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INTRODUCTION

(U) This report documents lessons learned from DOE participation in JACKAL CAVE. As a result of terrorist actions against the United States and early termination, lessons learned are limited to DOE emergency response asset alert, mobilization, deployment and re-deployment. While the exercise was terminated early, DOE elements were provided the first overseas deployment opportunity since 1998. The observations and recommendations listed in the Findings section of the report provide a record of operational issues, strengths, and weaknesses observed during exercise play. ORISE, NSP maintains logs and exercise comments at its office, 1140 Connecticut Ave NW, Washington D.C.

(U) The After-Action Report is organized as follows:

BACKGROUND – outlines overall exercise goals and broad objectives and then focuses on specific DOE exercise objectives. It also describes DOE exercise participation and the exercise control structure.

SUMMARY EVALUATION – presents a considered judgment regarding the success of the exercise and an assessment of the overall performance of DOE’s response elements.
FINDINGS – provides the substance of the evaluation of DOE operational element performance. It summarizes key issues that emerged during exercise play. The issues are organized sequentially by operational phase – Alert, Deployment, Employment and Redeployment.

EXERCISE FLOW – provides an account of how exercise events unfolded and traces the response of government agencies.

TAB A – DOE Asset Capabilities

TAB B – DOE Exercise Participants Roster
(U) DOE EXERCISE GOALS

- (U) Validate Security and Safety plans.

- (U) Validate a no-notice deployment.

(U) DOE SPECIFIC EXERCISE OBJECTIVES
(U) INTERAGENCY EXERCISE PARTICIPATION – The following members of the interagency participated in JACKAL CAVE-01.
(U) FINDINGS

What follows are operational issues, strengths and weaknesses observed during the exercise play with relevant recommendations. The observations presented are organized sequentially by operational phase: Alert, Deployment, Employment and Redeployment.

(U) Alert Issues:

1. (U) Observation: Emergency Response Official (ERO) Instruction Book Contained Out-Dated LINCOLN GOLD Call Out Procedure

(U) Recommendation: The Office of Emergency Operations should ensure that latest procedures are distributed to all concerned.

2. (U) Observation: Lack of No-Notice Alert
(U) Recommendation: In the future ensure DOE officials have procedures in place to conduct appropriate overseas briefings for DOE elements in a responsive manner.

3. (U) Observation: Lack of Sensitive Material Deployment Procedures

(U) Recommendation: Office of Emergency Response, in conjunction with involved facilities develop a stand alone order outlining deployment procedures for sensitive emergency response material, communications frequency identification and necessary security briefings.

4. (U) Observation: No-Notice Travel Orders

(U) Recommendation: Office of Emergency Operations should brief travel arrangements prior to no-notice exercise.

5. (U) Observation: DOE-DoD Relationship

(U) Recommendation: Continue training and exercise events between JTOT II and 21st EOD to enhance command and control relationships.

(U) Deployment Issues:

6. (U) Observation: NRAT conducted no-notice deployment.

(U) Recommendation: None
SECRET/PRECISE BOLT
DRAFT

(U) Employment Issues:

7. (U) Observation: Potential DOE Leadership Disparity

(U) Recommendation: The Office of Emergency Response should review the SEO and Federal Team Leader assignment process to ensure an appropriate chain of command is present in an emergency response situation.

(U) Re-Deployment Issues:

(U) With outstanding DoD cooperation and assistance, all DOE participants and equipment returned to the United States by military air-lift within five days of the September 11, 2001 terrorists incidents.

8. (U) Observation: Lack of DOE Communications for Control Purposes

(U) Recommendation: Issue secure international cell phones to control members and team leaders.

(U) EXERCISE FLOW
(U) Immediately following the terrorist incidents, the Commander-in-Chief, European Command cancelled JACKAL CAVE. Team Leaders were directed to reconstitute team members and equipment and prepare to return to home stations. By September 15, all DOE personnel and equipment were back in the United States.
(U) Nuclear/Radiological Advisory Team (NRAT)

(U) Team Size: 5-8 personnel.

(U) Lincoln Gold/Joint Technical Operations Team Phase I (JTOT D)

(U) Team Size: 1 Federal official and 5 (scientists) personnel.
(U) Joint Technical Operations Team (JTOT) (Phase II)

(U) Team Size: 1 Federal official, 21 DOE personnel, augmented by 10-12 DoD EOD personnel.

(U) Consequence Management Planning Team (CMPT)

(U) Team Size: 8-12 personnel.

(U) Commander-in-Chief Liaison Officer (CINC LNO)
TAB B- Exercise Participants Roster

(U) Deployed Asset Participants
(U) Deployed Control Team