRUE	4 FALSE
	CONUSA 5	15	12 TRUE	3 FALSE
	FEMA VI	7	6 TRUE	1 FALSE
	FEMA VII	17	16 TRUE	1 FALSE
	TOTAL	51	42 TRUE	9 FALSE
3	NMCC	1	1 TRUE	
	USARRED	11	11 TRUE	
	CONSUA 5	15	15 TRUE	
	FEMA VI	7	7 TRUE	
	FEMA VII	16	16 TRUE	
	TOTAL	50	50 TRUE	
4	NMCC	1		1 FALSE
	USARRED	11		11 FALSE
	CONUSA 5	15		15 FALSE
	FEMA VI	7		7 FALSE
	FEMA VII	17	3 TRUE	14 FALSE
	TOTAL	51	3 TRUE	48 FALSE

(UNCLASSIFIED)

[redacted]

(U) FORM 15D ENDEX

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
5	NMCC	1	1 TRUE	
	USARRED	11	11 TRUE	
	CONUSA 5	15	14 TRUE	1 FALSE
	FEMA VI	7	7 TRUE	
	FEMA VII	17	16 TRUE	1 FALSE
	TOTAL	51	49 TRUE	2 FALSE
6	NMCC	1	1 TRUE	
	USARRED	11	8 TRUE	3 FALSE
	CONSUA 5	15	14 TRUE	1 FALSE
	FEMA VI	7	7 TRUE	
	FEMA VII	15	14 TRUE	1 FALSE
	TOTAL	49	44 TRUE	5 FALSE
7	NMCC	1	1 TRUE	
	USARRED	11	11 TRUE	
	CONSUA 5	15	11 TRUE	4 FALSE
	FEMA VI	7	7 TRUE	
	FEMA VII	16	15 TRUE	1 FALSE
	TOTAL	50	45 TRUE	5 FALSE
8	NMCC	1		1 FALSE
	USARRED	11		11 FALSE
	CONUSA 5	15	4 TRUE	11 FALSE
	FEMA VI	7		7 FALSE
	FEMA VII	15	3 TRUE	12 FALSE
	TOTAL	49	7 TRUE	41 FALSE

(UNCLASSIFIED)

[redacted]

(U) FORM 15D ENDEX

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
9	NMCC	1	1 TRUE	
	USARRED	11	7 TRUE	4 FALSE
	CONUSA 5	15	11 TRUE	4 FALSE
	FEMA VI	7	7 TRUE	
	FEMA VII	16	16 TRUE	
	TOTAL	50	42 TRUE	8 FALSE
10	NMCC	1	1 TRUE	
	USARRED	11	11 TRUE	
	CONUSA 5	14	12 TRUE	2 FALSE
	FEMA VI	7	7 TRUE	
	FEMA VII	15	15 TRUE	
	TOTAL	48	46 TRUE	2 FALSE

(UNCLASSIFIED)

(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

- (U) NONE.

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

(U) FORM 15D CORRECT ANSWERS

1. TRUE
2. FALSE
3. TRUE
4. FALSE
5. TRUE
6. TRUE
7. TRUE
8. FALSE
9. TRUE
10. TRUE

[redacted]

(U) FORM 16

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
4	NMCC	12	8 YES	4 NO
	USPACOM	3	2 YES	1 NO
	USLANTCOM	2	1 YES	1 NO
	CINCSAC	2	2 YES	
	TOTAL	19	13 YES	6 NO
4B	NMCC	8	7 YES	1 NO
	USPACOM	3	2 YES	1 NO
	USLANTCOM	1	1 YES	
	CINCSAC	2	2 YES	
	TOTAL	14	12 YES	2 NO
5A	NMCC	12	1 EXCELLENT 1 GOOD 1 UNSATISFACTORY 9 NO OPINION	
	TOTAL	12	1 EXCELLENT 1 GOOD 1 UNSATISFACTORY 9 NO OPINION	
5B	NMCC	12	1 GOOD 11 NO OPINION	
	TOTAL	12	1 GOOD 11 NO OPINION	

(UNCLASSIFIED)

[redacted]

[redacted]

(U) FORM 16

(UNCLASSIFIED)

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
5C	NMCC	12	2 EXCELLENT 1 GOOD 9 NO OPINION	
	TOTAL	12	2 EXCELLENT 1 GOOD 9 NO OPINION	
5D	NMCC	12	1 EXCELLENT 2 GOOD 1 SAT 8 NO OPINION	
	TOTAL	12	1 EXCELLENT 2 GOOD 1 SAT 9 NO OPINION	
6	NMCC	12	9 YES	3 NO
	USPACOM	3	3 YES	
	USLANTCOM	2	2 YES	
	CINCSAC	2	2 YES	
	TOTAL	19	16 YES	3 NO

(UNCLASSIFIED)

[redacted]

(U) OBSERVATIONS

(U) SUPERVISORS:

(U) QUESTION 4B

[redacted]

(U) ACTION OFFICERS:

(U) QUESTION 4B

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NMCC: GOOD AUGMENTATION FOR C^2; MEETINGS; RELIABLE AND USEFUL.

(U) DATA COLLECTORS:

- (U) NONE OBSERVED.

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(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

(U) QUESTION b.(1)

[redacted]

(U) QUESTION b.(5)

[redacted]

(U) QUESTION c.(4)

[redacted]

(U) QUESTION c.(5)

[redacted]

(U) QUESTION c.(6)

[redacted]

(U) QUESTION d.(10)

[redacted]

(U) QUESTION e.(2)

[redacted]

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

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[redacted]

(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

(U) QUESTION d.(1)(h)

[redacted]

[redacted]

(U) QUESTION f.(2)(j)

[redacted]

(U) QUESTION f.(2)(k)

[redacted]

(U) QUESTION g.(1)

[redacted]

(U) QUESTION g.(2)

[redacted]

(U) QUESTION g.(7)

[redacted]

(U) QUESTION g.(10)

[redacted]

(U) QUESTION g.(11)

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

[redacted]

(C) FORM MCC 4

[redacted]

(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

(U) QUESTION b.(2)

[redacted]

(U) QUESTION b.(3)

- (U) MCC: 3 THE SERVICES: ARMY--MEDICAL AND MUNITIONS

[redacted]

(U) QUESTION c.(1)

[redacted]

(U) QUESTION d.(1)

[redacted]

(U) QUESTION e.(2)

[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

[redacted]

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(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

(U) QUESTION a.(2)

[redacted]

(U) QUESTION a.(3)

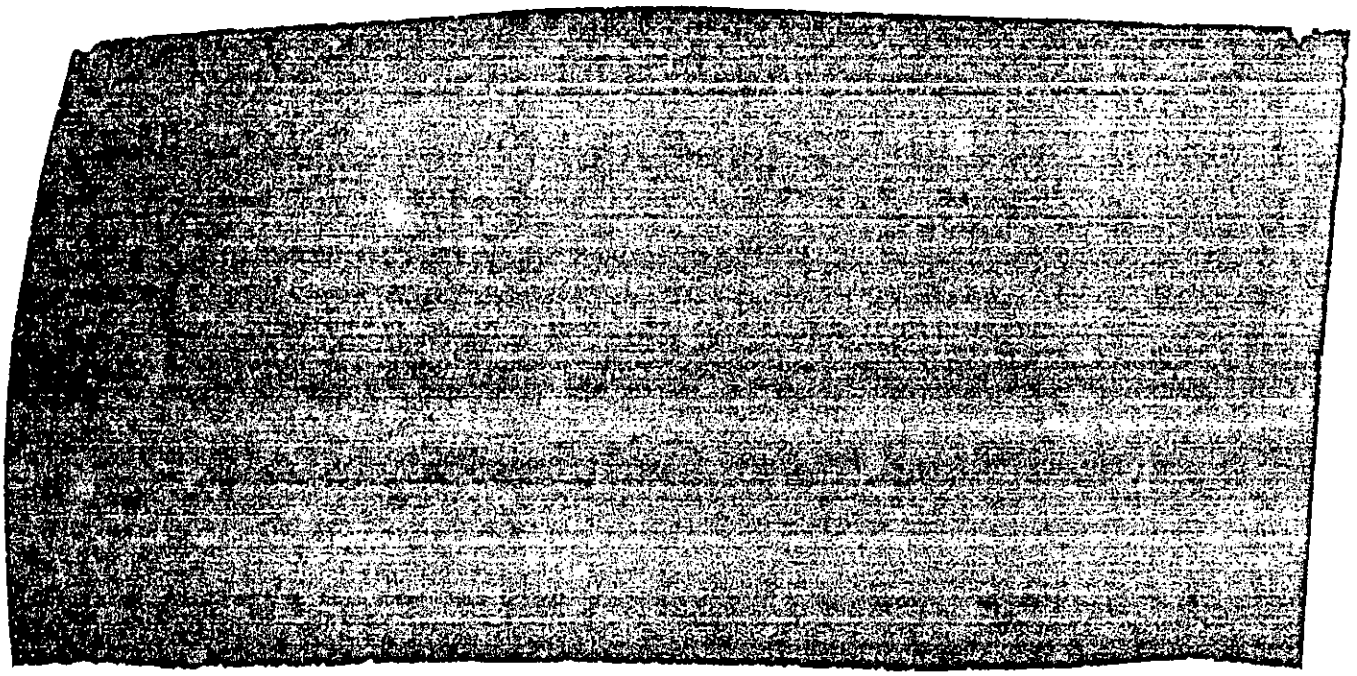
[redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.



(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

(U) QUESTION a.(1)



(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

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(C) FORM MCC 8

QUESTION NUMBER	COMMAND CENTER	NUMBER INTERVIEWED	RESPONSE	
a.	MCC	6	2 GOOD 3 ADEQUATE 1 MARGINAL	
b.	MCC	6	1 SUPERIOR 5 GOOD	
c.	MCC	3	4 1 3	
			1 YES	2 NO

[redacted]

(U) OBSERVATIONS

(U) SUPERVISORS:

- (U) NONE.

(U) ACTION OFFICERS:

(U) QUESTION c [redacted]

(U) SUPPORT PERSONNEL:

- (U) NONE.

(U) DATA COLLECTORS:

- (U) NONE.

[redacted]

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BIBLIOGRAPHY

1. (U) Organization. This bibliography is organized alphabetically by title (key word). Each entry is listed in the following format:

> Title (including letter designating classification of title); originator or publisher; volume, appendix, or other subdivision number or letter; subdivision title; date of publication; security classification of document, if classified.

2. (U) Example. An example of an entry is:

> "Exercise Plan for Exercise NIGHT TRAIN 84 (U)"; OJCS; JCS EXPLAN 0025; 23 September 1983; SECRET

3. (U) Bibliography

a. (U) Allied Communications Publication 121; OJCS; US Supplement 1(E); August 1971; CONFIDENTIAL

b. (U) "Analysis Report Exercise PRESSURE POINT 84 (U)"; OJCS; April 1984; SECRET

c. (U) "Basic Planning Directive for Land Defense of CONUS and Military Support of Civil Defense (U)"; OJCS; JCS Staff Memorandum 102-83; 15 February 1983; SECRET

d. (U) "Briefing, Debriefing, and Related Procedures for Personnel of the OJCS"; OJCS; JAI 5410.2L; 20 November 1981

e. (U) CDRFORSCOM/USCINCARRED CONPLAN 7045 (U); FORSCOM/USARRED; 22 February 1979; SECRET

f. (U) COMJTF-AK OPLAN 9600; JTF-AK; 31 May 81; SECRET

g. (U) "Conceptual Framework for Emergency Mobilization Preparedness"; FEMA; Federal Preparedness Circular 2; 27 October 1983

h. (U) "Continuity of Operations Plan for the Joint Chiefs of Staff (U)"; OJCS; JCS Staff Memorandum 644-81; 17 September 1981; CONFIDENTIAL

i. (U) "CONUS Airborne Reconnaissance for Damage Assessment"; HQ USAF OPLAN 2-84; March 1984; SECRET

j. (U) COSIN to JCS EXPLAN 0025, Exercise Plan for Exercise NIGHT TRAIN 84; OJCS; 15 February 1984; SECRET

k. (U) COSIN to JCS EXPLAN 0025, Exercise Plan for Exercise NIGHT TRAIN 84; OJCS; Annex K; Phase II STARTEX Information; 16 February 1984; SECRET

l. (U) "Crisis Staffing Procedures of the Joint Chiefs of Staff (U)"; OJCS; JCS Staff Memorandum 481-83; 12 July 1983; CONFIDENTIAL

m. (U) "Damage Criteria Study Target Data Base Handbook"; DIA (DB-6); September 1983; TOP SECRET SCI

n. (U) "Detailed Analysis Report, Exercise PRIZE GAUNTLET 80 (U)"; OJCS; 14 August 1980; SECRET

o. (U) "Dictionary of Military and Associated Terms"; OJCS; JCS Pub 1; 1 June 1979

p. (U) "Disaster Preparedness Planning and Operations"; Department of the Air Force; AFR 355-1; Chapter 8; National Emergency Preparedness Program; 14 December 1983

q. (U) "Eastern United States Area Military Support of Civil Defense Plan (EUSA-MSCD)"; First US Army; 16 June 1980

r. (U) "Emergency Action Procedures of the Joint Chiefs of Staff (U)"; OJCS; Volume I; General; 15 March 1983; TOP SECRET

s. (U) "Emergency Action Procedures of the Joint Chiefs of Staff (U)"; OJCS; Volume VI; Tactical Warning and Attack Assessment; 1 September 1983; SECRET

t. (U) "Emergency Employment of Army and Other Resources, Disaster Relief"; DA; AR 500-60; 1 August 1981

u. (U) "Emergency Employment of Army and Other Resources, Military Support of Civil Defense"; DA; AR 500-70; 1 October 1982

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GLOSSARY OF ABBREVIATIONS AND ACRONYMS

AAC	Alaskan Air Command
ABM	antiballistic missile
ABNCP	airborne command post
ACCC	Consolidated Communication Center at Site R
ACF	alternate command facility
ACP	Allied Communication Publication
ADCOM	Aerospace Defense Command
ADIC	Aerospace Defense Intelligence Center
ADMIN	administration
ADP	automatic data processing
ADPE	ADP equipment
ADPLO	ADP liaison officer
AE	atomic energy
AF	Air Force
AFALT	Air Force Alternate Headquarters
AFB	Air Force Base
AFEOC	Air Force Emergency Operations Center
AFGWC	Air Force Global Weather Central
AFR	Air Force Regulation
AFRED	AF (Component) Readiness Command
AFREDALT	AF (Component) Readiness Command Alternate
AFSATCOM	Air Force Satellite Communications
AFSC	Air Force Systems Command
AFSCF	Air Force Satellite Control Facility
AFSPLO	Air Force State Preparedness Liaison Officer
AG	Adjutant General
AIG	Address Indicator Group
AIRES	Advanced Imagery Requirements and Exploitation System
AK	Alaska
ALCC	airborne launch control center
ALT	alternate
AMA	Alternate Military Authority
ANMCC	Alternate National Military Command Center
ANSCC	Alternate NORAD Space Surveillance Center
AOBC	action officer briefing console
AOR	area of operational responsibility
AR	Army Regulation
ARRED	Army Forces, US Readiness Command
ARREDOPS	Army Forces, US Readiness Command Operations
ASAT	antisatellite
ASC	AUTODIN Switching Center
ASD (MRA&L)	Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics)
ATSAR	Atomic Strike Approval
AUTH	authority
AUTODIN	Automatic Digital Network

AUXCP	Auxiliary Command Post
AWACS	Airborne Warning and Control System
AWC	Army War College
BMEWS	Ballistic Missile Early Warning System
BUF	Back-Up Facility
C^2	command and control
C^3	command, control, and communications
CAO SOP	Coordination of Atomic Operations Standing Operating Procedures
CAP	Civil Air Patrol
CARDA	CONUS Airborne Reconnaissance for Damage Assessment
CAT	Crisis Action Team
CCAT	Chairman, CAT
CCC-P	Consolidated Communications Center - Pentagon
CCEC	Command and Control Engineering Center
CCF	Collection Coordination Facility
CCFSS	Collection Coordination Facility Support System
CCG	Crisis Coordination Group
CCPDS	Command Center Processing and Display System
CCTV	closed circuit television
C-DAY	day deployment commences
CDD	Civil Defense Director
CDR	commander
CFC	Combined Forces Command
CGS	Continental Ground Station
CHNAVRES	Chief of Naval Reserve
C^3I	Command, Control, Communications, and Intelligence
CINC	Commander in Chief
CINCCFC	Commander in Chief, Combined Forces Command
CINCLANTFLT	Commander in Chief, US Atlantic Fleet
CINCNORAD	Commander in Chief, NORAD
CINCPACINST	(US) Commander in Chief, Pacific Instruction
CINCSAC	Commander in Chief, SAC
CJCS	Chairman, Joint Chiefs of Staff
CMIS	Crisis Management Intercommunication System
CMO	Crisis Management Organization
CMS	Crisis Management System
CNO	Chief of Naval Operations
COA	Course of Action
COG	continuity of Government
COGARD	US Coast Guard
COMAAC	Commander, Alaska Air Command
COMAFRES	Commander, Air Force Reserve
COMDT	Commandant
COMINT	Communications Intelligence
COMJTF	Commander, Joint Task Force
COMM	communications

COMM SUITE	Communications Suite
COMPT	comptroller
COMSEC	Communications Security
COMSPOT	Communications Spot Report
COMSTAT	Communications Status Report
COMUSFORCARIB	Commander, US Forces Caribbean
COMUSK	Commander, US Forces, Korea
CONPLAN	operation plan in concept format
CONUS	continental United States
CONUSA	continental US Army
CONUSA FIVE	Fifth US Army
CONUSA ONE	First US Army
CONUSA SIX	Sixth US Army
COOP	Continuity of Operations Plan
COSIN	control staff instructions
CPX	command post exercise
CRAF	Civil Reserve Air Fleet
CRS	Control Readout Stations
CRT	cathode ray tube
C^3S	Command, Control, and Communications Systems
CSP	Crisis Staffing Procedures
CW	Chemical warfare
DA	Department of the Army; damage assessment
DA 1 ALT	Department of the Army, First Alternate Headquarters
DCA	Defense Communications Agency
DCAOC	Defense Communications Agency Operations Center
DCI	Director, Central Intelligence
DCS	Defense Communications System; Damage Criteria Study
DDC	Data Distribution Center
DDO	Deputy Director of Operations
DEFCON	Defense Condition
DGZ	Desired Ground Zero
DHHS	Department of Health and Human Services
DIA	Defense Intelligence Agency
DIAOLS	DIA Online System
DJS	Director, Joint Staff
DLA	Defense Logistics Agency
DMS	Defense Materiel System
DMSP	Defense Meteorological Satellite Program
DMZ	demilitarized zone
DNA	Defense Nuclear Agency
DOD	Department of Defense
DODD	Department of Defense Directive
DODI	Department of Defense Instruction
DOE	Department of Energy
DOMS	Director of Military Support

DOS	Department of State
DPC	Defense Planning Committee
DPRK	Democratic People's Republic of Korea
DPS	Defense Priorities System
DSCS	Defense Satellite Communications System
DSP	Defense Support Program
DSS	Directorate of Support Services (formerly DAS)
DTF	Direct to Force
DTG	date time group
D&W	Detection and Warning
E	east
EA	emergency action
EAM	emergency action message
EAP	Emergency Action Procedures
EAUX	East Auxiliary
EAUXCP	East Auxiliary Command Post
ECR	Emergency Conference Room
E-DAY	day exercise commences
E&DCP	Evaluation and Data Collection Plan
EEI	essential elements of information
EICC	Emergency Information Coordination Center
ELINT	electronic intelligence
EMAS	Exercise Message Analysis System
EMP	electromagnetic pulse
EMWDS	Expanded Missile Warning Display System
ENDEX	end of exercise
EOD	Explosive Ordnance Disposal
EOP	Emergency Operating Procedures
EPG	Exercise Planning Guidance
ERS	Emergency Relocation Site
ERT	Execution Reference Time
EUR	Europe
EUSA	Eastern United States Area
EX	exercise
EXPLAN	exercise plan
FCDNA	Field Command, DNA
FEMA	Federal Emergency Management Agency
FEMS	FEMA Emergency Management Structure
F&F	Facilities and Forces
FIVE USA	Fifth US Army
FLTSATCOM	Fleet Satellite Communications
FMCP	Force Management Communication Plan
FNOC	Fleet Numerical Oceanographic Center
FORGEN	Force Generation Report
FORSCOM	US Army Forces Command
FPLO	Federal Preparedness Liaison Officer
FPS-85	warning radar
FREQ	frequency
FRPC	Fast Reaction Procedure Card
FSS-7	SLBM radar

JTF	Joint Task Force
JTF-AK	Joint Task Force, Alaska
LANT	Atlantic
LANTFLT	Atlantic Fleet
LDC	land defense of CONUS
LF	low frequency
LNO	liaison officer
LRA	long range aviation
LRC	Logistics Readiness Center
MAC	Military Airlift Command
MACA	Military Assistance to Civil Authorities
MAO	Major Attack Option
MAPS	Multiple Address Processing System (NMCC)
MARCORALT	Marine Corps Alternate Headquarters
MC	message center
MCC	Mobile Command Center
MCHQ	Marine Corps Headquarters
MDC	Missile Display Conference
MEECN	Minimum Essential Emergency Communication Network
MEMO	Memorandum
MFR	Memorandum for Record
MGT	Mobile Ground Terminal
MIL	military
MILSATCOM	Military Satellite Communications
MIN	minute(s)
MJNPE	Mobile Joint Nuclear Planning Element
MNC	Major NATO Command(er)
MOLINK	direct communication system between Washington, DC and Moscow
MOP	Memorandum of Policy
MSC	Military Sealift Command
MSCD	Military Support of Civil Defense
MSEL	Master Scenario Events List
MSG	message
MTA	Message Traffic Analysis
MTMC	Military Traffic Management Command
MW	missile warning
MWDS	Missile Warning Display System
N/A	not available
NATO	North Atlantic Treaty Organization
NAVEUR	Naval Forces, US European Command
NAVSPACECOM	Naval Space Command
NAVSPASUR	Naval Space Surveillance System
NBCWRS	Nuclear, Biological, and Chemical Warning and Reporting System
NCA	National Command Authorities
NCMC	NORAD Cheyenne Mountain Complex

NCO	noncommissioned officer
NCS	NORAD Computer System
NDHQ	National Defence Headquarters (Canada)
NEACP	National Emergency Airborne Command Post
NFARS	NORAD Forward Automated Reporting System
NFL	new foreign launch
NGB	National Guard Bureau
NIDS	NMCS Information Display System
NLT	not later than
NM	nautical miles
NMCC	National Military Command Center
NMCS	National Military Command System
NMIC	National Military Intelligence Center
NNSS	Navy Navigational Satellite System
NOG	Nuclear Operations Group
NOMS	Nuclear Operations Monitoring Subsystem
NORAD	North American Aerospace Defense Command
NSA	National Security Agency
NSC	National Security Council
NSPG	National Security Planning Group
NTDB	National Target Data Base
NUDET	nuclear detonation
NUREP	Nuclear Weapons Reporting Procedures
NUWEP	Nuclear Weapons Employment Policy
NWSB	Nuclear Warfare Status Branch
NWSG	Nuclear Warfare Status Group
O	immediate precedence
OASD	Office of the Assistant Secretary of Defense
OASD (MI&L)	Office of the Assistant Secretary of Defense (Manpower, Installations, and Logistics)
OBE	overtaken by events
OC	Operations Center
OCR-EMERG	Operational Change Report - Emergency Operational Report
ODR	Office of Defense Resources
OES	Office of Emergency Services
OGS	Overseas Ground Station
OI	Operating Instruction
OJCS	Organization of the Joint Chiefs of Staff
ONPG	Operational Nuclear Planning Group
OPCON	operational control
OPCTR	operations center
OPG	Operations Planners Group
OPLAN	operational plan
OPNAV	Office of the Chief of Naval Operations
OPNAVINST	Office of the Chief of Naval Operations Instructions
OPREP	Commander's Operational Report
OPS	operations

OpsDeps	Operations Deputies
OPSEC	operations security
OSD	Office of the Secretary of Defense
OT	Operations Team
P	priority precedence
PA	Public Affairs
PAC	Pacific
PACAF	Pacific Air Force
PACCS	Post Attack Command and Control System
PACFLT	Pacific Fleet
PA&E	Program Analysis and Evaluation
PARCS	Perimeter Acquisition Radar Attack Characterization System
PAS	Primary Alerting System
PAVE PAWS	early warning system
PCTCS	Pentagon Consolidated Telecommunications Center
PIFERS	Prototype Increased Frequency Reporting System
PLA(D)	plain language addresses (designator)
POMCUS	Pre-positioning of Materiel Configured to Unit Sets
PPA	Principal Planning Agent
PRC	People's Republic of China
PUB	publication
R	routine precedence
RAM	reliability, availablity, maintainability
RAP	Remedial Action Project
RAPIER	Rapid Emergency Reconstitution
RECA	Residual Capability Assessment
RECAS	Residual Capability Assessment System
RECAT	Residual Capability Assessment Team
RECON	Reconnaissance Information System
REDALT	US Readiness Command Alternate
REHAB	rehabilitation
REMC	Regional Emergency Management Committee
REPOL	Petroleum Damage - Deficiency Report
RFI	Radio Frequency Interference
RNAF	Reserve Numbered Air Force
ROE	Remote Operating Element
RPA	Regional Planning Agent
RPTG	reporting
RQMTS	requirements
RRM	Red Resource Monitoring
RTA	Residual Threat Assessment
RV	reentry vehicle
SA	surface to air (missile)
SAC	Strategic Air Command

FTS	files transfer system
FY	fiscal year
GCN	Ground Communications Network
GENSER	general service communications
GLCM	ground-launched cruise missile
GPS	Global Positioning System
GSA	General Services Administration
HA	Health Affairs
HERT	Headquarters, Emergency Relocation Team
HF	high frequency
HIS	Honeywell Information System
HOIS	Hostile Intelligence Service
HQ	headquarters
HSC	Health Services Command
HUMINT	human intelligence
ICBM	intercontinental ballistic missile
IECG	Interagency Emergency Coordinating Group
IEMATS	Improved Emergency Message Automatic Transmission System
IMINT	imagery intelligence
INFO	information
INTEL	intelligence
IPIR	Immediate Photographic Interpretation Report
IRBM	Intermediate Range Ballistic Missile
ISA	Internal Security Affairs
J2	Intelligence Directorate
J3	Operations Directorate
J4	Logistics Directorate
JADREP	Joint Resources Assessment Data Base Report
JAI	Joint Administrative Instruction
JCS	Joint Chiefs of Staff
JDA	Joint Deployment Agency
JDSSC	Joint Data System Support Center
JECG	Joint Exercise Control Group
JED	Joint Exercise Division
JEEP	Joint Emergency Evacuation Plan
JMPAB	Joint Materiel Priorities and Allocation Board
JNPE	Joint Nuclear Planning Element
JOAC	Joint OPSEC Analysis Center
JOPS	Joint Operation Planning System
JPSS	Joint Planning Staff for Space
JRC	Joint Reconnaissance Center
JRS	Joint Reporting Structure
JSCO	Joint Staff Communications Office
JSCP	Joint Strategic Capabilities Plan
JSOA	Joint Special Operations Agency
JSTPS	Joint Strategic Target Planning Staff

SACEUR	Supreme Allied Commander, Europe
SATCOM	satellite communications
SATRAN	Satellite Reconnaissance Advance Notice
SCI	Sensitive Compartmented Information
SEC	second(s)
SECARMY	Secretary of the Army
SECDEF	Secretary of Defense
SELREL	Selective Release
SF	special facility
SHAPE	Supreme Headquarters, Allied Powers, Europe
SI	special intelligence
SIC	said in context
SIGINT	signal intelligence
SIOP	Single Integrated Operational Plan
SITREP	Commander's Situation Report
SJCS	Secretary, Joint Chiefs of Staff
SLBM	sea-launched ballistic missile
SM	secretary's memorandum; staff memorandum
SOA	Status of Action
SOO	senior operations officer
SOS	speed of service
SOTA	SIGINT Operational Tasking Authority
SPACECOM	Space Command
SPADATS	Space Detection and Tracking System
SPADOC	Space Defense Operations Center
SPLO	State Preparedness Liaison Officer
SPS	Simplified Processing Station
SR	Strategic Reconnaissance
SRC	Space Response Cell
SRF	Secure Reserve Force
SRP	SIOP Reconnaissance Plan
SS	surface to surface missile
SSBN	ballistic missile submarine (nuclear)
SSO	special security office(r)
STARC	State Area Command
STARTEX	start of exercise
STRAT	strategic
STU II/VST	secure voice system
SUPP	supplement
SURV	surveillance
TAC	Tactical Air Command
TACAMO	Take Charge and Move Out
TAD	time available for delivery
TDB	Target Data Base
TDD	Target DGZ Designator
T&E	test and evaluation
TELNET	telecommunications network program
TEMPEST CIDER	report of military resources used in support of civil defense operations

TEMPEST RAPID	report used in civil disturbances or national disasters
TLCF	teleconference
TOF	time of file
TOR	time of receipt
TOT	time of transmission
TRADOC	US Army Training and Doctrine Command
TSI	Target System Indicator
TSP/SEVO	communications equipment
TTY	teletype
TV	television
TW/AA	Tactical Warning/Attack Assessment
TX	Texas
UHF	ultrahigh frequency
UNITREP	Unit Status and Identity Report
US	United States
5USA	Fifth US Army
USACE	US Army Corps of Engineers
USAF	US Air Force
USAFE	US Air Forces, Europe
USAFIVE	Fifth US Army
USAIC	US Army Intelligence Command
USA ONE	First US Army
USAREUR	US ARMY, Europe
USARRED	US Army Forces, US Readiness Command
USC	United States Code
USCENTCOM	US Central Command
USCINCARRED	US Commander in Chief, US Army Forces, US Readiness Command
USCINCEUR	US Commander in Chief, Europe
USCINCLANT	US Commander in Chief, Atlantic
USCINCPAC	US Commander in Chief, Pacific
USCINCRED	Commander in Chief, US Readiness Command
USDELMC	US Delegate to the Military Committee
USD(RE)	Undersecretary of Defense (Research and Engineering)
USEUCOM	US European Command
USFORCARIB	US Forces, Caribbean
USLANTCOM	US Atlantic Command
USPACOM	US Pacific Command
USPHS	US Public Health Service
USREDALT	US Readiness Command Alternate
USREDCOM	US Readiness Command
USSOUTHCOM	US Southern Command
USSR	Union of Soviet Socialist Republics
UW	unconventional warfare
VLF	very low frequency
VOL	volume

WABNRES	WWMCCS Airborne Resources
WASHFAX	Washington Area Secure High Speed Facsimile
WAUX	West Auxiliary
WAUXCP	West Auxiliary Command Post
W&E	West and East
WES	WWMCCS Entry System
WESTCOM	Western Command (US Army, USPACOM)
WIN	WWMCCS Intercomputer Network
WWABNCP	Worldwide Airborne Command Post
WWMCCS	Worldwide Military Command and Control System
Z	ZULU (Greenwich Mean Time)

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