



UNCLASSIFIED
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HEADQUARTERS, 26TH AREA SUPPORT GROUP
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20 May 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 26th ASG S3 Staff Memorandum 52A, 26th ASG Implementing Procedures (SOP) to USAREUR Functional Plan 4345-03, Mass Casualty/Fatality Incident (MCFI) Operations

This memorandum expires one year from date of publication

1. References are shown in the SOP. Procedures are enclosed in a standard format in accordance with (IAW) FM 101-5.
2. Basic instructions (Base Plan) to respond to MCFI requirements are at enclosure 1. Procedures to implement the Base Plan are at subsequent Annexes.
3. This SOP defines responsibilities and procedures for Mass Casualty, Fatality Incident (MCFI) operations conducted by 26th Area Support Group (26th ASG) and subordinate Base Support Battalions (BSBs). Support and services are provided regardless of affiliation. The SOP applies to anyone associated with operations conducted by 26th ASG.
4. POC for this SOP is the 26th ASG S3, DSN 373-1330.

FOR THE COMMANDER:

Encl
26th ASG MCFI Base Plan with
Implementing Annexes

/s/
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LTC, IN
Chief of Staff

DISTRIBUTION:
Annex Z

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BASE PLAN 4345-04 20 MAY 04 TO 26TH ASG MCFI SOP

1. Situation

a. General.

(1) This plan will be implemented in response to a mass casualty or fatality incident this could result from terrorist action, natural disaster or man-made catastrophe, which occurs within the 26th Area Support Group (ASG) area of responsibility.

(2) A multiple casualty response is required when the incident or event exceeds the capability of the supporting community. Personnel, logistical or medical decision criteria used to activate the response plan include number of casualties, degree of response required and available resources in each community. For the purposes of this plan, 10 casualties will be used as the trigger to activate an MCFI response operation. BSBs can trigger it for fewer casualties based on their capabilities. Additionally, throughout this plan, the term casualty refers to any person who is declared dead, seriously ill or injured or missing since the time of the incident. Portions of this plan may be implemented for incidents involving lesser numbers if the ASG/BSB Commander decides circumstances warrant such action.

(3) Supporting plans will continue to provide details that encompass those activities required if a MCFI response is required. All ASG and BSB plans will address the methodology for supporting the affected, areas within their immediate community, in the event of an MCFI.

(4) There are four general situations that this plan applies to. In general, the ASG will respond at the lowest feasible level that ensures high quality reinforcing support to host nation and local Commanders. In almost all cases, US forces will respond in support of host nation authorities. In all cases, the senior commander on site will take charge of US forces and US response until arrival of higher authorities.

CASE 1: Incident takes place inside an ASG footprint; casualties are US forces personnel. An example is an aircraft crash at Frankfurt airport with US Soldiers on board. In this case, the ASG is the lead military response headquarters in support of German authorities. ASGs with affected personnel will form a response headquarters at home stations to conduct family assistance and casualty operations.

CASE 2: Incident takes place inside an ASG footprint; personnel involved are not USAREUR personnel. An example is an aircraft crash in Hessen with 101st ABN DIV Soldiers on board. In this case, the ASG is the lead military response headquarters in support of German authorities. USAREUR is prepared to send LNOS to affected CONUS installations. If personnel are not USAREUR personnel but under OPCON of USAREUR (example SFOR/KFOR) USAREUR will form an assistance task force to augment ASG for survivor trauma assistance.

CASE 3: Incident takes place inside EUCOM'S AOR, but not inside an ASG footprint;

personnel involved are USAREUR personnel. An example is an aircraft crash in Turkey with 1ID Soldiers on board. In this case, USAREUR is prepared to form the core of a EUCOM JTF to respond to the incident. ASGs with affected personnel will form a response headquarters at home stations to conduct family assistance and casualty operations.

CASE 4: Incident takes place outside EUCOM's AOR; personnel involved are USAREUR personnel. An example is an aircraft crash in Kuwait with 1ID Soldiers on board. In this case, USAREUR is prepared to send LNOs to Kuwait to assist in CENTCOM's response to the incident. ASGs with affected personnel will form a response headquarters at home stations to conduct family assistance and casualty operations.

b. Enemy Forces. Annex B, Intelligence or current Intelligence Summary.

c. Friendly Forces.

(1) 1ST PERSCOM.

(a) Provides casualty reporting support.

(b) Provides On-scene casualty reporting assistance team if the number of casualties exceeds community capabilities.

(2) 26th ASG. Coordinates and provides required support which exceeds BSB capabilities.

(3) Heidelberg Community Hospital and Landstuhl Regional Medical Center. Provide medical, dental, and pathological support as required. As required, request and coordinate support from German civilian hospitals. The facilities of small local US Military Treatment Facilities (MTFs) in Mannheim and Darmstadt are present, but large scale/traumatic medical care in those communities will need to be conducted at HN medical facilities, or patients medically evacuated to Heidelberg/Landstuhl.

(4) 21st Theater Support Command (TSC). Conducts and supports mortuary affairs operations. Provides logistics support as directed by USAREUR. The 37th TRANSCOM. Provides refrigerator vans for storage and transport of decedents.

(5) USAREUR. Coordinates and provides required support which exceeds 26th ASG capabilities.

(6) US AIR FORCE EUROPE (USAFE).

(a) Lead service for MCFI within the Kaiserslautern Military Community.

(b) Provides inter-theater transportation of remains by air.

d. Assumptions.

(1) In the event of a MCFI, USAREUR will be able to provide essential resources to obtain required support not within the capability of the 26th ASG.

(2) Fatalities will be processed for return to CONUS at the U.S. Army Mortuary located in Landstuhl, GE.

(3) During MCFI incidents off-post involving US Soldiers or family members, Host Nation authorities will request US support to respond to the incident.

(4) For MCFI response in the Kaiserslautern area, the USAFE at Ramstein Air Force Base will take the lead response.

(5) An MCFI will occur without warning.

2. Mission. On order, the 26th ASG provides support in response to a MCFI in the 26th ASG Area of Responsibility (AOR), in order to resolve the situation as rapidly and effectively as possible, and provide high quality, compassionate assistance to families and survivors.

3. Execution

a. Commander's intent. Quickly respond to a MCFI affecting USAREUR personnel in order to save lives, mitigate the effects of the incident, and manage the consequences. Avoid creating a larger footprint than necessary to ensure adequate support to host nation, to ensure US personnel are rescued or recovered, and to ensure proper security in order to protect US interests. To do this, BSBs, will establish a logistics support area for an MCFI incident on a US installation and use US services to the fullest extent possible without degrading response to a MCFI. Capitalize on our established ASG network and established host nation relationships. Keys to Success in an MCFI response operation are:

(1) Rapid, compassionate casualty identification, notification, and assistance.

(2) Robust family assistance.

(3) Comprehensive care for incident survivors.

(4) Site security to enable unimpeded recovery, evacuation, and investigation.

- (5) Rapid, comprehensive recovery operations.
- (6) Effective, proactive public information operations.
- (7) Responsive support to host nation facilitated by robust host nation liaison.

b. Concept of the Operation.

(1) The 26th ASG will create its response to best integrate essential assets and capabilities at the affected site. Key to this effort is a well planned and executed command structure, based on the BSB, where possible. Follow-on forces will then be organized from all available assets. For incidents within the 26th ASG footprint, the ASG/BSB Commanders will direct the response until relieved by a Commander from a higher level. At that time, the 26th ASG will continue to be the lead ASG supporting the USAREUR MCFI response. Military response forces, generally in support of host nation authorities, will isolate the incident site, account for personnel, facilitate evacuation of affected personnel, and assist community efforts to rapidly resolve the incident and respond to family member and community needs. The 26th ASG will conduct casualty notification/assistance operations within its AOR and coordinate casualty assistance/notification through the USAREUR Crisis Action Team (CAT). The initial 26th ASG On-scene Senior Commander (OSC) will be the senior ASG/BSB officer/noncommissioned officer present. The OSC will take charge of US military personnel, assets and the US response at the site until the ASG/BSB Commander arrives. When the incident occurs inside the 26th ASG footprint, the 26th ASG Commander serves as the OSC. When the USAREUR emergency response team (ERT) deploys to the site, the senior general officer on the team becomes the OSC. They are the single command and control link for US Army forces at the incident site and coordinating with the Host Nation (HN) government and other agencies as they become involved. Upon arrival of the USAREUR ERT, the ASG/BSB Commander continues tactical direction of response activities, but command of the site is assumed by the ERT general officer.

(2) There will be four phases to the ASG MCFI response:

Phase I - Assessment and Initial Response

Phase II – Support Deployment

Phase III – Assistance

Phase IV - Closure

(a) Phase I - Assessment and Initial Response. This phase begins when a subordinate BSB or the ASG EOC receives reports of an incident and ends when the BSB

Commander has made his assessment of the situation and the BSB command group determines that the support requirements to respond to the incident exceeds the community's capabilities. The purpose of this phase is to quickly deploy an initial on-scene C2 element in order to assess the situation and to alert, prepare, and deploy additional forces as required. The ASG will determine required level of support at the supported BSB/s and direct supporting BSBs (and request USAREUR) to support as required.

When an emergency situation occurs, the ASG/BSB initiates their MCFI response plan and the ASG reports to the HQ USAREUR Crisis Action Team (CAT) (DSN 377-4906). Upon arrival at the scene, the BSB COMMANDER as the OSC, with input from staff and host nation representatives, prepares an assessment within one hour of arrival on site that includes, but is not limited to, initial planning guidance, initial warning order, courses of action and requests for additional support assets. This assessment will be sent to the ASG EOC via email/fax. It is unclassified and can also be made by telephone and later supported in writing.

The ASG Commander will deploy to the scene and assume the duties of OSC. The ASG Commander will provide or coordinate all elements of support required, and execute command responsibilities. Requests for any support will be coordinated with the ASG EOC as required. Regardless of assigned units, the OSC will assume command of those US military assets deployed in support of host nation authorities, until the USAREUR ERT or a joint task force is activated to assume the duties as the OSC. Key ASG/BSB/USAREUR tasks to perform during Phase I include:

- (1) Notify USAREUR Watch Officer/CAT in order to assess and direct response.
- (2) C2 of incident site and affected home stations.
- (3) Determine required support at incident site.
- (4) Determine availability of U.S. Army assets in theater.
- (5) Assess status of HN/allied/international forces ability to respond to the incident, to include their ability to provide adequate force protection measures.
- (6) Assess status of HN/allied/international logistics assets, capabilities, and requirements.
- (7) Assess status and availability of required movement assets.
- (8) Establish required host nation liaison.
- (9) Augment casualty assistance center(s) as required.
- (10) Establish appropriate HN casualty liaison teams to assist in patient tracking and

care.

(11) Conduct threat assessment and determine appropriate force protection measures.

(12) Establish appropriate force protection security measures.

(13) Coordination with local authorities must ensure crowd, traffic, and media control

and any additional security measures to control site access due to sensitive equipment, facilities, or materials.

(b) Phase II - Support Deployment. This phase begins when alerted support units are ready to begin movement to the incident site and ends when all forces are in place. The purpose of this phase is: (1) to expeditiously and safely deploy 26th ASG and receive any USAREUR augmentation forces to the incident area, (2) stabilize the situation and augment local response efforts and (3) stand up sufficient support at home stations to provide high quality family care, survivor assistance, and casualty operations. Key ASG/BSB/USAREUR tasks performed during Phase II include:

(1) Receive medical response teams to support HN medical response.

(2) Receive the deployable mortuary assistance response team if required.

(3) Request and coordinate inter-theater MEDEVAC if required.

(4) Receive survivor trauma assistance teams to incident site, home stations, and effected unit locations, as required.

(5) Begin casualty notification.

(6) Establish Soldier and Family Assistance Centers (SFAC)s.

(7) Receive and employ casualty liaison teams.

(8) Be prepared to (BPT) deploy LNOs to the Casualty Information Center (CIC).

(9) Receive/deploy adequate religious ministry support team to provide direct religious support to deployed military, medical, and mortuary staff, and to augment home station ministry staffs for notifications and family assistance centers.

(c) Phase III - Assistance. This phase begins when the OSC and augmentation forces are in place and capable of providing assistance and ends when affected personnel are evacuated. The purpose of this phase is to successfully evacuate affected personnel and

conduct casualty operations, with concurrent family and survivor assistance. Coordination is extremely important in reducing conflicts and duplication of response efforts. Key ASG/BSB/USAREUR tasks performed during Phase III include:

- (1) Conduct lifesaving and protection of personnel (to include rescue and treatment of casualties).
- (2) Evacuate from hazardous areas.
- (3) Conduct triage and emergency medical treatment for casualties as capabilities permit. Augmentation medical personnel will provide advice and assistance to local medical authorities.
- (4) Conduct search and recovery operations (SAR). All response forces will conduct SAR operations within their capability.
- (5) Conduct fire fighting.
- (6) Secure and isolate the incident area if terrorism or other man-made reasons are suspect. Military police will assist with site security to control access to the scene, in coordination with host nation authorities.
- (7) Gather intelligence if responding to incidents other than natural disasters.
- (8) Account for all personnel involved in the multiple casualty incidents.
- (9) Recover and evacuate remains of US personnel. Mortuary affairs personnel will assist and coordinate with host nation authorities to ensure proper disposition of US personnel remains.
- (10) Recover personal effects and evacuate to 21st TSC personal effects depot for processing, location and POC TBP.
- (11) Initiate a public information campaign designed to provide necessary information to civilian personnel as well as regional/global media. PAO will establish, with ASG Commander support, an On-scene media center.
- (12) Conduct initial criminal investigation ICW HN authorities and US Federal investigative authorities (NTSB, FBI, etc.) to determine if there is criminal involvement.
- (13) Coordinate with the host nation agencies involved in the response.

(d) Phase IV - Closure. This phase begins when site operations are complete and ends when USAREUR forces have redeployed to home stations. Some assets may redeploy prior to completion of incident site operations. The purpose of this phase is to

safely and quickly redeploy forces and equipment and to provide closure to units and families of incident casualties. This phase ends when all US Army and augmentation forces redeploy to home stations and casualty operations have been completed. Some actions will continue long after completion of the main operations. For example, survivor assistance and family assistance will be enduring actions. Key ASG/BSB/USAREUR tasks performed during Phase IV include:

- (1) Move personnel and equipment from the incident area to home stations.
- (2) Inactivate command and control structures.
- (3) Redeploy liaison personnel.
- (4) Begin reconstitution operations at home station.
- (5) Complete casualty assistance operations.
- (6) Conduct appropriate memorial services on site, at home stations, at unit locations.
- (7) Inactivate or resize assistance centers.
- (8) Complete mortuary affairs operations. Escort remains to CONUS or other locations as required.

c. Tasks To Subordinate Units and Staff Agencies.

- (1) Tasks To BSBs: In addition to the key tasks outlined in Phases I – IV, as applicable, be prepared to:
 - (a) Provide on site command and control until arrival of the ASG Commander. Continue to provide tactical direction as required after the ASG Commander arrives.
 - (b) ICW host nation authorities, ensure crowd, traffic, and media control and any additional security measures to control site access due to sensitive equipment, facilities, or materials.
 - (c) Establish communication between the 26th ASG EOC and the incident site.
 - (d) Conduct initial site assessment and identify any required shortfalls of additional personnel or equipment.
 - (e) Submit the Commander's Assessment to the ASG EOC within one hour of

arrival on site that includes, but is not limited to, initial planning guidance, initial warning order, courses of action and requests for additional support assets.

(f) Provide any recommendation to eliminate the shortfalls to the ASG Commander/EOC.

(g) Designate an assembly area where US Soldiers and material can report to before being called forward to the incident site. This will alleviate traffic congestion and confusion at the site. Also designate a Logistic Support Area on a US installation.

(h) Provide one (1) LNO to HN EOC. Their duties include keeping the BSB EOC informed of HN requests and passing confirmed patient tracking data to the BSB EOC. BSBs will report confirmed patient tracking data to the ASG EOC.

(i) Conduct recall of the battle staff.

(j) Formulate initial public affairs guidance ICW HN and ASG/BSB Commander.

(k) Assume Operational Control (OPCON) of US forces deployed to the scene.

(l) Initially provide life support to up to 500 persons/day at a remote location for up to 2 weeks with a surge of up to 1,000/day. Depending on the incident the total number/day supported may continue for an unknown time but at a lower total/day. Also designate a Logistic Support Area on a US installation.

(m) Ensure initial isolation of the site is conducted by the first officer, NCO or other responsible person in order to establish hasty access and crowd control.

(n) Ensure that landing areas for aero medical support are identified and coordinated with 1/214th AVN BN (POC: 337-5486).

(o) Identify a source for cots or beds and how long it will take before they are available.

(p) Provide overhead cover for remains.

(q) Account and record the personnel involved in the recovery operation for follow-up social services assistance and appropriate recognition after mission completion.

(r) Operate a Casualty Operations Center (COC) that conducts casualty operations 24/7. The BSB Commander decides if the COC will be a stand alone operation or included

with the BSB EOC. It must focus and coordinate community casualty operations efforts while ensuring that:

- (1) The COC acts as the single source of official information and provides accurate, reliable and timely data to the 26th ASG EOC.
- (2) The COC provides guidance and assistance to Summary Court and Casualty Assistance Officers (SCO and CAO) within the BSB AOR.
- (3) The COC establishes communications with all agencies involved with casualty operations.
- (4) The COC compiles and submits required casualty reports to the EOC.
- (5) SCO and CAO reference material is provided IAW AR 600-8-1.
- (6) Establish a Casualty Assistance Center (CAC) (the Soldiers and Family Assistance Center can also serve this function) to:
 - (a) Be the community focal point to research location of survivors and respond to expected health and welfare inquiries.
 - (b) Coordinate the personnel-related post emergency actions (i.e. return of surviving family members to CONUS, survivor's casualty assistance needs, etc.).
 - (c) Appoint notification officers for the next of kin (NOK) who reside or are located within the BSB AOR. NOTE: The attending physician notifies the NOK who are present when the sponsor dies. 1ST PERSCOM appoints notification officers for NOK outside of the ASG AOR.
 - (d) Coordinate with 1ST PERSCOM representative before releasing casualty information to anyone.
- (7) Receive and coordinate with 1ST PERSCOM Casualty Liaison Teams (CLTs) at local MTFs.
- (8) Receive augmentation forces and the USAREUR ERT as directed.
- (9) Complete after action reports/capture lessons learned.
- (10) Move personnel and equipment from the incident area to home stations.
- (11) Begin reconstitution operations at home station.

(2) Tasks To The ASG Staff. ASG Staff - After duty hours the following staff agencies and special staff will provide one representative to the ASG EOC within two (2)

hours and staff the EOC on a 24/7 basis until relieved. Each staff agency listed below will conduct a recall of all members within four (4) hours: S-1, DCA, S-2/3, DOL, RM, Safety, Chaplain, PMO, PAO, AMSO, SJA, DPW, GRA, Command Group, CSM, and the Commander's Driver.

(a) Adjutant:

(1) BPT provide one (1) LNO to 1st PERSOM Casualty Information Center (CIC) with 24-hour support as directed.

(2) BPT to stand up and operate the 26th ASG Casualty Operations Center (COC) as a cell within the EOC, or separately, on a 24/7 basis.

(a) Provide, coordinate and publish orders for Casualty Notification Officers, Casualty Assistance Officers, and Summary Court Officers as required.

(b) BPT, as required, to coordinate escorts for the families of wounded or deceased casualties stationed within the 26th ASG footprint to accompany them to CONUS.

(c) Develop procedures and manning levels for 24/7 operations of a COC and ID any shortfall to the ASG S-3

(d) BPT to submit reports to USAREUR/1st PERSOM per Reference F.

(e) Resize centers as appropriate

(3) Coordinate the next of kin (NOK) notification. Identify augmentation requirements to the ASG EOC soonest.

(b) DCA:

(1) BPT stand up the ASG Soldier and Family Assistance Center (SFAC) as directed, and augment BSB SFACS as directed. BPT operate the 26th ASG Casualty Assistance Centers (CACs) in conjunction with SFACs or separately, on a 24/7 basis.

(2) Conduct planning in order to surge childcare services in all BSBS.

(3) BPT coordinate for temporary care of children of casualties.

(4) BPT to provide shelter and feeding services in existing DCA/MWR facilities in effected BSBS as directed for 500 people/day for two weeks with a surge of up to 1,000 people/day for short periods. Identify shelter capacity in DCA facilities in 26th ASG

footprint for incorporation into the ASG MCFI response plan.

(5) BPT provide ACS services as needed to include counseling and lending closet activities.

(6) BPT ensure that refreshments are available at the SFAC/CAC for personnel working at the center/and survivors being assisted.

(7) Designate a primary point of contact (POC) for the receipt and disposition of donations for families of the deceased.

(8) BPT coordinate volunteer activities in support of the relief effort.

(9) Brief, debrief, and train service providers in post-traumatic stress syndrome. Coordinate with the Chaplain as required in order to provide adequate counseling. Request additional requirement for counselors to the ASG EOC.

(10) Coordinate with the American Red Cross for support.

(11) Coordinate with Family Support Group of affected unit where applicable.

(12) Coordinate with schools, Chaplain, and Chain-of-Command for grief leadership training.

(c) S-2/3:

(1) Coordinate plans and issue orders as required.

(2) BPT issue recommendations for cross-leveling force protection assets as required.

(3) Continue to staff and operate the ASG EOC on a 24/7 basis.

(4) Submit reports as required. In particular receive the BSB Commander's assessment from the supported BSB and submit the ASG Commander's assessment to the USAREUR CAT within one hour of arrival of the ASG/BSB Commander on site. The Commander's Assessment includes, but is not limited to, initial planning guidance, initial warning order, courses of action and requests for additional support assets.

(5) Conduct specific threat assessments as required for force protection purposes.

(6) BPT provide representative to the On-scene CP on a 24/7 basis.

(7) BPT provide communication/automation support to the On-scene CP and CAC as required. Coordinate with DPW as required to ensure this support.

(8) Ensure adequate force protection.

(9) Coordinate movement of all external forces to home stations.

(d) DOL:

(1) Be prepared to provide transportation and life support to a proposed 500 persons per day for two weeks with a surge of up to 1,000 persons per day for short periods. Establish Life Support Areas (LSAs) as designated by the OSC. Life support may include such necessities as hot food, MREs, tents, heaters, water, generator sets, light sets, coolers, fans, cots, and portable toilets. Coordinate with the Acquisition Management Staff Officer (AMSO) for emergency acquisitions as required. The use of established contingency contracting is considered an expedient, cost effective method of obtaining required goods and services. The DOL will coordinate with the ASG servicing contracting activity that is responsible for providing and arranging local purchase support for the involved forces.

(2) Determine asset availability. There are no emergency resources maintained by the maintained by the 26th ASG for such a scenario. Item visibility such as National Stock Number (NSN), quantity on hand, daily usage levels, re-order points, location of assets and cost is available through the on-line supply systems such as Total Asset Visibility (TAV), Logistics Support Activity (LOGSA) and Logistics Integrated Database (LIDB). Access permissions have been requested. Coordinate with G-4 HQ USAREUR, 21st Theater Support Command and 200th Materiel Management Center to expedite requisition processing and transportation. Coordinate with the item manager to determine how long it will take before emergency assets are available. Utilize local purchase where necessary to meet the required delivery date and time. DSCP-Europe, DLA-Europe and the Defense Reutilization and Marketing Office (DRMO) will be utilized as a resource for goods and services in-theater.

(3) If practical and where feasible, in-theater stocks will be supplemented through host nation support and local purchase. Coordination with the International Red Cross will be considered for a supplemental resource.

(4) Be prepare to provide an Liaison Officer (LNO) to the On-scene Command Post (CP) on a 24/7 basis. The LNO will be rotated on an 8 hour basis, three

shifts per 24 hours. A shift schedule will be implemented using current civilian staff. Overtime hours will be granted as required.

(5) BPT coordinate with the Casualty Area Command (CAC) 1ST PERSCOM (DSN: 314-379-7800 / 6145 COM: 6202-80-7800/6145 7800/ 6145, FAX: 011-49-6202-80-6654 / 9476) or the Mortuary Affairs Officer, 21ST TSC (DSN 486-7073 / COM: 0171-970-7210) for mortuary support, to include human remains pouches, personal effects pouches, tags, temporary storage and transportation of remains, order, stockage and delivery of Methyl Salicate (oil of wintergreen) for use by local field sanitation teams in vector control. Coordinate for large area and temporary refrigerated storage to be used for initial graves registration.

(6) BPT coordinate with the Central Issue Facility (CIF) for sufficient quantity of protective clothing and equipment such as industrial helmets, safety shoes, worker gloves, and safety goggles for issue to rescue personnel.

(7) Designated representatives from the Transportation Motor Pool (TMP) and/or Installation Transportation Office (ITO) will work at the Family Assistance Center (FAC).

(8) BPT arrange transportation to cover the needs for the following personnel: Notification Officers, Casualty Assistance Officers, Chaplains, and survivors coming to the center and the Public Affairs Officer.

(e) DPW:

(1) BPT provide heavy equipment, generator, light sets, refuse collection/removal, Class IV, support as determined. Coordinate with AMSO as required.

(2) BPT provide temporary shelter in vacant AFH as required. BPT to coordinate temporary housing for support personnel arriving from outside the ASG footprint at/around the incident site. BPT provide a housing LNO to the ASG EOC and the CAC, as required. Coordinate with DCA in order to determine housing spaces needed.

(3) BPT provide an LNO to the On-scene CP on a 24/7 basis.

(4) Supervise search and rescue (SAR) operations.

(5) Assist tenant unit escorts in finding lodging for survivor's relatives on Invitational travel orders.

(6) Find new housing for military personnel displaced by destruction of family or leased housing, as required.

(7) Develop, coordinate (especially with PMO and USAREUR DCSENG) on order "Implement a Civil Engineer Support Plan" for site rescue operations. Plan should include:

- (a) A layout of what level of recovery is authorized.
- (b) How to manage a rescue scene and under what safety constraints.
- (c) Guidance on how to interview personnel in order to determine numbers/locations - of survivors and trapped personnel.
- (d) Requesting assistance from German authorities.
- (e) On-scene building designs, power systems, gas lines, etc.
- (f) A list of POCs at the ASG and BSB command.

(8) The DPW Fire Department will execute emergency rescue and fire fighting procedures as required. In the case of first on the scene, the Fire Chief will work jointly with the Provost Marshal and local authorities to accomplish emergency and rescue operations. The DPW Fire Department will further coordinate this plan with local fire fighting authorities. The fire department may be requested/required to establish a combined US/HN On-scene CP.

(9) Request additional engineer support through the ASG EOC to USAREUR DCSOPS as required for mass casualty recovery operations.

(10) BPT to coordinate with 5th Signal Command for the installation in the ASG CAC of a minimum of (2) two main line telephones with world-wide commercial and DSN access, (7) seven main line telephones with European-wide commercial and DSN access in the CAC. Ensure lines are installed in the CAC within four hours of the decision to implement this plan.

(11) Conduct site recovery and closure.

(f) PMO:

(1) BPT provide an LNO to the On-scene command post within one (1) hour of notification on a 24/7 basis in order to monitor and provide guidance for the operation of the On-scene CP when coordinating the initial reaction to the incident.

(2) Identify augmentation requirements to the ASG EOC soonest.

(3) Ensure guards and/or military police provide adequate incident and casualty identification site security.

(4) Coordinate with local police authorities regarding this plan.

(5) Report as required to the ASG EOC and USAREUR Watch/CAT.

(6) Ensure On-scene Force Protection ICW S-3 Force Protection Officer.

(7) Provide site security to the SFAC.

(g) Chaplain, be prepared to execute the following:

(1) Deploy at least one (1) chaplain to the incident site on a 24/7 basis.

(2) Provide counseling services with a sufficient number of chaplains as needed for survivors individually or while visiting the SFAC/CAC.

(3) Identify shortfalls and required augmentation to make up shortfalls soonest to the ASG EOC.

(4) Assist in NOK notification. Provide follow-up in home counseling.

(5) Arrange memorial services as required.

(6) Provide a family lounge area in appropriate Chapel and coordinate with AAFES or DCA for refreshments. Coordinate with DCA for volunteers.

(7) Shift ministry team resources to the supported BSB from other BSBs within the ASG footprint to provide manpower and assistance.

(8) Appoint an Emergency Ministry Team Director/POC to ensure clear command, control and communication for all ministry teams who support the affected BSB. This POC will coordinate the reception, support and use of all Chaplain augmentees from within and outside the ASG footprint.

(h) Resource Management: Provide a GWOT fund code to be included for use in the 26th ASG MCFI Response Plan for specific FY. If the MCFI is not related to GWOT, then provide, as required, a fund code to be used by all BSBS and ASG staff agencies within 24 hours of notification of an MCFI.

(i) AMSO: BPT provide contracting support as required to BSBs and ASG staff agencies.

(j) GRA: BPT to deploy to the incident scene with the ASG Commander.

(k) SJA:

(1) BPT provide an LNO to the On-scene CP, CAC and the ASG EOC on as needed basis.

(2) BPT provide a representative from Legal Assistance Office to brief Summary Court Officers.

(l) PAO:

(1) BPT to provide an LNO to the On-scene CP.

(2) Within three (3) hours of an incident, support the USAREUR set-up of a media center, and man a toll free number at the PAO office/EOC for the exclusive purpose of providing official information.

(3) Coordinate with local and international media.

(4) Coordinate with USAREUR PAO regarding news media queries and releases. All communication with the media must be done through the PAO.

(5) Coordinate with the BSB Adjutant for list of officers and Soldiers with PAO experience (if any) to act as press escorts.

(6) Help disseminate information concerning the location and services of the FAC.

(7) Identify augmentee requirements to the ASG EOC soonest.

(m) Safety Manager:

(1) BPT to deploy to the site immediately.

(2) Advise Commander on incidents IAW AR 385-10 and AR 385-40.

(3) Provide safety information to S2/3 OIC regarding incident.

(4) Advise DCA regarding safety requirements for the SFAC.

(5) Establish an Accident Investigation Board on all Class A accidents if personnel or property of the 26th ASG is involved.

(6) As required, assist US Army Safety Center (USASC) or the USAREUR Centralized Accident Investigation Ground Board as a Safety Advisor, for accidents/incidents

d. Coordinating Instructions.

(1) BSBs and staffs will update all existing MCFI plans and procedures IAW this procedure. ASG staff agencies will participate in the updating of the ASG MCFI plan on an annual basis.

(2) All BSBs will provide the 26th ASG S-3 a copy of all supporting orders issued before and during an MCFI response.

(3) BSBs and ASG Staff Agencies will BPT conduct key tasks designated during Phase I – IV in addition to specified tasks.

(a) AAFES Regional Manager.

(1) Relinquish movie theaters for use in briefings.

(2) Establish flexible hours for AAFES facilities to support relief operations.

(3) Provide food service vans at search and rescue sites, temporary hospitals or other remote sites.

(b) Commander, European Regional Medical Command.

(1) Provide medical support at the incident site through the use of first response team.

(2) Treat and evacuate the injured.

(3) Coordinate for landing site if medical support will come by air.

(4) Establish a temporary treatment site for the injured.

(5) Coordinate required support with local German hospitals.

(6) Coordinate required support with Mortuary Authorities.

(7) Provide one person from the Patient Admission Division (PAD) to work in the SFAC.

(8) Provide stress counseling/medical aid as needed for survivors.

(c) HD DENTAC. Assist in identification and/or emergency treatment as required.

(d) HD Veterinary Services.

(1) Provide emergency medical care for government owned animals.

(2) Assist in the emergency care of privately owned animals.

(3) Provide food hygiene and quality assurance inspections.

(4) Provide veterinary public health and zoonotic disease control.

(e) 90th PSB

(1) BPT provide an LNO on a 24/7 basis to assist the ASG/BSB Adjutant in the operation of the COC.

(2) Ensure passport/visa services are available.

(3) Ensure ID card/DEERS services are available to replaced lost/damaged cards.

(4) Ensure that qualified personnel are present to answer questions on casualty assistance.

(5) BPT provide briefings to all Casualty Notification Officers and Casualty Assistance Officers

(6) BPT provide Casualty Assistance Kits to Casualty Assistance Officers.

(f) 266th Theater Finance.

(1) Provide payment of death gratuity and other finance services at the SFAC.

(2) Request you BPT provide sufficient personnel to work in the SFAC upon request.

(g) Tenant Unit Commanders.

(1) Comply with the BSB Commander's tasking in support of this plan.

BPT

to deploy troops to the incident site as tasked with field gear, wet/cold weather gear (minus weapons and ammunition except for sensitive items guards) within 4 hours notice after-duty hours. Provide the BSB with # Soldiers available to respond to an MCFI on a weekly basis.

(2) Provide manpower and equipment as needed, to include Chaplains, Chaplains Assistants, Physicians Assistants, escorts for survivors of casualties who are in Europe on invitational travel orders, etc.

(h) 2nd Region, Criminal Investigative Command.

(1) Provide response team to the incident site.

(2) Conduct initial and follow on investigations on the cause of the incident ICW HN and US Federal Investigative Agencies.

(i) Red Cross Field Director.

(1) Provide a representative at the ASG/BSB SFAC to assist survivors.

(2) Establish and maintain communications with survivors of victims through the Red Cross Emergency communications system.

(3) Work closely with Casualty Assistance Officers and military Commanders to coordinate appropriate welfare inquiries and message traffic for the families of military and DoD authorized civilians involved in mass casualty situations.

(4) If needed, keep the Red Cross office at the military treatment facility open on a 24- hour basis to assist family members who may arrive to visit.

(5) Provide emergency financial assistance to family members.

4. Service Support.

a. Administration and Logistics.

(1) Concept of Support.

(a) The success of logistical support mandates that the ASG staff and the OSC anticipate and rapidly communicate logistics requirements outside the capabilities of the ASG to the USAREUR CAT.

(b) Since speed in response is critical when executing a MCFI response, use of local sources capable of providing support is encouraged and authorized IAW applicable regulations and HN agreements.

(c) Except when it will degrade the quality and speed of response, the LSA for an MCFI will be set up on a US installation and use US services. The intent is to reduce the footprint of the LSA off US installations.

(2) Logistics.

(a) Mobility and transportation. METT-T will dictate the specific transportation requirements needed to support the multiple casualty response. USAREUR Watch/CAT will coordinate any lift requirements outside the abilities of the 26th ASG.

(b) Host nation support (HNS) . MSC/ASG Commanders will evaluate host nation agreements. Specifically, ASG staff and BSB Commanders will assess the following:

(1) The capabilities /commitment of host nation response forces, supporting infrastructure and availability or accessibility of goods and services.

(2) The ability of the host nation and off-post community to receive response teams and necessary forces.

(3) The capability of transportation systems to move response teams and forces once they arrive.

(4) The availability of long term sustainment capabilities (i.e., warehouses, contractor support, civilian facilities).

(3) Public Affairs. Expect intense local and international media coverage of any MCFI activity. A media center (MC) will be established to ensure timely, accurate release of official information. Representatives will be determined and coordinated by the USAREUR PAO. Tasks will include:

(a) Arrange press conferences with the OSC, and subject matter experts.

(b) Coordinate media escort, transportation and support.

(c) Prepare media releases and command information products.

(d) Serve as principal information outlet for the operation.

(e) Provide daily, unclassified releasable information about the operation to USAREUR Watch/CAT.

b. Casualty Operations. The casualty operations process during a MCFI response can become extremely complex and often involves several organizations (1st PERSCOM, 21st TSC, ERMC, ASG). Once the ASG Commander, casualty liaison team, or medical treatment facility has reported the casualty incident to the USAREUR Watch/CAT, 1st PERSCOM will prepare the official casualty report for HQDA, which in turn activates notification of next of kin (NOK). NOK in USAREUR are notified by a casualty notification officer. This officer will be at least a captain in rank, and of the same service, will be accompanied by a chaplain, and when possible, a close friend of the family.

5. Command and Signal.

a. Command and Control.

(1) Command. The initial response command structure is based on the incident location. The initial 26th ASG On-scene Senior Commander (OSC) will be the senior ASG/BSB officer/noncommissioned officer present. This individual will take charge of US military personnel, assets and the US response at the site until the arrival of the BSB or ASG Commander. When the incident occurs inside the 26th ASG footprint, the 26th ASG Commander serves as the OSC. When the USAREUR emergency response team (ERT) deploys to the site, the senior general officer on the team becomes the OSC. The ASG/BSB Commander assumes OPCON of deployed US military forces at the incident site.

(2) If the USAREUR ERT is deployed, the general officer in charge of the ERT assumes responsibilities as the OSC upon arrival and assumes OPCON of all us military forces on site. At that time the ASG/BSB Commander continues tactical direction but command is shifted to the ERT Commander.

(3) If a JTF-CM HQ is deployed, the JTF Commander assumes the role of the OSC and assumes OPCON of all deployed us military forces.

(4) The Commander's response must be in accordance with the authorities established in the mutual assistance response plans established between the ASG and the local HN authorities.

b. Signal. The 26th ASG is responsible for establishing initial communications with USAREUR command center. Those communications assets will remain in place until displaced by other USAREUR assets.

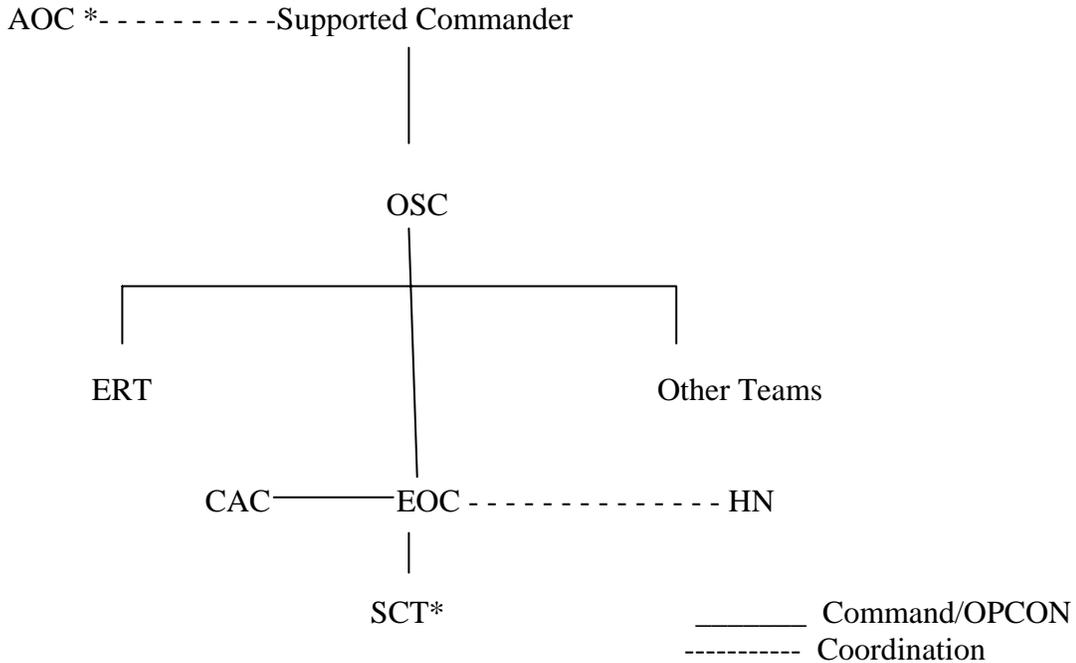
(1) USAREUR Command Center, DSN 370-8906; commercial 06221-57-8906.

(2) 26th ASG Operations Center, DSN 370-1330.

- (3) 233rd BSB S2/3, DSN 348-1530.
- (4) 293rd BSB, S2/3, DSN 380-1530.
- (5) 411th BSB, S2/3, DSN 370-1530.
- (6) 415th BSB S2/3, DSN 489-6104.
- (7) 26th ASG Adjutant, DSN 370-1320.
- (8) 26th ASG DCA, DSN, 370-1350.
- (9) 26th ASG PMO, DSN 388-2300.
- (10) 26th ASG RM, DSN 388-6399.
- (11) 26th ASG AMSO, DSN 373-5126.
- (12) 26th ASG S-2, DSN 373-7627.
- (13) 26th ASG DPW, DSN 373-1360.
- (14) 26th ASG Chaplain, DSN 379-6190.
- (15) 26th ASG DOL, DSN 373-1540.
- (16) 26th ASG PAO, DSN 373-1600.
- (17) 1st PERSOM, DSN 379-6055.
- (18) Det B, 90th PSB, DSN 379-6055.
- (19) 1-214th AVN BN, DSN 382-5341.
- (20) DoDDS, DSN 388-9383.
- (21) 266th FINCOM, DSN 379-5122.
- (22) AAFES, 06221-9140339
- (23) CID, 06221-57-7541.
- (24) 64th Medical Detachment (Veterinary Service), DSN 388-9472
- (25) HDMEDAC, DSN 371-2947

ANNEX A TO 26TH ASG MCFI SOP
Task Organization

1. This Annex provides the task organization, and command and control structure used to support the 26th ASG MCFI plan.
2. Responsibilities for implementing specific requirements are listed in this plan (26th ASG MCFI Base Plan, 4345-04, 20 May 2004).
3. Task Organization:
 - a. Purpose. To describe the task organization for the conduct of Mass Casualty/Fatality Incident (MCFI) operations.
 - b. General.
 - (1) Staff responsibilities, requirements for support teams/elements, command and control channels and relevant points of contact are provided in the Base Plan. Suggested installation staff/team organizations are provided in paragraphs 3 and 4.
 - (2) Installations will develop detailed task organizations to support their plans. 26th ASG task organization to support each installation will be developed based upon projected support requirements.
3. Composition of USAREUR Command and Control.

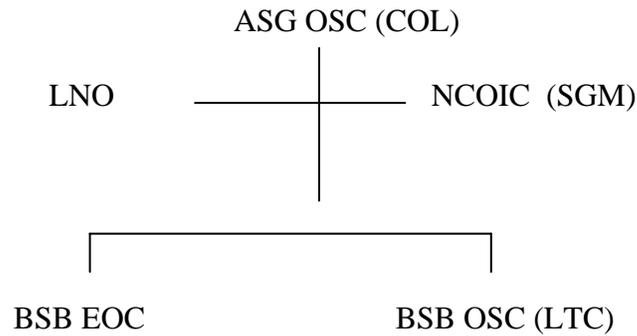


* Legend at page 27

Notes:

1. ERT consists of representatives from G3, G4, G1, G2, 1st PERSCOM, OSURG, OCPA, OPM, and OCHAP.
 2. Other teams may consist of additional elements from USAREUR/7A or elements requested through EUCOM.
 3. All requests for additional support / assistance are channeled through the OSC.
-

4. Composition of ASG Teams.



* - Legend

- AOC - USAREUR/7A Army Operations Center
- COC - ASG Casualty Operations Center
- CAC - ASG Casualty Assistance Center
- EOC - ASG Emergency Operations Center
- ERT - USAREUR/7A Emergency Response Team
- HN - Host Nation Teams
- LC - Lead Command
- OSC - On-Scene Commander
- SCT - ASG Site Control Team

ANNEX B TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP
Intelligence

1. Purpose. To outline intelligence disseminating requirements this may place units on increased states of alert.
2. General. Occasionally, based on threat information processed by the intelligence community, threat levels may be increased due to possible or anticipated attack against U.S. or Allied Forces. The ASG will disseminate this information as necessary. BSBs will make appropriate planning actions and be prepared to respond as required.
3. Execution.
 - a. Depending on the specificity of the threat, planning may be very general or quite specific. If a specific target has been identified, commanders will take action necessary to reduce or eliminate the loss of lives.
 - b. General threats limit our response to increased terrorist or enemy planning.
 - c. Any actions required by an increased threat will be handled as specified in 26th Force Protection OPORD. Additional measures may be implemented as deemed necessary by the BSB Commander.

ANNEX C TO 26TH ASG DEPLOYMENT/REDEPLOYMENT SOP
OPERATIONS

1. Situation.

a. Enemy Forces. See Annex B, Intelligence.

b. Friendly Forces. All Army forces assigned to the 26th ASG. Friendly DOD elements and U.S. Agencies will be requested through the USAREUR/7A EOC as required.

c. Assumptions.

(1) Local national governments throughout the 26th ASG AOR will be receptive to U.S. efforts to assist.

(2) Current force protection levels will not restrict or prohibit number and/or types of vehicles deployed to scene of MCFI.

2. Mission. When directed, activate 26th ASG Battle Staff to assist, alleviate, and mitigate the impact of a Mass Casualty/Fatality Incident (MCFI).

3. Execution. Commander's Intent - I intend to provide a trained and ready Battle Staff to facilitate timely assistance to BSBs and or local national government(s) in order to save U.S. and local national lives and to alleviate suffering.

a. Concept of Operation. When directed by the CDR, 26th ASG, the 26th EOC activates the ASG Battle Staff to establish connectivity with USAREUR Staff and subordinate BSBs. When directed by the CDR, 26th ASG deploy directed elements of the ASG staff to the scene.

b. Tasks to Subordinate Units:

(1) Common Tasks to BSB Commanders:

(a) Be prepared to receive USAREUR Emergency Response Team.

(b) Be prepared to (BPT) support the On Scene Commander (OSC) with personnel and/or equipment as required.

c. Tasks to ASG Staff:

(1) Adjutant:

- (a) Conduct staff recall, as directed.
- (b) Provide Liaison Officer (LNO) to the ASG EOC/Battle Staff.
- (c) BPT deploy staff member (s) to supported BSB, as directed.

(2) S-2/3:

- (a) Conduct staff recall, as directed.
- (b) Operate ASG EOC on a 24/7 basis.
- (c) Provide LNO to the ASG EOC/Battle Staff.
- (d) BPT deploy staff member(s) to the MCFI scene.

(3) DOL:

- (a) Conduct staff recall, as directed.
- (b) Provide LNO to the ASG EOC/Battle Staff.

(4) DPW:

- (a) Conduct staff recall, as directed.
- (b) Provide LNO to the ASG EOC/Battle Staff.
- (c) BPT deploy staff member(s) to the MCFI scene, as directed.

(5) DCA:

- (a) Conduct recall of staff as directed.
- (b) Provide LNO to the ASG EOC/Battle Staff.

(6) PMO:

- (a) Conduct recall of staff as directed.
- (b) Provide LNO to the ASG EOC/Battle Staff.

(7) PAO:

- (a) Conduct recall of staff as directed.
- (b) Provide LNO to the ASG EOC/Battle Staff.
- (c) Prepare and coordinate PAO release through EOC to Commander, 26th ASG.

(8) Safety:

- (a) Conduct recall of staff as directed.
- (b) Provide LNO to the ASG EOC/Battle Staff.

(9) Chaplain:

- (a) Conduct recall of staff as directed.
- (b) Provide LNO to the ASG EOC/Battle Staff.

(10) GRA:

- (a) Conduct recall of staff as directed.
- (b) Act as LNO to the ASG EOC/Battle Staff.

(11) RM:

- (a) Conduct recall of staff as directed.
- (b) Provide LNO to the ASG EOC/Battle Staff.

(12) AMSO:

- (a) Conduct recall of staff as directed.

(b) Act as LNO to the ASG EOC/Battle Staff.

(13) Command Section:

(a) Conduct recall of staff as directed.

(b) Provide driver to ASG Commander within 1-hour of recall after-duty hours.

d. Coordinating Instructions.

(1) Universal Coordinated Time (ZULU) in effect.

(2) Critical Command Information Requirements (CCIRs).

(a) Priority Information Requirements (PIR).

(1) Is there a credible terrorist group capable of overt action against Soldiers/units deploying to the MCFI scene?

(2) Is there an internal conflict ongoing between factions in the country where the MCFI occurred?

(b) Friendly Force Information Requirements (FFIR).

(1) Anything preventing deployment/employment of USAREUR/7A assets.

(2) Change in THREATCON/WATCHCON level in the country(s) where the MCFI is located.

4. Service Support. Omitted. See Base Plan.

5. Command and Signal. Omitted. See Base Plan.

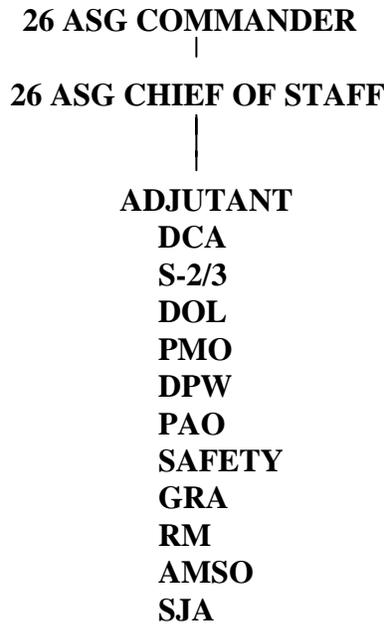
2 Appendices:

1 – Organization

2 – Command and Control (C2) Communications

APPENDIX 1 TO ANNEX C TO 26TH ASG MCFI SOP
Task Organization

1. Purpose. To describe the Task Organization for the ASG Battle Staff for the conduct of Mass Casualty/Fatality Incident (MCFI) operations.
2. General.
 - a. The ASG Battle Staff Organization will be as shown in Paragraph 3 below:
3. Command and Control.
 - a. 26th ASG EOC Battle Staff:



- b. The 26th ASG Commander or representative directs activation of the Battle Staff.
- c. The functions of the Battle Staff include:
 - (1) Provide timely estimates/reporting to the ASG leadership.
 - (2) Identifying shortfalls, cross-leveling assets to fill shortfalls, and filling requests for support from subordinate BSBs.
 - (3) Mitigate impact of MCFI for affected ASG/MSG and family members.

APPENDIX 2 TO ANNEX C TO 26TH ASG MCFI SOP
COMMAND AND CONTROL (C2) COMMUNICATIONS

1. Situation. This Appendix describes the 26th ASG C2 communications structure and reporting channels used during a Mass Casualty/Fatality Incident (MCFI) operations.
2. Mission. See Base Plan.
3. Execution. Mobile C2 Communications Package. The mobile C2 communications package from the ASG EOC will be issued to the 26th ASG Commander prior to his deployment to the scene. This package is the means for the Commander to communicate between the scene and EOC.
4. Logistics and Administration. See Base Plan.
5. Command and Signal.
 - a. Command. Reporting Channels. The BSB On-Scene Command Post will report information to the BSB EOC using available email capability or by telephone. The BSB EOC will report to the ASG EOC and the ASG will report to USAREUR Watch/Crisis Action Team (CAT). If time does not permit, and when authorized by the ASG Commander, the BSB may report directly to the USAREUR CAT and copy the ASG EOC on all communications. If the ASG Commander or the USAREUR Emergency Response Team (ERT) deploys to the scene and assumes command, the BSB On-Scene CP staff will continue to report information to the ASG/BSB EOC for informational purposes, as the situation dictates.

b. Communications.

Communications Net.

- (1) Primary – Secure Motorola hand-held radios will be the primary means of communication during an MCFI event. The primary channel is labeled “CRISIS”. Backup channels will be normal channels.
- (2) Secondary – Land lines will be the secondary means of communications during an MCFI event.
- (3) Tertiary – Cell phones will be the tertiary means of communications during an MCFI event.
- (4) Back up – Runners using vehicle or foot will be the back up means of communications during an MCFI event.

ANNEX D TO 26TH ASG MCFI SOP
Logistics

1. Situation. Per Base plan. Logistics assumptions are:
 - a. Be prepared to (BPT) provide transportation and life support to a proposed 500 persons per day for two weeks with a surge of up to 1,000 persons per day for short periods. Establish Life Support Areas (LSAs) as designated by the On-Scene Commander (OSC).
 - b. Required logistics force structure, including reserve component unit/ personnel, will be available.
2. Mission. Per Base plan.
3. Execution.
 - a. Scheme of support.
 - (1) Recall: Upon notification of a MCFI, the DOL or appointed representative will report to the ASG EOC within two (2) hours and staff the EOC on a 24/7 basis until relieved. The DOL representative will conduct a recall of all staff within four (4) hours.
 - (a) At the beginning of each FY the DOL will provide the 26th ASG S3 an Emergency Roster POC. This may be one individual for the entire FY or a roster of individuals that will serve on a monthly / quarterly basis. Changes to such roster will be reported immediately via email to S3. The roster will contain the individual(s) duty title, last name, home phone, DSN and cell phone number.
 - (b) The DOL will maintain an Emergency Contact Roster consisting of all DOL. The roster will contain the individual(s) duty title, last name, title prefix (Mr. / Ms.), home phone, DSN and cell phone number. An updated roster will be provided to 26th ASG S3 on the first working day of each month.
 - (c) A telephone tree notification scheme will be established to expedite the contact of DOL staff. Each branch chief or their identified representative will be responsible for notifying their staff of the recall.
 - (2) Supplies.
 - (a) Class I: The ASG Food Program Manager (FPM) will coordinate with dining facility / AAFES and DECA managers to provide subsistence support as request by the BSB DOL. Additionally, the FPM will coordinate/assist the BSB DOL as required in obtaining food service contracts. Coordinate with DCA/MWR facilities to provide shelter and/or feeding services in effected BSBs as directed

for 500 people/day for two weeks with a surge of up to 1,000 people/day for short periods.

(b) Class II: The Managers of the Self Service Supply Center and Central Issue Facility will open/operate the facilities within two (2) hours of notification.

(c) Class III: The ASG Fuel Manager will coordinate with BSB DOL and the 200th PMD for contract fuel as required. TMP fuel points on existing 26th ASG installations will be utilized to the fullest extent possible.

(d) Class IV: N/A (DPW)

(e) Class V: N/A

(f) Class VI: The Supply and Services Section will coordinate with AAFES and DECA Managers as required for health and comfort requirements not in the immediate supply chain.

(g) Class VII – X: DOL will coordinate requests for support for these classes through the USAREUR Watch/CAT.

(3) Services.

(a) Life Support Services: The focus is on facilitating and stabilizing the incident site, evacuation operations and providing life support services, such as food and water.

(b) Transportation: The 26th ASG Transportation Division will provide BASOPS support of the operation to include:

(1) Contact the DOL/ S4 and identify key personnel.

(2) Coordinate with the BSBs to activate the plan.

(3) Identify assets above the BSB capability.

(4) Plan for any commercial bus requirements.

(5) Identify requirement to lease vehicle from commercial sources.

(6) The affected BSB will immediately terminate all general dispatch non-tactical vehicles. Vehicles on commitment will be immediately terminated to allow flexibility of vehicle use in support of the incident. The Transportation Division will provide an assessment of available assets to the OSC. Dispatch assigned busses to evacuate identified persons to a safe haven. Provide non-tactical vehicle support based on tasking requirements. Provide assistance in

the coordination of passenger movement from the effected area. Provide assistance in obtaining commercial transportation requirements.

(c) Mortuary Affairs Support: The DOL representative at the ASG EOC will coordinate through the OSC and the Casualty Area Command for the 21st Theatre Support Command (TSC) Mortuary Affairs Team (MAT) in support of graves registration (POC: 21st TSC Mortuary Affairs Officer, DSN 486-7073 or commercial: 0171-970-7210).

4. Administration and Logistics.

a. Administration.

(1) The DOL will maintain an Emergency Contact Roster and telephone tree roster consisting of all DOL staff, as outlined in section 3, a, (1), (b) and (c) of this annex.

(2) Provide centralized materiel management for Classes of Supply I – III and VI.

(3) Provide 24 hour support for Classes I – III and VI for the duration of the MCFI recovery operation.

b. Logistics:

(1) The 26th ASG, DOL will coordinate with the USAREUR and 21st TSC for the consolidation, construction and onward movement of Priority Push Packages (PPPs) of Class I and bottled water and re-supply transportation.

(2) The 26th ASG, DOL, Supply and Services Division will coordinate with the 200th MMC for additional supplies/ services required by the BSB/ DOL. Units will deploy with required OCIE. Acquisition or local purchase of Class II will be coordinated through the OSC.

(3) The 26th ASG/ DOL will provide logistics support throughout the operation. The OSC will determine the supply point distribution plan. Subordinate BSBs will work to fill short term needs on-hand stocks and local purchases and/or contingency contracts.

(4) Use of local sources capable of providing support is authorized in-accordance-with (IAW) applicable regulations and Host Nation (HN) agreements.

(5) Logistics support for all classes of supply and field services will be in accordance with policies and doctrinal concepts.

(6) Provide support to the Displace Civilian Centers with adequate food and other limited resources, such as water and blankets.

5. Command and Signal.

a. Command.

(1) Upon notification by the respective the ASG Emergency Operations Center (EOC), the 26th ASG/ DOL will provide logistical support to the supported BSB Commander in response to the MCFI. This involves coordinating the planning, preparation and pre-positioning of logistical resources for movement to the incident site.

(2) All other command structure is per the Base Plan.

b. Signal.

(1) Per Base plan.

(2) The DOL is POC for this annex, DSN 373-1340.

ANNEX E TO 26TH ASG MCFI SOP
Personnel

1. Situation: See Base plan.

2. Mission: See Base plan.

3. Execution:

a. Recall. The S-1 will conduct a section recall after duty hours per the recall roster. The first duty person must report to the ASG EOC within two hours, and the remainder of the section will be present for duty within four hours. The section will BPT provide the following: one S-1 representative to the BSB Casualty Operations Center, one S-1 representative to the ASG EOC and one S-1 representative to 1st PERSCOM upon request.

b. Casualty Notification/Casualty Assistance

(1) Monitor the following and BPT assist Casualty Notification Officer (CNO)/Casualty Assistance Officer (CAO)/ activities at BSBs to include:

(2) Publishing of CAO/SCO orders.

(3) Conducting proper and timely next-of-kin (NOK) notification is accomplished.

(4) Coordinating with the Family Assistance Center and Public Affairs Office.

(5) Making recommendations to the Commander regarding unit taskings for funeral details.

(6) Submitting casualty reports and monitoring assistance systems.

(7) Tracking the number of trained and qualified CAOs/CNOs.

4. Administration and Logistics. See Base plan.

5. Command and Signal. See Base plan.

Appendix
Directorate For Community Affairs

APPENDIX 1 TO ANNEX E TO 26TH ASG MCFI SOP
DIRECTORATE FOR COMMUNITY ACTIVITIES

1. Situation. As identified in the 26th ASG Functional Plan, Mass Casualty / Fatality Incident Operations.

2. Mission. As identified in the 26th ASG Functional Plan, Mass Casualty / Fatality Incident Operations.

3. Execution.

a. Scheme of support.

(1) Recall: Upon notification of a MCFI, the DCA or appointed representative will report to the ASG EOC within two (2) hours and staff the EOC on a 24/7 basis until relieved. The DCA representative will conduct a recall of all staff within four (4) hours.

(a) At the beginning of each FY the DCA will provide the 26th ASG S3 an Emergency Roster POC. This may be one individual for the entire FY or a roster of individuals that will serve on a monthly / quarterly basis. Changes to such roster will be reported immediately via email to S3. The roster will contain the individual(s) duty title, last name, home phone, DSN and cell phone number.

(b) The DCA will maintain an Emergency Contact Roster consisting of all DCA staff at the 26th ASG. The roster will contain the individual(s) duty title, last name, title prefix (Mr. / Ms.), home phone, DSN and cell phone number. An updated roster will be provided to 26th ASG S3 on the first working day of each month.

(c) A telephone tree notification scheme will be established to expedite the contact of DCA staff. Each branch chief, or their identified representative, will be responsible for notifying their staff of the Recall.

(2) Soldier and Family Assistance Center (SFAC) and Casualty Assistance Center (CAC): Upon notification, BSB Commander will activate the SFAC, per local SFAC plan.

(a) The SFAC is a liaison with resource agencies. As a minimum, the following agencies will be included. These agencies will have a POC on official orders and be prepared to assign personnel for immediate assistance for the SFAC as required: Army Community Service (ACS), American Red Cross (ARC), Army Emergency Relief (AER), Patient Liaison Office and TriCare, Chaplains, Community Counseling Center, Dental, Directorate of Public Works, Directorate

of Logistics, Finance, Information Management Office (IMO), Provost Marshal

Office, Public Affairs Office, Staff Judge Advocate, Social Work Services.

(b) The CAC, described in USAREUR Functional Plan 4345-03, may be co-located within the SFAC. Recommend a separate room be identified within SFAC to serve as CAC.

(c) All 26th ASG Army Community Service centers will be available to augment each other if requested by ASG EOC.

(d) Refreshments will be made available to the SFAC/CAC for personnel working at the center and survivors being assisted.

(3) Child Development Centers (CDC) will BPT provide services due to a surge of requests as a result of MCFI and temporary care of children of casualties. The CDC will activate their Mobilization and Contingency Plan in support of a MCFI.

(4) Identified DCA/MWR facilities will BPT to provide shelter and/or feeding services in effected BSBs as directed for 500 a day for two weeks with a surge of up to 1,000 a day for short periods.

(a) BSB DCAs will identify MWR facilities (Appendix A) that could be used as shelters to include facility name, location, building number, capacity and telephone number.

(b) BSB DCAs will identify MWR dining facilities (Appendix B) that could be used to feed those affected by MCFI to include facility name, location, building number, capacity and telephone number.

(5) BSB DCAs will designate a primary point of contact (POC) for the receipt and disposition of donations for families of the deceased.

(6) BSB Installation Volunteer Coordinator (IVC) will coordinate volunteer activities in support of the relief effort.

(7) BSB Family Advocacy Program Managers (FAPM) will brief, debrief, and train service providers in post-traumatic stress syndrome. FAPM will coordinate with chaplains, social work services, Department of Defense Dependent Schools (DoDDS), Alcohol & Drug Abuse Prevention Control Program (ADAPCP) as required to provide adequate counseling. Request for additional counselors will be forwarded to the ASG EOC.

(8) DCA will coordinate with the American Red Cross for support as identified.

(9) The ACS Deployment / Mobilization Manager will coordinate with affected Family Readiness Group of affect unit with requested support.

(10) FAPM will coordinate with chaplains, social work services, DoDDS, ADAPCP and Chain-of-Command for grief leadership training.

5. Administration and Logistics.

a. Administration.

(1) SFAC will maintain sign in rosters and client files as outlined in their SFAC plan.

(2) The DCA will maintain an Emergency Contact Roster and telephone tree roster consisting of all DCA staff at the 26th ASG, as outlined in this annex.

b. Logistics.

(1) The DCA will make available MWR shelters and dinning areas identified in Appendix 1 and 2 as required.

(2) The SFAC will coordinate with military units, Family Readiness Groups and Chain-of-Command for logistical / transportation support.

(3) The SFAC will coordinate with IMO for automation support as outlined in their SFAC Plan.

6. Command and Signal.

a. Command. Upon notification to activate the SFAC the Army Community Service Officer will become the Director of the SFAC. All other command structure will follow those outlined in the BASE PLAN.

b. Signal.

(1) Communications will follow those outlined in the BASE PLAN Plan 4345-03.

(2) The 26th ASG DCA is POC for this annex, DSN 373-8141, .

2 TABS

A – MWR SHELTERS

B – MWR DINING FACILITIES

TAB A TO APPENDIX 1 TO ANNEX E TO 26TH ASG MCFI SOP
MWR SHELTERS

BSB	Name Of Facility	Location / Kaserne	Bldg #	Capacity	Phone #
233	CFK Fitness Center	CFK	4017	250	348-7359
233	Kelly Fitness Center	Kelly Barracks	4169	200	348-6318
233	Babenhausen Fitness Center	Babenhausen	4524	200	348-3762
293	Sullivan Gymnasium	Sullivan Barracks	237a	400	385-2001
293	Coleman Gymnasium	Coleman Brks	25	425	385-4322
293	BFV Sports Arena	Benjamin Franklin Village	736	1200	385-3164
411	Patton Gym	Patton Barracks	152	500	373-5021
411	Campbell Gym	Campbell Barracks	18	500	370-6489
411	Tompkins Gym	Tompkins Kaserne	4225	500	379-7700
415	KCAC	DAENNER KAS	3109	337	483-6500
415	GYM	KLEBER KAS.	3235	315	483-7610
415	ARMSTRONG'S CLUB	VOGELWEH	1036	635	489-6000
415	BLDG # 237 WAREHOUSE	ROB	237	519	493-6477
415	R.O.B Fitness Center	Vogelweh/R.O.B	172	26	493-6241
415	Miesau Gym	Miesau/Ammo Depot	1210	680	486-3797
415	Landstuhl Sports & Fitness	Landstuhl/LRMC	3720	600	486-8401

TAB B TO APPENDIX 1 TO ANNEX E TO 26TH ASG MCFI SOP
MWR DINNING FACILITIES

BSB	Name Of Facility	Location / Kaserne	Bldg #	Capacity	Phone #
	Escape				
233	Club/Wingers	DMT CFK	4088	350	348-7466
233	Bowling Center	DMT CFK	4080	160	348-6148
233	Kid Zone	DMT CFK	4037	300	348-7050
233	Tradewinds	Babenhausen	4517	200	348-3672
293	Top Hat Club	Benjamin Franklin Village	738	250	380-9370
293	Wingers/Top Hat Club	Benjamin Franklin Village	738	96	380-9370
293	¹ BFV Bowling Center	Benjamin Franklin Village	737	300	380-4615
293	Coleman Bowling Center	Coleman Barracks	25	80	382-4320
293	Coleman Bowling Pub	Coleman Barracks	25	80	382-4320
293	Coleman Catering Center	Coleman Barracks	96	400	382-4110
293	The Cove Club	Sullivan Barracks	240	250	385-2884
411	Village Pavilion	Patrick Henry Village	4507	1825	388-9429
411	² Strike Zone	Patrick Henry Village	4545	* 350	388-9040
411	TGIFridays	Patrick Henry Village	4506	356	0172-6989647
411	Golf Course	Oftersheim	4101	195	06202-53767
411	Rod and Gun	Oftersheim	4130	100	06202-51193
411	Recovery Room	Nachrichtern Ksn	3608	200	371-2762
411	Kid's Zone	Shopping Center	3850	156	370-6662
415	Armstrong's Club	Vogelweh Housing	1036	800	489-6000
415	Landstuhl Club	LRMC	3780	200	486-7244
415	Kaiserslautern Cnty. Act. Ctr.	Daenner Kaserne	3109	350	483-6500

¹BFV Bowling Center can handle a total of 250 people by a combination of using the seating on the lanes, seating behind the lanes, bar, slot room and eating area.

² Strike Zone/Bowling Center can handle a total of 350 people. A combination of using the seating on the lanes, seating behind the lanes, party room, bar, slot room and eating area. You could count another 72 people if you count the lounge patio and mini golf area.

ANNEX F TO 26TH ASG MCFI SOP
Public Affairs

1. Situation. See Base Plan.
2. Mission. See Base Plan.
3. Execution.

a. Concept of Support

Purpose: An incident causing mass casualties will generate considerable media attention, therefore, access to the accident site will be strictly controlled. The purpose of PAO efforts is to provide timely information to the public to eliminate misinformation, speculation and rumors. Location where PAO personnel are required will vary with the situation – representatives might be needed in three locations at various times. In the event of a Mass Casualty Incident/Emergency Crisis Situation, the PAO, will plan, coordinate and execute with each BSB PAO within the 26th ASG the necessary public affairs support needed in response to the incident.

(1) A PAO representative will provide Public Affairs guidance and advice to the Joint Action Working Group (JAWG).

(2) Alert Phase. Upon notification of a mass casualty incident, PAO representative will report to the ASG EOC within two hours, and the remainder of the section (as needed) is due into the Public Affairs Office within four hours. See Appendix 1 for the 26th ASG Public Affairs recall roster. PAO will coordinate with EOC for timing/location of the establishment of the Public Affairs News Media Gathering Point and Joint Information Bureau location, as appropriate.

(3) The News Media Gathering Point is normally a gathering/holding location for media representatives who desire to cover the accident/incident. If necessary and whenever possible, it will be located away from the incident scene, and will provide space for briefing media representatives prior to their being escorted to the scene, as appropriate.

(4) Public Affairs personnel will make arrangements to escort public news media representatives at the incident site (if on a U.S. installation).

(5) Public Affairs Officer:

(a) Will conduct media activities to provide timely public and command information regarding mass casualty operations within security constraints and in coordination with host-nation officials, as appropriate.

(b) In coordination with the On-scene commander, coordinate and execute public

affairs at the incident scene. This includes operation from a media operation center or briefing room with host-nation authorities, when appropriate.

(c) Be prepared to register and badge, if deemed necessary, and establish media ground rules.

(d) Request PAO augmentation through the JAWG, or by most expedient means.

(e) Public Affairs personnel will use the following guidelines to release information to media:

(1) First priority for release will be given to providing as much cleared unclassified material as possible in a timely manner. Make effort to counter possible rumors and inaccurate reports by releasing accurate information as soon as it is available and time permits. See Appendix 2 for initial Contingency Press Release Format. The PAO in charge will, on approval by the commander or designated representative, release the initial generic press release. The PAO will review public affairs statements to ensure compliance with security and policy; and coordinate all releases with the installation commander or designated representative. The PAO will send copies of press releases to the following offices and POCs: S3, EOC, Plans and Operations Officer, Force Protection Officer.

(2) PAO will not release names of deceased until all the following are accomplished:

(a) The Casualty Assistance Officer confirms notification of next of kin (NOK).

(b) Names are approved for release by Casualty Assistance Team representatives at HQ USAREUR/IMA-Europe level.

(f) Media will not be granted access to mortuary operations while remains are being processed.

(g) PAO produces fact sheets and releases for distribution as appropriate at the press gathering point. Submit copies of all releases through the JAWG to Casualty Assistance Centers at Hq. USAREUR/IMA-Europe level.

(h) Accreditation of news media representatives (NMR) will not be instituted. All NMRS must show association with recognized media by some form of identification (for example, letter of introduction/identification). All NMRs, whether access has been granted or not, will be escorted while at the incident site.

(6) Additional requirements: Number of augmentees required will depend on the incident. Conceivably, all ASG/BSB public affairs staffers with cell phones will be

required.

b. Tasks to Subordinate Units.

(1) Be prepared to task subordinate battalions for augmentation of PAO personnel.

(2) Copies of any press releases will be sent to HQUSAREUR Public Affairs and to Installation Management Activity-Europe Public Affairs by the ASG PAO with copy furnished to the ASG EOC.

c. Coordinating instructions.

(1) Coordinate press releases with appropriate German authorities. Use the Joint Information Bureau, if applicable.

(2) Establish liaison with AFN-E (Armed Forces Network, Europe).

4. Logistics and Administration. A driver with 12-passenger van will be required. PAO will request this from the transportation section of the ASG DOL and coordinate the request through the ASG EOC.

5. Command and Signal. The 26th ASG EOC maintains the roster and home telephone numbers of public affairs personnel. For privacy and accuracy, an updated roster will be distributed, if required, following the incident date(s).

2 Appendices:

1 – 26 ASG PAO Recall Roster

2 – 26 ASG MCFI Initial Press Release Template

APPENDIX 1 TO ANNEX F TO 26TH ASG MCFI SOP
 26 ASG PAO Recall Roster (To be Published)

<i>Name</i>	<i>Email Address</i>	<i>Office phone</i>	<i>Home Phone</i>
26th ASG/411th BSB	Heidelberg	06221-17-XXXX	
233rd BSB	Darmstadt	06151-69-XXXX	
293rd BSB	Mannheim	0621-730-XXXX	
415th BSB	Kaiserslautern	0631-411-XXXX	

APPENDIX 2 TO ANNEX F TO 26TH ASG MCFI SOP
26 ASG MCFI Initial Press Release Template

The following template is to be used by all BSB PAO offices as an initial press release within 3 hours of an MCFI event within the 26th ASG AOR. BSBs must ensure coordination of this and all subsequent press releases through PAO channels and their respective unit Commander's.

At _____hours today an explosion/accident/air crash occurred at _____(location of incident). A number of people were injured. The exact number is not yet available. German and American authorities and medical personnel are working together to treat the injured. The incident is under investigation. More information will be released as it becomes available.

ANNEX H TO 26TH ASG MCFI SOP
 Engineer

1. Situation:

- a. General. See Base plan.
- b. Area of Concern. See Base plan.
- c. Enemy. See Base Plan.

Terrain. This plan can be implemented in virtually any weather and terrain type, due to the size of the USAREUR/7A's Area of Responsibility (AOR). Most likely and most dangerous scenarios to U.S. forces involve an incident on U.S. facilities.

d. Friendly Forces.

- (1) USAREUR/7A ODCSENG. Provide staff coordination of USAREUR/7A engineer units and functions.
- (2) United States Army Corps of Engineers (USACE). Provide contracted remediation and general engineering services to USAREUR/7A. Will work with ODCSENG for contract and scope of work requirements.
- (3) TOE Engineer units. As directed support mobility, counter-mobility, and survivability operations. Depending on the location of the MCFI incident, units may be too far away to respond rapidly. Units have trained medics and combat lifesavers capable of immediate emergency aid to victims. However, these Soldiers are intended to serve the units to which assigned and have only a limited capability to handle the increased patient load of a MCFI incident.
- (4) 60th Topographic Detachment. Provides Mapping, Charting, and Geodesy (MC & G) products and services for USAREUR/7A.
- (5) 320th Topographic Company. Provides Mapping, Charting, and Geodesy (MC & G) products and services for V Corps.
- (6) 249th Prime Power Detachment. Provides emergency power generation as coordinated by USAREUR through USACE and 249th Engineer Battalion.
- (7) Installation Management Agency-Europe. Manages installations and housing areas within Europe.

2. Mission: See Base plan.

3. Execution:

- a. General: Engineer assets will be utilized in the following C2 arrangements:
 - (1) USAREUR/7A will act as a force provider for engineer assets to EUCOM and a JTF-CM.
 - (2) An incident that forces the implementation of this plan could occur throughout the AOR, but is most likely on a IMA-E installation or housing area.
- b. This operation is a four phase operation that involves engineer related assets in all phases.
 - (1) Phase I - Situation Assessment and Initial Response. ASG/DPW will coordinate through the EOC to the USAREUR CAT to request assistance from other ASG's or 18th ENG BDE.
 - (2) Phase II - Support Deployment Phase. Engineer units alerted in Phase I deploy and arrive on the scene in this phase and report to the commander on the scene. Immediate engineer tasks will likely include isolation and physical stabilization of the area. Isolation might include things such as creating roadblocks for police and security forces, containing chemicals or other hazards to the incident area, or otherwise keeping the hazard from spreading or unnecessary persons from entering the area. Due to the unpredictable nature of the MCFI, physical stabilization could include things such as cutting off threatening electrical or water lines, providing structural supports to prevent further collapse, or removing dangerous debris. BSB/DPW will report to scene, coordinate work of BSB assets and provide request to ASG/DPW for additional engineer assistance required.
 - (3) Phase III - Assistance. The goal of this phase is successful evacuation of affected personnel. Army Engineers assets (Fire Fighters, DPW, etc...) potentially will play a role in this phase. Tasks to be performed include:
 - (a) Mobility support to include clearing roads or opening emergency bridging.
 - (b) Counter-mobility support intended to deny access to areas that are life threatening or to ensure open Lines of Communications (LOC) for response personnel.
 - (c) Survivability as needed by creating sheltered areas for MCFI victims and response personnel and/or planning and executing force protection measures as required.
 - (d) Creation of containment berms and ditches as needed.

- (e) Airfield repair as needed.
 - (f) Assisting in HAZMAT storage and collection.
 - (g) Repairing essential facilities to increase reaction force capabilities.
 - (h) Due to the special equipment organic to certain types of engineer units, these units could also be required to assist with extraction of victims from the immediate hazard.
 - (i) Provide emergency power through Prime Power as required.
 - (j) Plan and build base camps as needed.
 - (k) Identifying LOGCAP support requirements and coordinate support through AMC.
 - (l) Engineer assets may also be called upon to build refuge centers for displaced persons.
- (4) Phase IV – Redeployment. As soon as possible, engineer effort will be turned over to HN assets and US military forces no longer required will redeploy.
- c. Coordinating Instructions.
- (1) ODCSENG.
 - (a) Identify available and required engineer units and materials.
 - (b) Coordinate non-organic engineer support as required. This includes coordinating for Prime Power support and other assets not immediately available to the commander on the scene..
 - (2) United States Army Corps of Engineers (USACE) – European District (EUD). Provide contracted remediation services to USAREUR/7A. Work with ODCSENGR for contract and scope of work requirements. See Appendix 3.
 - (3) TOE Engineer units. As directed support mobility, counter-mobility, and survivability operations.
 - (4) 60th Topographic Detachment. 60th Topographic Detachment will be the primary source of special products required for the mission and will coordinate for additional topographic support as required.
4. Service and Support: See Base plan.

5. Command and Signal: See Base plan.

Appendix:
Fire and Emergency Service Support

APPENDIX 1 TO ANNEX H TO 26TH ASG MCFI SOP
 Fire and Emergency Service Support

1. Situation. To outline procedures for notification and response of 26th ASG organizations to Mass Casualty/Fatality Incident (MCFI) incidents. Fire and Emergency Support (FES) organizations are organized under the Directorate of Public Works (DPW) at Area Support Group (ASG), Base Support Battalion (BSB) installations.

2. Mission. See Base Plan

Assumption: The potential exists for a MCFI incident in 26th ASG Area of Responsibility (AOR) and the incident may occur on a US Forces installation. Army FES organizations would be first responders only on installations where they are located, and Host Nation (HN) municipal, industrial or volunteer firefighters would respond at incidents on US installations where the Army maintains no active fire departments. HN firefighters would also respond with Army firefighters at installations where US Army maintains fire stations because they provide back-up assistance at almost all incidents.

3. Execution.

a. DOD and the Army require minimum staffing of four firefighters per fire apparatus. Army fire stations are staffed only for first response; they typically are staffed to respond with only one fire truck. This necessitates back-up assistance from HN fire departments at most incidents. In USAREUR/7A, the FES telephone number is DSN 117.

b. Army fire departments in the 26th ASG/BSB F&ES are equipped with full protective entry suits for high hazard MCFI response. Municipal HN fire departments typically have full protective entry suits, while volunteer fire departments (in many locations) do not have this level of protection. Industrial fire departments may or may not have full protective entry suits, depending upon the nature of their industrial production.

c. 26th ASG/BSB F&ES located at the installations listed below, are provided with self contained breathing apparatus (SCBA) and structural fire protective clothing. SCBA provides protection from inhalation of chemical-biological agents, but fire protective clothing provides limited, or no, exposure protection depending upon agent encountered.

- 293d BSB (Mannheim), Coleman Barracks.
- 411th BSB (Heidelberg), Heidelberg Army Airfield.
- 415th BSB (Kaiserslautern), Miesau Ammunition Depot.

d. DOD and the Army require firefighters to be trained as hazardous materials (HAZMAT) first responders. This training has application to MCFI incidents. First responders are expected to be trained to the level of recognizing HAZMAT presence, protecting themselves, calling for trained personnel and securing the area.

e. Specialized response to MCFI or HAZMAT incidents will normally be performed by

the nearest HN fire department that has the appropriate full protective entry suits for the level of hazard encountered. Army fire departments will serve as liaison to the HN fire departments, providing assistance where possible.

f. All IMA-E installations are provided with emergency FES support which can be telephonically reached at DSN 117. FES fire alarm dispatch centers have direct communication links with local HN fire departments, and these are interconnected with regional "Landkreis" or "Laender" (County or State) disaster response centers.

4. Logistics and Administration.

a. 26th ASG FES organizations do have limited HAZMAT detection equipment

b. 26th ASG FES organizations do have HAZMAT protective clothing.

c. Professional HN fire departments in large cities and chemical/ industrial centers typically have CBR detection equipment and protective clothing available for use. However, US Forces installations are mainly provided firefighting support by HN volunteer fire departments who do not always have this equipment.

d. HN response to assist US Forces during MCFI incidents is without cost to the US Forces IAW the NATO Status of Forces Agreement.

5. Command and Signal. Per AR 420-90, the fire chief or senior fire officer (SFO) is responsible for the conduct of all FES operations.

ANNEX Q TO 26TH ASG MCFI SOP

Medical

1. General. This annex outlines the responsibilities of the medical assets in the 26th ASG area of responsibility (AOR) in response to a multiple casualty/fatality incident (MCFI.) A Mass Casualty operation is necessary when the number and/or type of casualties exceeds the military medical treatment facility's (MTF) capability to treat the casualties. Medical support will, in general, remain the responsibility of the host nation IAW MOUs and MOAs in effect with the MTFs or the Status of Forces Agreement

2. Responsibilities. It is the responsibility of the clinic commander at each of the clinics in the 26th ASG AOR, to initiate the MASCAL plan. The plan will be implemented as a result of terrorist action, natural disaster, or man-made catastrophe occurring within the 26th ASG AOR.

3. Background. See the Base Plan for the five general situations under which this plan will be executed.

4. Coordinating Instructions. Coordination for medical support in AOR Operations is generally done by the ASG or subordinate BSBs. The clinics in the 26th ASG AOR have no medical transport capabilities. Non-medical vehicles will not be used to transport casualties. The BSB commander notifies the clinic commander who initiates the appropriate response in order to:

- (a) Initiates recall procedures
- (b) Stands by to assist DRK upon request

(1) Medical response to MCFI will be coordinated by the ASG or subordinated BSB Commander/ EOC in collaboration with the clinic commander. The Host Nation first responders are Deutsche Rotes Kreuz (DRK) and the host nation Fire Service.

(2) This MASCAL plan pertains to following Health Clinics:

- (a) Babenhausen Health Clinic
- (b) Coleman Health Clinic
- (c) Darmstadt Health Clinic
- (d) Mannheim Health Clinic

(3) The signal for MASCAL operations is Code Green. The clinic Duty officer will immediately inform the Commander of the health clinic upon receipt. Medical alert rosters will be maintained at the BSB EOC.

(4) All Soldiers near the site assist in MASCAL treatment and evacuation as requested by DRK. Presumptively, all clinic Soldiers are Combat Lifesaver trained and are able to perform lifesaving measures such as stopping bleeding.

(5) Air Evacuation – Will be performed and coordinated by the DRK. 236th Air Ambulance in Landstuhl and 7th Army Training Center (ATC) have medical evacuation assets.

(6) Alternate Treatment Locations

(a) Babenhausen USAHC

(1) Gross-Umstadt Klinikum, Ashaffenburg Klinikum, and

(2) BLDG 4555 41st Brigade TMC / Babenhausen Caserne.

(b) There is no alternate care site for the Coleman USAHC.

(c) Darmstadt USAHCC has no alternate care site.

(d) Mannheim USAHC will coordinate with host nation hospital.

ANNEX R TO 26TH ASG MCFI SOP
Reports

1. The main reports to be sent from the BSB EOC to the 26th ASG EOC and USAREUR in an MCFI are the SPOT Report, Commander's Estimate, and OPREP-3 reports. Additional updated SITREPS are due at least hourly from the on-scene commander to the BSB EOC, or as often as the situation warrants. If the USAREUR Emergency Response Team (ERT) takes command and control of the scene then, their C2 element will report directly to the USAREUR EOC.

a. Commander's Estimate - Templated components of the Commander's Estimate above are found at Appendices 1, 2, 3, and 4 of this Annex.

(1) The Commander's Estimate is due to U'R within 1 hour of arrival on-scene of the ASG/BSB Commander. It consist of:

- (a) Warning Order (WARNO).
- (b) Initial Planning Guidance.
- (c) Courses of Action.
- (d) Request for support.

b. OPREP-3 Report

(1) The OPREP-3 report is the USAREUR report format used to immediately notify the chain of command (BSB, ASG, and USAREUR operations) that an incident requiring their immediate attention just occurred or is occurring.

(2) As prescribed by USAREUR Reg 525-306 Para 6(b) the OPREP-3 NONNUCLEAR EVENTS OR INCIDENTS report format will be used.

c. SPOT Report

A SPOT report is a report containing information for which speed of transmission is essential. A SPOT report does not have a prescribed format, but use of the S-A-L-U-T-E format will ensure reporting of essential information. SALUTE is translated as follows:

LINE 1 -- DATE AND TIME _____(DTG)

LINE 2 -- UNIT _____ (Unit Making Report)

LINE 3 -- SIZE _____(Size of Activity)

LINE 4 -- ACTIVITY _____(Activity at DTG of Report)

UNCLASSIFIED

LINE 5 -- LOCATION _____ (UTM or Six-Digit Grid Coordinate With
MGRS Grid Zone Designator) of Enemy
Activity or Event Observed)

LINE 6 -- UNIT _____ (Enemy Unit, if known)

LINE 7 -- TIME _____ (DTG of Observation)

LINE 8 -- EQUIPMENT _____ (Equipment of Unit Observed)

4 Appendices

1. Commander's Estimate Warning Order
2. Commander's Estimate Initial Planning Guidance
3. Commander's Estimate Courses of Action
4. Commander's Estimate Request For Support

APPENDIX 1 TO ANNEX R TO 26TH ASG MCFI SOP
Commander's Estimate Warning Order

WARNING ORDER XX-XX

References: NA

Time Zone Used Throughout the Order: ALPHA Local Time

Task Organization: Same as basic order

1. SITUATION.

1.A. Enemy Forces: N/A

1B. Friendly Forces:

1.B.1. USAREUR Mission: On order, the 26th ASG provides support in response to a Multiple Casualty Fatality Incident (MCFI) in the 26th AOR, in order to resolve the situation as rapidly and effectively as possible, and provide high quality, compassionate assistance to families and survivors.

1.B.2. USAREUR Commander's Intent: Quickly respond to a MCFI affecting USAREUR personnel to save lives, mitigate the effects of the incident, and manage the consequences. Avoid creating a larger footprint than that necessary to ensure adequate support to host nation, to ensure us personnel are rescued or recovered, and to ensure proper security to protect US interests. Capitalize on our established ASG network and established host nation relationships.

1.C. Attachments and Detachments: None

2. MISSION. On order, the 26th ASG provides support in response to a MCFI in the 26th ASG AOR, in order to resolve the situation as rapidly and effectively as possible, and provide high quality, compassionate assistance to families and survivors. In order to conduct this response the ASG/BSB commander must first conduct an assessment of the situation.

The purpose of the assessment is to:

2.A. Mitigate the loss of life and property,

2.B. Initiate consequence management support and

2.C. Determine assistance needed.

2.D. Once the assessment is concluded and the situation stabilized, recovery operations will be conducted in order to return to normal operations.

3. EXECUTION.

3.A. Concept of Operations: Initiate response operations to an MCFI incident while continuing BASEOPS support where possible using the following phases:

3.A.1. Phase I: Situation Assessment and Initial Response. This phase begins when 26th ASG receives reports of a MCFI incident and ends when the initial response force is in place the BSB CDR has made his Commander's Estimate to Commander, 26th ASG within 60 minutes after arrival On-scene.

3.A.2. Phase II: Assistance. This phase begins when the On-Scene CDR has local

augmentation forces in place and capable of providing assistance and ends when affected personnel are evacuated.

3.A.3. Phase III: Follow-on Response Force Deployment. This phase begins when and if the decision is made to deploy USAREUR or CONUS-based Follow-on Response Forces to the incident site and ends when all forces are in place and control has been passed to the USAREUR Emergency Response Team commander. This phase is also applicable for an off-post incident involving a U.S. military aircraft when the owning unit or service deploys to the incident site to assume responsibility. This Phase may run concurrently with PH II.

3.A.4. Phase IV: Extended Consequence Management and Recovery. Disengagement/Handover of Consequence Management Efforts/Redeployment. This phase begins once the hazard is contained and ends when normal operations have resumed.

3.B. Tasks to Subordinate Units:

3.B.1. Provide on site command and control until arrival of the ASG CDR. Continue to provide tactical direction as required after the ASG CDR arrives.

3.B.2. Conduct threat assessment and provide site security/force protection ICW host nation authorities to ensure crowd, traffic, and media control and any additional security measures to control site access due to sensitive equipment, facilities, or materials.

3.B.3. Establish communication between the 26th ASG and the incident site.

3.B.4. Conduct initial site assessment and identify any required personnel or equipment shortfalls. Submit the CDR's assessment to the ASG EOC within one hour of arrival on site that includes, but is not limited to, initial planning guidance, initial warning order, courses of action and requests for additional support assets.

3.B.5. Provide any recommendation to eliminate the shortfalls to the ASG CDR/EOC.

3.B.6. Designate an assembly area where us Soldiers and material can report to before being called forward to the incident site. This will alleviate traffic congestion and confusion at the site.

3.B.7. Determine required augmentation to casualty assistance centers and report shortfalls.

3.B.8. Conduct recall of the battle staff.

3.B.9. Stand up Soldier and Family Assistance Center

3.B.10. Stand up Casualty Operations Center

3.B.11. Prepare to assume OPCON of an forces deployed to the site

3.B.12. Formulate initial public affairs guidance ICW HN and ASG/BSB CDR.

3.B.13. Submit required reports (i.e., OPREP-3 with updates).

3.C. Coordinating Instructions: All BSBs will provide the 26th ASG S-3 a copy of all supporting orders.

4. SERVICE SUPPORT. Per Annex D of the Base Plan to the 10 May 04 26TH ASG MCFI SOP.

5. COMMAND AND SIGNAL.

5.A. Chain of Command.

5.A.1. Initial On-Scene command at an on- or off-post incident scene will most likely be

exercised by the Local BSB PMO or his representative. The local BSB CDR may designate a one of his staff to act as the Site Control Team OIC. The military On-scene Commander has the responsibilities of:

5.A.1.A. Supporting the fire chief during the incident response as required.

5.A.1.B. C2 of all military personnel On-scene.

5.A.1.C. Operating the on-scene command post.

5.A.1.D. Reporting information to the BSB EOC.

5.A.2. Combined On-scene Command Relationships. When German fire and rescue units (assistance teams) are responding on a U.S. accommodation, or outside a U.S. accommodation when the danger originates from the U.S. accommodation, a Combined Command Post will be established. Actions to be taken on the accommodation are to be controlled by U.S. authorities; actions to be taken outside the accommodation are to be controlled by German authorities. German Law, even on U.S. accommodations, will govern the operations of German response teams. However, U.S. Forces personnel remain under the direct command of the ranking on-scene U.S. military person at all times.

5.B. Signal. Telephone is primary means of verbal communications with this headquarters. The 24-hour number of the EOC this HQ is DSN: 373-1330, COMM 06221-17-1330. The facsimile number is DSN 373-7575 (unclassified), COMM 06221-17-7575. Email is primary written means of communications with this headquarters. The email address for the EOC is on the USAREUR global email address book at 26ASG S3.

APPENDIX 2 TO ANNEX R TO 26TH ASG MCFI SOP
Commander's Estimate Initial Planning Guidance

Initial planning guidance to respond to a MCFI is as follows:

1. Establish a secure perimeter and establish combined U.S. HN Command Post.
2. ID any hazard (explosive, HAZMAT, damaged buildings, etc.)
3. Prepare to coordinate evacuation with HN (if required).
4. Contain, reduce, and control the hazard (if required).
5. Conduct search and rescue operations.
6. Evacuate casualties.
7. Establish life support measures (i.e. shelter, feeding, and clothing).
8. Identify additional required resources (if required).
9. Prepare to receive follow-on forces (if required).
10. Prepare to conduct public affairs actions.
11. Stand-up casualty assistance center and Soldier and Family Assistance Center.
12. Determine if support base can be run on existing U.S. installation or must be set up off a U.S. installation.

APPENDIX 3 TO ANNEX R TO 26TH ASG MCFI SOP
Commander's Estimate Courses Of Action

The following are potential Courses of Action (COA) in order to respond to a MCFI incident:

1. Incident occurs on a US installation. US takes lead response/jurisdiction with HN support.
2. Incident occurs off a US installation, HN takes jurisdiction with US support and US sets up support base on US installation, (preferred COA).
3. Incident occurs off a US installation, HN takes lead response with US support and US sets up support base off US installation.
4. Incident occurs on a US installation. US takes lead response/jurisdiction without HN support

The ASG Commander's assessment is that COA # ___ is the most likely COA in this incident.

APPENDIX 4 TO ANNEX R TO 26TH ASG MCFI SOP
 Commander's Estimate Request For Support

The following elements are intended as a starting point to give the Commander an immediate set of alternatives to include as requested support the Commander's Estimate. The Commander will probably add other elements to this list or delete items as METT-T dictates.

I. Immediate Reaction 0 – 12 Hours (needed ASAP). This group of supporting elements are intended to be included in the ASG Commander's initial estimate to USAREUR within one hour of arrival at the scene. Depending on the incident type, severity, and information available will dictate how many of each item may be needed or if any element is included in the initial Commander's Assessment.

1. ____ # Company Sized Tennant Units with A and B-bags, cold/wet weather or warm weather gear as appropriate, minus weapons (i.e. for perimeter duty for an aircraft crash perimeter) with transportation
2. ____ Platoons of MPs
3. Aerial MEDEVAC capability for ____ # casualties
4. ____ # ACS personnel
5. ____ # Teams of ERMC emergency reaction teams
6. ____ 21st TSC Mortuary Affairs Team
7. ____ 18th Engineer Brigade Emergency Response Team
8. One (1) Audio Visual Support Team from either AFN or 7th ATC

II. Follow-on Support – 12-24 Hour Reaction Group. Again, this is dependent on the incident and is not intended to be inclusive. These, or other support elements from above, can be included in follow-on requests for support sent to the USAREUR CAT.

1. ____ # PERSCOM Casualty Liaison Teams (1 per HN medical treatment facility used)
2. ____ # Casualty Notification/Casualty Assistance Personnel
3. ____ # GP Medium Tents with heaters, light sets and generators
4. ____ # Search and Rescue Dog Teams
5. ____ # ERMC counselors
6. ____ # Chaplains

7. ____ # PAO staffers
8. ____ # Contingency Contracting Specialists

ANNEX T TO 26TH ASG MCFI SOP
Training

1. References:

- a. Field Manual (FM) 7-0, Training the Force, 22 Oct 02.
- b. USAREUR Regulation (UR) 350-1, Training in USAREUR/7A, 23 Jul 02.
- c. Command Training Guidance (Draft)
- d. 26th ASG FY 04 Consequence Management Training and Evaluation Outlines

2. Situation.

a. General.

(1) This annex provides training related guidance to prepare USAREUR/7A forces in response to a Mass Casualty/Fatality Incident (MCFI) resulting from terrorist action, natural disaster, or man-made catastrophe within USAREUR/7A Area of Responsibility (AOR).

(2) Conditions for implementation. This training plan will be implemented immediately upon signature and adhered to by commanders to prepare for MCFI operations.

b. Related Plans. See Base Plan.

c. Area of Concern. See Base Plan.

d. Enemy Forces. Refer to Annex B.

e. Friendly Forces. See Base Plan.

2. Mission. 26th ASG provides training related guidance to BSB Commanders in preparation for potential MCFI operations in their AOR.

3. Execution.

a. Intent: To provide training related guidance to prepare 26th ASG forces in response to a Mass Casualty/Fatality Incident (MCFI) resulting from terrorist action, natural disaster, or man-made catastrophe within 26th ASG Area of Responsibility (AOR).

b. Purpose: To attain and maintain proficiency in mission critical tasks in preparation for MCFI operations.

- c. Method: ASG Commanders specify training requirements to assigned BSBs and subordinate units and tenant units, monitor training events and track status of unit training readiness for MCFI response functions.
 - d. End state: All units trained, ready and certified to respond to a MCFI IAW ASG plans.
- a. Concept of Operations: There are five main components to the training concept. The ASG:
- (1) Develops the training plan and training requirements for subordinate and tenant units to support their MCFI SOP.
 - (2) Coordinates resources and provide ASG assets in order to assist subordinate and tenant unit execution of MCFI training.
 - (3) Identifies needs in excess of capabilities and coordinate for required support.
 - (4) Requires subordinate and tenant units train and report the status of their MCFI training to ASG Commanders.
 - (5) Monitors subordinate and tenant unit-training status, consolidate status reports, and maintain documentation of MCFI training.

b. Tasks:

- (1) 26th ASG:
 - (a) Identify sustainment training needs.
 - (b) Coordinate for external assets to support training exercises.
 - (c) Train and certify units/activities based on the eight step training model.
 - (d) Conduct an annual MCFI exercise.
 - (e) Monitor and track unit training progress for MCFI operations.
 - (f) Integrate MCFI into at least one Force Protection exercise annually.

(2) BSBs:

(a) Use the 26th ASG MCFI/WMD Training and Evaluation Outlines issued under separate cover, as the basis for your MCFI training program.

(b) Plan and conduct in one MCFI training exercise annually.

C. Coordinating Instructions.

(1) Leaders will conduct a risk assessment for all training and will take all steps necessary to ensure risks are minimized during training.

(2) All training conducted will be certified by the chain of command.

(3) All commanders will include MCFI response as a part of training for contingency missions.

(4) Training plans will focus on the following areas:

- Site security
- Emergency medical operations
- Facility preparation
- Communications
- Transportation
- Logistical support
- Legal assistance
- Hazard assessment
- Individual protection
- Public affairs
- Crowd control
- Traffic control
- Media control
- Audio and visual coordination (purpose for AAR)
- Mortuary Affairs
- Religious activities
- NBC operations

4. Service Support. See Base Plan.

5. Command and Signal. See Base Plan..

ANNEX Z TO 26TH AREA SUPPORT GROUP MCFI SOP
DISTRIBUTION

For Action:

- 1 – Each Staff Section, 26th ASG
- 1 – Commander, 1-214th AVN BN
- 1 - Commander, 233d BSB
- 1 – Commander, 293d BSB
- 1 – Commander, 411th BSB
- 1 – Commander, 415th BSB
- 1- Adjutant, 26th ASG
- 1 – S-2/3, 26th ASG
- 1 – Director Of Logistics, 26th ASG
- 1 – Provost Marshall Office, 26th ASG
- 1 – Resource Management, 26th ASG
- 1 – Staff Judge Advocate, 26th ASG
- 1 – Public Affairs Officer, 26th ASG
- 1 – AMSO, 26th ASG
- 1 – Chaplain, 26th ASG
- 1 – Safety Officer, 26th ASG
- 1 – Department of Public Works, 26th ASG
- 1 – GRA, 26th ASG
- 1 – Inspector General, 26th ASG

For Information:

- 1 – Commander, 1st PERSCOM
- 1 – Commander, European Regional medical Command
- 1 - Director, Army Air Force Exchange Service Europe
- 1 – American Red Cross
- 1 - Department of Defense Schools Heidelberg