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SECRETARY OF THE AIR FORCE**



**AIR FORCE MANUAL 10-2502**

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**Operations**

**AIR FORCE INCIDENT MANAGEMENT  
SYSTEM (AFIMS) STANDARDS AND  
PROCEDURES**

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This manual implements Air Force Policy Directive (AFPD) 10-2, *Readiness*; AFPD 10-25, *Emergency Management*; and Air Force Instruction (AFI) 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*. It also aligns the Air Force Emergency Management Program with *Homeland Security Presidential Directive 5 (HSPD-5)*, the *National Incident Management System (NIMS)*, and the *National Response Framework (NRF)*. This manual supplements the Air Force Incident Management System (AFIMS) based on the NIMS methodology and aligns Air Force EM planning and response with the NRF as directed by HSPD-5. It also establishes responsibilities, procedures and standards for prevention, preparedness, response, recovery, and mitigation resulting from major accidents, natural disasters, contingency/wartime and irregular enemy attacks with Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) weapons within the Continental United States (CONUS) and Outside the Continental United States (OCONUS). This publication applies to Active Duty, Air Force Reserve Command, and Air National Guard units. Consult cited policy directives, instructions, manuals, and their supplements for specific policies, procedures, and requirements. Send recommended changes and major command (MAJCOM) supplements to this publication to Headquarters (HQ) AFCESA/CEXR, 139 Barnes Drive, Tyndall AFB, FL 32403-5319. Use Air Force (AF) Information Management Tool (IMT) 847, *Recommendation for Change of Publication* for recommended changes. Ensure all records created because of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records* and disposed of IAW the *Air Force Records Disposition Schedule (RDS)* located at <https://www.my.af.mil/gcss-af61a/afrims/afrims>.

<b>Chapter 1—OVERVIEW AND POLICY</b>	<b>4</b>
1.1. Overview. ....	4
1.2. Purpose. ....	4
1.3. National Policies. ....	4
<b>Chapter 2—AIR FORCE INCIDENT MANAGEMENT SYSTEM (AFIMS)</b>	<b>9</b>
2.1. Air Force Incident Management System (AFIMS). ....	9
2.2. Incident Command System (ICS). ....	10
2.3. The Disaster Response Force (DRF) Structure, Installation Level. ....	10
Table 2.1. DRF Elements. ....	10
Table 2.2. ECC Capabilities. ....	12
2.4. Interoperability. ....	14
Table 2.3. Samples of NIMS Terminology. ....	15
2.5. Integrated Operations. ....	16
<b>Chapter 3—PREVENTION AND PREPAREDNESS</b>	<b>18</b>
3.1. Analysis and Vulnerability Assessment Process. ....	18
3.2. AFIMS Planning. ....	18
3.3. Capabilities-Based Planning. ....	18
3.4. Crisis Action Planning. ....	19
3.5. Interaction and Integration of Installation Plans. ....	19
Table 3.1. Plans Related to CEMP 10-2. ....	19
3.6. Interaction and Integration of Other Plans. ....	20
3.7. Training and Exercises. ....	21
<b>Chapter 4—RESPONSE AND RECOVERY</b>	<b>22</b>
4.1. Overarching Response and Recovery Principles. ....	22
Table 4.1. Examples of Response Actions. ....	23
4.2. Use of IAP. ....	24
Table 4.2. Recommended ICS Forms ....	24
Figure 4.1. Primary Phases of IAP Development. ....	24
Table 4.3. Sample IAP Outline. ....	25
Figure 4.2. Use of Installation Planning Documents to Form IAP. ....	26
4.3. Support. ....	26

Figure 4.3.	Request for Forces Process. ....	27
4.4.	AFIMS Response and Recovery Challenges. ....	28
4.5.	Lessons Learned and After-Action Reporting. ....	28
Figure 4.4.	Air Force Lessons Learned Process. ....	30
<b>Chapter 5—</b>	<b>INFORMATION COLLECTION, RECORDS, AND FORMS</b>	<b>31</b>
5.1.	Information Collections. ....	31
5.2.	Records. ....	31
5.3.	Prescribed and Adopted Forms. ....	31
<b>Attachment 1—</b>	<b>GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION</b>	<b>32</b>
<b>Attachment 2—</b>	<b>INCIDENT COMMAND SYSTEM (ICS)</b>	<b>48</b>
<b>Attachment 3—</b>	<b>AIR FORCE EMERGENCY SUPPORT FUNCTIONS (ESF)</b>	<b>70</b>
<b>Attachment 4—</b>	<b>COMMAND AND CONTROL ELEMENTS FOR INCIDENT MANAGEMENT</b>	<b>78</b>
<b>Attachment 5—</b>	<b>INCIDENT TYPES</b>	<b>80</b>

## Chapter 1

### OVERVIEW AND POLICY

**1.1. Overview.** Since September 11, 2001, there have been sweeping changes to emergency response procedures and operations. The impetus for this manual comes from the following new guidance HSPD-5, *Management of Domestic Incidents*, the National Response Framework (NRF), and the Assistant Secretary of Defense (SecDef), Homeland Defense (26 January 2004) memorandum, which mandates that both of the aforementioned publications be integrated into Department of Defense (DOD) existing incident management and emergency response plans. Procedures for detailed planning, organization, training, and response and recovery information are in AFMAN 10-2503, *Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Operations* and AFMAN 10-2504, *Air Force Incident Management Guidance for Major Accidents and Natural Disasters*.

**1.2. Purpose.** This manual implements AFD 10-2, *Readiness*; AFD 10-25, *Emergency Management*, and AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*. This manual provides higher headquarters (HHQs), installations, and unit commanders with EM program guidance, including the structure and responsibilities of the AFIMS.

**1.3. National Policies.** The following are national policies related to disaster and contingency situations in which the AFIMS will be used.

1.3.1. Robert T. Stafford Disaster Relief and Emergency Assistance Act, Title 42 United States Code, Section 5121 (hereafter referred to as the Stafford Act). The Stafford Act is a 1988 amended version of the Disaster Relief Act of 1974. The Stafford Act provides an orderly and continuing means for supplemental assistance to state and local governments in their responsibilities to alleviate the suffering and damage that result from major disasters and emergencies. Upon declaring a major disaster or emergency, the President may direct any agency of the Federal government, including DOD, to undertake missions and tasks to support State and local agencies.

1.3.2. Homeland Security Act of 2002. The Homeland Security Act of 2002 established the Department of Homeland Security (DHS). The act also cited the Stafford Act and stated that the President has broad powers that may be invoked in the event of domestic emergencies, including an attack against the nation using weapons of mass destruction (WMD). The President is specifically authorized to use the Armed Forces to help restore public order, but stated that the Office of Homeland Security cannot engage in warfighting, the military defense of the United States, or other military activities. The Homeland Security Act does not limit the existing authority of the DOD.

1.3.3. HSPD-5 Policies, *Management of Domestic Incidents*. HSPD-5 requires the Federal government to establish a single, comprehensive approach to domestic incident management. It also requires the DHS to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a NRF and a NIMS.

1.3.4. HSPD-8 Policy, *National Preparedness*. HSPD-8, which is a companion to HSPD-5, established policies to strengthen the preparedness of the United States to prevent and

respond to threats and actual domestic terrorist attacks, major disasters, and other emergencies.

1.3.5. NRF Policy. HSPD-5 directs the Secretary of Homeland Security to develop and administer a NRF to integrate Federal domestic prevention, preparedness, response and recovery plans into a single, all-discipline, all-hazards plan. The NRF attempts to prevent terrorist attacks within the United States; reduce America's vulnerability to terrorism, major disasters, and other emergencies; and minimize the damage and recovery from attacks, major disasters, and other emergencies. The NRF describes the policies, planning assumptions and operational concepts that guide Federal operations following a presidential declaration of a major disaster or emergency. Like the NIMS, the NRF incorporates best practices and procedures from various disciplines and integrates them into a unified coordinating structure. The NRF distinguishes between large-scale events that require DHS coordination and the majority of incidents occurring each year that are handled by responsible jurisdictions or agencies through other established authorities or existing plans. This framework applies to all Federal departments and agencies that may provide assistance or conduct operations if tasked.

1.3.6. NIMS. The NIMS provides a nationwide template that enables Federal, State, local, tribal governments, private sector and nongovernmental organizations (NGO) to work together effectively and efficiently to prevent, prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity. Six major components comprise this system's approach. The concepts and practices introduce many concepts and requirements that are integral to the NIMS. The six components are Command and Management, Preparedness, Resource Management, Communications and Information Management, Supporting Technologies, and Ongoing Management and Maintenance.

1.3.7. DOD Policy. The following are DOD policies related to disaster and contingency situations in which AFIMS will be used.

1.3.7.1. DODI 6055.17, *Installation Emergency Management Program*. This Instruction, under the authority of DoD Directive (DoDD) 5134.01, establishes policy, assigns responsibilities, and prescribes procedures for developing, implementing, and sustaining IEM programs at DoD installations worldwide for ~~all~~ hazards". Establishes the goals of the DoD IEM Program to prepare DoD installations for emergencies, to respond appropriately to protect personnel and save lives, and to recover and restore operations after an emergency. In addition, it aligns DoD emergency management activities with the National Incident Management System, the National Preparedness Guidelines, and the National Response Framework. Finally, the instruction establishes the DoD EM Steering Group.

1.3.7.2. DOD 3150.8-M, *Nuclear Weapons Accident Response Procedures (NARP) Manual*. This manual provides a concept of operations (CONOPS) as well as functional information necessary to execute a comprehensive and unified response to a nuclear weapon accident. It provides information for planners and response elements to understand the overall response concept and roles the DOD and the Department of Energy (DOE)/National Nuclear Security Administration assume as both Federal agency and as a coordinating or cooperating agency under the NRF. Although the NRF states that the agency having custody of the weapon at the time of the incident is the

cooperating agency and hence, responsible for managing the response, the DOD and DOE have a policy of working these incidents as a full partnership, regardless of custody. This policy is outlined in both the NARP and the DOE equivalent manual, the Nuclear Weapon Accident Program Plan.

1.3.7.3. Department of Defense Instruction (DODI) 2000.16, *DOD Antiterrorism (AT) Standards*. This instruction establishes responsibilities and guidance for the DOD and integrates security precautions and defensive measures.

1.3.7.4. Department of Defense Directive (DODD) 3020.36, *Assignment of National Security Emergency Preparedness (NSEP) Responsibilities to DOD Components*. Each DOD component shall share the general responsibilities for emergency preparedness, mobilization planning, and crisis management in ensuring the continuity of government in any national security or domestic emergency.

1.3.7.5. DODD 3025.15, *Military Assistance to Civil Authorities*. This directive establishes a single system for military support to civil authorities. The DOD components shall plan for, and respond to, requests from civil government agencies for military support in dealing with the actual or anticipated consequences of civil emergencies or attacks including national security emergencies that require a Federal response.

1.3.7.6. DODI 2000.18, *DOD Installation Chemical, Biological, Radiological, Nuclear and High-Yield Explosive Emergency Response Guidelines*. This instruction provides emergency response guidelines, implements policy, assigns responsibilities, and prescribes procedures to establish and implement a program for a worldwide DOD installation emergency response to manage the consequences of a CBRNE incident.

1.3.7.7. DODI 2000.21, *Foreign Consequence Management (FCM)*. This Instruction establishes policy and assigns responsibilities under National Security Presidential Directive (NSPD) 9 –“Defeating the Terrorist Threat to the United States,” October 25, 2001, for DOD support to U.S. Government (USG) FCM operations in response to a foreign CBRNE incident.

1.3.7.8. DODI 4000.19, *Interservice and Intragovernmental Support*. This instruction implements policy and updates responsibilities and procedures for interservice and intragovernmental support (e.g. agreements between United States Federal government activities).

1.3.8. Department of State (DOS) Policy. The DOS has primary responsibility to protect US citizens and interests abroad. To fulfill this responsibility, DOS maintains international coordination responsibilities for prevention, preparedness, and response and recovery actions relating to OCONUS incidents. The DOS Bureau of Political-Military Affairs is the principal link between the DOS and DOD. The DOS Bureau provides policy direction in the areas of international security, security assistance, military operations, defense strategy and policy, military use of space, and defense trade.

1.3.8.1. DOS Policy for DOD in Overseas Areas. The DOS is the lead Federal agency for the USG Foreign Consequence Management operations, unless otherwise directed by the President. Host nation (HN) requests for assistance and/or USG offers of assistance will be made through the DOS. The DOD recognizes that it may be directed to act as the

Federal agency for USG FCM operations by the President. The HN government has primary responsibility for responding to, managing, and mitigating the effects of a foreign CBRNE incident. When requested by the DOS and approved by the SecDef, DOD shall support the DOS in FCM operations.

1.3.9. Combatant Command Policy. The unified command (UC) structure is flexible and changes as required to accommodate evolving US national security needs. The UC Plan establishes the combatant commands, identifies geographic areas of responsibility (AOR), assigns primary tasks, defines authority of the commanders, establishes command relationships, and gives guidance regarding the exercise of the combatant command. It is approved by the President, published by the Chairman of the Joint Chiefs of Staff, and addressed to the commanders of combatant commands.

1.3.9.1. There are ten existing combatant commands with United States Northern Command (USNORTHCOM) being the focal point for CONUS operations. The remaining combatant commands will provide specific policy based upon mission and OCONUS location and AOR.

1.3.9.1.1. USNORTHCOM was established as a new combatant command assigned to conduct operations to deter, prevent, and defeat threats and aggression aimed at the United States, its territories, and interests within the assigned AOR. As directed by the President or SecDef, USNORTHCOM will provide Defense Support of Civil Authorities (DSCA), including consequence management (CM) operations.

1.3.9.1.2. Air Forces Northern (AFNORTH). First Air Force (1AF) serves as the AFNORTH component to USNORTHCOM. AFNORTH determines and directs all Air Force support related to domestic incident management within the USNORTHCOM AOR. 1AF conducts air component planning, execution, and assessment of the full spectrum of air and space power required to support USNORTHCOM air and civil support missions, with the exception of force protection (FP). AFNORTH/A7S is the Air Force office of primary responsibility (OPR) for AFNORTH FP.

1.3.10. Air Forces National Security Emergency Preparedness Directorate (AFNSEP). AFNSEP serves as the Air Force principle planning agency for all aspects of Air Force DSCA. AFNSEP facilitates domestic support to civil authorities for national security emergencies and critical events of national interest. AFNSEP also manages the Emergency Preparedness Liaison Officer (EPLO) program to provide senior Reserve officers who represent AFNSEP to the Federal Emergency Management Agency (FEMA). EPLO personnel augment staffs to provide civil-military planning and emergency liaison duties.

1.3.11. Air Force Policy.

1.3.11.1. AFDD 2-10, *Homeland Operations*. This AFDD focuses on how the Air Force supports civilian agencies through the appropriate combatant commander in a variety of operations, such as neutralizing terrorist threats, responding to natural disasters, and supporting the traditional mission of homeland defense.

1.3.11.2. AFPD 10-25, *Emergency Management*. This policy directive establishes the requirement for a single integrated Air Force EM program addressing the full spectrum of physical risks, threats, and passive defense measures. The EM program is designed to

protect Air Force personnel and operational resources across the full range of military operations.

1.3.11.3. AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*. The Air Force EM program provides the Air Force with an incident management system that is consistent with the single, comprehensive approach to incident management complying with Presidential directives; it is equally effective for use in wartime.

1.3.11.4. AFI 10-2604, *Disease Containment Planning Guidance*. This instruction provides policy and guidance for disease containment planning, outlines roles and responsibilities, and discusses planning considerations, including the basic assumptions that must be considered in order to understand the unique aspects of negating or mitigating the effects of enemy attacks involving biological agents or naturally occurring disease outbreaks.

1.3.11.5. Air Force Policy to 29 Code of Federal Regulation (CFR) 1910.120. *Occupational Safety and Health Standards, Hazardous Waste Operations and Emergency Response*. Air Force policy concerning 29 CFR 1910.120, requires the Air Force to conduct emergency hazardous materials (HAZMAT) operations without regard to location; perform post emergency operations, site cleanup and remediation; and comply with training and certification requirements.

## Chapter 2

### AIR FORCE INCIDENT MANAGEMENT SYSTEM (AFIMS)

**2.1. Air Force Incident Management System (AFIMS).** The AFIMS was developed to ensure service compliance and consistency with Presidential, DOD, and Air Force directives for all-hazards emergency prevention, preparedness, response, recovery, and mitigation operations. The objective is to implement a single incident management system for command and control (C2) of emergency response forces at Air Force installations and headquarters worldwide. AFIMS is used to organize and direct emergency response forces during incident management activities while conducting peacetime and wartime operations.

2.1.1. Tenets of AFIMS. AFIMS provides the Air Force with an incident management system that is consistent with the single, comprehensive approach to incident management. AFIMS provides the Air Force with the coordinating structures, processes, and protocols required to integrate its specific authorities into the collective framework of Federal departments and agencies for action to include mitigation, prevention, preparedness, response, and recovery activities. It includes a core set of concepts, principles, terminology, and technologies covering the incident command system, emergency operations centers (EOCs), identification and management of resources, qualification and certification, and the collection, tracking and reporting of incident information and incident resources. Finally, Communications and Information Management, Supporting Technologies, and Ongoing Management and Maintenance are successfully applied by integrating existing Air Force resources rather than establishing new requirements in this manual. Headquarters Air Force, A7CX coordinates with other Air Staff functions to complete the AFIMS.

2.1.2. Phases of Incident Management. AFIMS phases of incident management include prevention, preparation, response, recovery, and mitigation.

2.1.2.1. Prevention includes broad categories of activities such as intelligence collection and analysis, active defense, proliferation prevention, fire prevention, disease prevention, and contamination prevention.

2.1.2.2. Preparedness includes actions such as planning, training, and exercises. Developing installation response plans, conducting base populace training, and conducting major accident response exercises are all considered preparedness actions.

2.1.2.3. Response includes actions to respond to an incident which could include deploying the Disaster Response Force (DRF), implementing response plans and checklists, and initiating the installation notification and warning system.

2.1.2.4. Recovery includes operations such as implementing casualty treatment, unexploded ordnance (UXO) safing, personnel and resource decontamination, airfield damage, repair and facility restoration. Recovery planning and actions begin as soon as possible to ensure sustainment of crucial missions and restoration of normal operations.

2.1.2.5. Mitigation is an ongoing process and is considered, to some degree, a part of every phase of incident management. In a global sense, mitigation includes all activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident.

**2.2. Incident Command System (ICS).** The ICS is the model tool for command, control, and coordination of a response and provides a means to coordinate the efforts of individual agencies as they work toward the common goal of stabilizing the incident, continuing critical mission operations, and protecting life, property, and the environment. ICS uses principles that have been proven to improve efficiency and effectiveness in a business setting and used by civilian response agencies for several years. It provides a flexible and effective response structure, which includes resources that can be expanded or reduced based on the size of the incident. **Attachment 2**, provides a detailed description of the incident command system.

**2.3. The Disaster Response Force (DRF) Structure, Installation Level.** The DRF is the Installation structure for response and includes the entities listed in **Table 2.1**. Training for DRF personnel is listed in AFI 10-2501. **Attachment 4** provides the visual representation of the DRF incident management C2.

**Table 2.1. DRF Elements.**

Crisis Action Team (CAT)	Incident Commander (IC)
Emergency Communications Center (ECC)/Base Defense Operations Center (BDOC)	First Responders
Emergency Operations Center (EOC)	Emergency Responders
Emergency Support Functions (ESF)	Specialized Teams
Recovery Operations Chief	Senior Military Representative
Unit Control Centers (UCCs)	

2.3.1. CAT. The CAT is an organization capable of devoting full-time attention to how the crisis affects mission execution and is composed of pre-designated personnel, with possible representation from outside agencies as needed. The CAT is scalable and tailorable at the discretion of the commander based on the situation. It is intended to focus on the mission execution and not the management of the incident. For extended operations, the CAT's planning and execution functions transition to the normal planning sections (current operations, future operations, and plans).

2.3.2. EOC. An EOC is the focal point of support operations for the IC and those responders at the incident site. The EOC is the location where the coordination of information and resources in support of the incident takes place. The EOC is located in a permanent facility within the installation; however, the EOC may be a temporary facility used during large or complex incidents that require relocation from the primary location.

2.3.2.1. EOC Activation. The EOC is activated by the Installation Commander. The EOC updates the CAT with incident status reports. When on-scene requirements surpass the installation's inherent capabilities and the installation's cumulative capabilities acquired through Mutual Aid Agreements (MAAs), the EOC seeks support through the CAT. The EOC is comprised of 15 ESFs and other functional agency representation as needed. Depending on the complexity and size of an event, the EOC may be activated to manage the operations needed to support contingencies. The EOC may be collocated with the CAT to facilitate situational awareness and incident management support activities for the installation leadership. The EOC coordinates with the IC, civilian EOCs, Deployment Control Center, Explosive Ordnance Disposal (EOD), Fire Emergency Services (FES), Communications Centers, Medical Services, BDOC, and the

ECC. Additionally, the EOC coordinates with the CBRNE Control Center. The EOC also processes information from group- or squadron-level UCCs, coordinates response activities, and keeps the CAT informed of base status changes.

2.3.2.1.1. Initial Activation. It is not always necessary to activate the full and complete EOC. During event planning or pre-designated threat warning (increased FPCONs, HURCONs, etc.) the EOC may be placed in a “warm” status. During small incident, a few ESFs may be needed, thus requiring only a partial activation. During large or major incidents and subsequent recovery, a full activation may be necessary. The IC, EOC Director, and Installation Commander determine the level of activation for EOCs.

2.3.2.1.2. Warm status. Simply stated warm status of the EOC means that the lights, computers, communication and other key components are turned on in preparation for a higher level of activity. During warm status, the EOC manager will run any pre-activation or startup checklists.

2.3.2.1.3. Partial Activation. Partial activation requires only certain ESFs recalled to support responders at an incident. There are two ways to conduct a partial activation. Recall the entire EOC and all ESFs, provide a situation briefing and then release ESFs that are not needed or notify only the necessary ESFs.

2.3.2.1.4. Full Activation. Full activation is the recalling all the members of the EOC, all ESF offices of primary responsibility (OPR), and supporting participants. A large or major incident and their subsequent recoveries require the full EOC. Full activation may be followed by a situation briefing and a shift to partial activation.

2.3.2.2. EOC Director. The EOC director provides oversight for the installation commander to support and control emergency or contingency incidents. The EOC director can support multiple ICs simultaneously, while providing strategic senior officer-level C2 for sustained response and recovery operations. The EOC director is the senior representative designated by the installation commander. The EOC director is responsible for directing the 15 Emergency Support Functions (ESFs). In addition, the EOC director provides the incident commander through the ESFs all the support required to control the incident, restore mission capabilities, and sustain response and recovery activities. The EOC director is the senior representative designated by the installation commander. It is recommended that the EOC director position be filled by one of the following: Mission Support Group (MSG) commander, deputy MSG, Base Civil Engineer (BCE) or deputy BCE.

2.3.2.3. EOC Manager. The installation commander appoints the Readiness and EM officer or Superintendent as the EOC manager per AFI 10-2501. The EOC manager works for the EOC director by providing support and functional expertise for emergency C2 of military resources through the ESFs. The EOC manager will stand up the EOC when directed and oversee the EOC operations. Collect information about the incident and provide the EOC director updates. See AFMAN 10-2507, *Readiness and Emergency Management Flight Operations*, for additional EOC manager roles and responsibilities.

2.3.3. ESFs. The ESFs as identified in AFI 10-2501, provide the structure for coordinating installation strategic interagency support during all phases of incident management for major

accidents, natural disasters (to include natural outbreaks of disease such as pandemic influenza), CBRN attacks, and terrorist use of CBRNE materials. The ESF structure includes mechanisms used to provide support to the installation and, if required, to local, State, and Federal agencies/governments. The type and scope of the event will determine the magnitude, and timing of the support provided by each ESF. ESF responsibilities are defined in [Attachment 3](#).

2.3.4. ECC. The ECC encompasses the independent fire, security forces (SF), and medical dispatch/control centers. ECC operations address the initial incident notification and response action responsibilities of those three disciplinary areas. The ECC is the centralized 24 hours, 7 days a week, 365 days a year emergency communications control center responsible for receiving initial incident notification, dispatching prescribed initial tactical response forces, initiating emergency operation plan protocols IAW installation directives, informing leadership of the situation, and maintaining C2 with forces.

2.3.4.1. The ECC controllers and on duty SF leadership acts as the day-to-day BDOC, and based on the threat will expand to a fully operational BDOC. The operational BDOC with embedded ECC, acts as the installation commander's C2 center for Integrated Defense. The BDOC serves as the focal point for base security and defense C2. It plans, directs, integrates, coordinates, and controls all base defense efforts. In addition, the BDOC coordinates and integrates area security operations with other operations centers. The overall command and control elements are shown in [attachment 4](#).

2.3.4.2. ECC Necessary Capabilities. The ECC enabling capabilities concept requires the ECC to have the ability to provide continuous, uninterrupted receipt and processing of emergency calls, to dispatch sufficient resources to mitigate the emergency, and to provide the required follow-on communications related to the situation, all while meeting the requirements of public law, national consensus standards, and AFIs. The subsequent capabilities are defined in [Table 2.2](#)

**Table 2.2. ECC Capabilities.**

Receive an emergency notification whether delivered by phone, alarm, radio or in person.
Rapidly identify and dispatch the appropriate resources required for initial response.
In the case of an emergency medical call, identify and provide emergency medical dispatch and pre-arrival instructions as required.
Dispatch the appropriate follow-on resources.
Maintain contact with responding forces, ensuring follow-on communications are prioritized and processed.
Prioritize processes in the event of multiple incidents requiring attention (e.g. emergency and administrative phones are ringing simultaneously, non-emergency radio traffic vs. emergency-related radio traffic).
Maintain capability for routine, non-event monitoring/response during other emergency responses.
Maintain a log of events and update required information systems to facilitate the installation common operational picture (COP), providing this capability without regard to the type of emergency (e.g. medical, fire, or security).

Communicate with mutual aid resources if required including local, State, Federal, host-nation or sister Services utilizing the ICS construct and available resources (e.g. EOC, CAT, Air Force Office of Special Investigations [AFOSI], etc.).
Provide situational awareness to the EOC and CAT as required for installation C2 functions.
Upon appropriate approval, provide situational awareness information to off base agencies.
Provide initial UCC capability for first responders.
Perform initial incident management functions to include plotting cordons, directing patrols, running checklists, establishing safe routes of travel, etc.
Maintain non-emergency response/dispatch control, as required.
Initiate incident response recalls as directed by leadership or established policy.

2.3.4.3. Concept of ECC Operations. All 911 emergency calls originating on the installation will be directed through selective routing to the ECC for emergency response action. Fire alarm panel and Security Forces Resource Protection alarm systems shall be monitored by the ECC controllers. Requests for initial incident mutual aid response from local, State and Federal agencies may be routed through the ECC. However, these requests must be coordinated for approval up through the chain of command as soon as practical.

2.3.4.4. For additional information regarding ECC functions/capabilities, refer to the A7CXR ECC Enabling CONOPS.

2.3.5. UCC. UCCs serve as a commander's communications conduit to each individual assigned to an organization and provide a single point of contact for resources requested from the IC via the ECC or EOC. UCCs relay emergency information within the chain of command regarding major accidents, natural disasters, and enemy attacks. They also direct, monitor, and report mitigation and preparedness activities, and maintain unit continuity for C2. UCCs support the IC and EOC by providing subject-matter-experts (SMEs) and resources.

2.3.5.1. Control centers vary depending on the resources, capabilities, and mission of a respective group or squadron on the installation. As a minimum, UCCs are required for the elements comprising the DRF. UCCs will also:

2.3.5.1.1. Provide a focal point within an organization to monitor unit resources and mission capability and to coordinate their activities during major accident, natural disaster, and enemy attack response operations.

2.3.5.1.2. Maintain unit checklists for response to major accidents, natural disasters, and enemy attacks; maps; communications equipment; alternate control centers; and recall rosters for assigned DRF elements.

2.3.5.1.3. Operate continuously during contingency response operations.

2.3.5.1.4. Alert, recall, deploy, and supervise organizational DRF elements.

2.3.5.1.5. Disseminate threat and emergency action information, incident cordon evacuation instructions, protective measures, and other emergency information to all organizational elements.

2.3.5.1.6. Evaluate and report damage, casualties, and mission capability.

2.3.5.1.7. Maintain a log of events to document incident/contingency support activities.

2.3.5.1.8. Collect and report personnel accountability information IAW AFI 10-218, *Personnel Accountability In Conjunction With Natural Disasters Or National Emergencies*.

2.3.6. Senior Military Representative. The installation commander or EOC Director can dispatch to, or the incident commander can request a senior military representative (SMR) at the incident site. The SMRs' primary purpose is to liaison with media and outside agencies during high visibility incidents or to support the incident commander. A SMR is not required at a vast majority of incidents. On scene, unless a transfer of Incident Command authority occurs, the existing IC maintains tactical control.

2.3.7. IC. The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. The IC must be fully qualified to manage the response.

2.3.8. First Responders. First responders are the FES, EMS and SF personnel who immediately engage in activities to save lives, stabilize the incident, and prevent further property damage. First responders provide the installation's Federal statutory requirement for immediate response to all major accident and natural disaster emergencies involving Federal installations, property, reservations, or operations. During incidents, first responders proceed to the scene and secure the immediate incident area, establish ICS, provide rescue and firefighting, identify and contain hazards, and provide patient care, triage, medical monitoring, transport, and decontamination procedures.

2.3.9. Emergency Responders. The response elements of a DRF that deploy to the accident scene after the first responders to expand C2 and perform support functions. Emergency responders include follow-on elements such as firefighters, SF, and emergency medical technicians, as well as EM personnel, EOD personnel, physicians, nurses, medical treatment providers at medical treatment facilities, public health officers, bioenvironmental engineering, and mortuary affairs personnel.

2.3.10. Specialized Teams. These teams are formed from existing installation and unit personnel resources to support emergency response operations. Emergency response support teams that are part of the DRF include the Readiness Support Team, Shelter Management Team, Contamination Control Teams, and Post Attack Reconnaissance Teams.

**2.4. Interoperability.** The NIMS uses a systems approach to integrate the best existing processes and methods into a unified national framework for incident management. This framework forms the basis for interoperability and compatibility among various preparedness agencies through a core set of concepts, principles, terminology, and technologies. This core set includes the ICS, and the Multiagency Coordination System; UCs; training, qualifications, and certification; resource identification and management (including systems for classifying types of resources; incident information collecting, tracking, and reporting; and incident resources collecting, tracking, and reporting). Refer to **paragraph 2.5.1**. The AF has incorporated the

NIMS approach into AFIMS to set the framework for interoperability and compatibility among other response and preparedness agencies outside the Air Force.

2.4.1. Interoperable Communications Requirements. The response to the World Trade Center attacks clearly illustrates the need for interoperable communications equipment and procedures as stated by the 9/11 Commissioners Report. Rescue efforts were hampered by the inability of radios to function in buildings as large as the twin towers. The task of accounting for and coordinating the units was rendered difficult, if not impossible, by internal communications breakdowns and the lack of written standard operating procedures for personnel responding from outside commands to the World Trade Center. Some responders lacked interoperable radio frequencies and the 911 emergency call systems were overwhelmed. As a result, there was no comprehensive coordination of the overall response. Because of this, installations will comply with national interoperable communications standards when developed. Such standards appropriate for the emergency responder community will be designated by the National Integration Center (NIC). To ensure compliance, review AFI 33-108, *Compatibility, Interoperability, and Integration of Command, Control, Communications and Computer Systems*.

2.4.2. Standard Common Terminology All entities involved in managing an incident must use common terminology for communications. The AFIMS incorporates the NIMS, which establishes common terminology that allows diverse operational, management, and support entities to work together across a wide variety of incident management functions. Standard common terminology is a key principle of NIMS and therefore in AFIMS, because of this, it is important to limit the unnecessary creation of terminology. Refer to **Table 2.3.** and AFI 10-2501 for relevant NIMS terminology.

**Table 2.3. Samples of NIMS Terminology.**

NIMS Term	
ESF	Emergency Support Function
EOC	Emergency Operations Center
N/A	First Responders
N/A	Emergency Responders
MEOC	Mobile Emergency Operations Center
EOC Manager	Emergency Operations Center Manager
ICS	Incident Command System
EOP	Emergency Operations Plan
IAP	Incident Action Plan

2.4.3. Interoperability with Other Agencies. Installations must name and define their major functions and functional units with incident management responsibilities. Terminology for organizational elements involved must be standard and consistent with other services, nations, and civilian agencies. Major resources (including personnel, facilities, and major equipment and supply items used to support incident management activities) are given common names and are “typed” with respect to their capabilities to help avoid confusion and to enhance interoperability. Interoperability and compatibility are achieved using such tools as common communications and data standards, digital data formats, equipment standards, and design standards. Air Force response agencies must work with other Services and

nations during joint and combined operations to ensure they are incorporated into AF operations and there is an understanding of how response operations will take place and how forces will integrate (see [paragraph 2.5.3](#) and [paragraph 2.5.4](#).)

**2.5. Integrated Operations.** The AFIMS framework principle of integration enables seamless response operations between installations and friendly forces. Air Force installations may operate with one or more non-Air Force entities. In some instances, modified AFIMS procedures may be necessary because of a variety of complicating factors.

2.5.1. UC Activities. The UC is an important element in multi-jurisdictional or multi-agency incident management. It provides guidelines to enable agencies with different legal, geographic, levels of government, and functional responsibilities to coordinate, plan, and interact effectively. All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the UC structure and contribute to the process of determining overall incident strategies; selecting objectives; ensuring that joint planning for tactical activities are accomplished IAW approved incident objectives; ensuring the integration of tactical operations; and approving, committing, and making optimum use of all assigned resources. These tenets may not always be acceptable to the senior Air Force representative associated with the response. For example, if a chemical, biological, radiological, or nuclear (CBRN) incident originates off the installation but the hazard plume affects the base, it is possible that the installation commander will choose to use operational exposure guidelines for a segment of the Air Force population, and those exposure guidelines will not match those designed for the corresponding civilian population. Because of these and other variables, it is possible the Air Force will participate in Unified Command activities with a modified approach.

2.5.2. Area Command Operations. The purpose of an area command is either to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large or complex incident that has multiple incident management teams engaged. Area command is used when there are similar incidents in the same area. (Refer to [Attachment 2](#) for a more detailed discussion of area command operations.)

2.5.2.1. When an incident occurs on the base that requires multiple ICs, an area command should be established. The EOC director should assume the role of area command commander. Examples of when the EOC director would establish an area command would be during wartime operations when the installation is divided into CBRN zones and incidents occur in multiple CBRN zones. Like a theater ballistic missile lands in one zone, a fire occurs in the cantonment area of another zone, an explosion occurs causing multiple casualties and contamination spread through two zones. Each area requires responses, competes for valuable resources, and requires the EOC director to make decisions on what resources to use to recover from an attack.

2.5.2.2. Another scenario could be during a hurricane recovery with many activities going on to restore utilities, conduct damage assessments, provide first aid, clear debris, and other competing activities. The EOC director would assume area command in order to prioritize all the competing requirements.

2.5.3. Joint Basing Operations. It is possible the Air Force will be the host unit at an installation with tenant organizations who are not familiar with AFIMS. Conversely, it is

possible the Air Force will be the tenant organization at an installation in which the host is not familiar with NIMS or who has developed a modified NIMS structure that does not match AFIMS. In the event that the Air Force is the host unit, it is imperative the Air Force ensure the tenant units are included within the AFIMS structure. The tenant units must be made aware of their specific supporting requirements, terminology and signals that will be used by the Air Force C2 element, and response procedures. In instances where the Air Force is the tenant unit, Air Force senior leaders must quickly ascertain and distribute the host unit's response procedures and terminology that will be used. As part of the response protocol, Air Force leadership should consider placing a liaison officer in the ICP or EOC.

2.5.4. Combined Operations. In combined operations (military force composed of elements of two or more allied nations), the Air Force organization should use the same procedures outlined in the "joint basing operations" paragraph above (e.g. quickly exchange information regarding the response structure, supported/supporting requirements, terminology that will be used, and establish a mechanism for the use of liaison officers).

2.5.5. Information-Sharing Ground Rules. For situations where joint operations or Unified Command operations are involved, the Joint Information Center (JIC) provides a location for organizations participating in the management of an incident to work together to ensure that timely, accurate, easy-to-understand, and consistent information is disseminated to the public. AFI 35-101, *Public Affairs Policies and Procedures*, is the source document for Air Force interaction and participation with the JIC. AFI 35-101 also implements the guidance found in DODI 5400.14, *Procedures for Joint Public Affairs Operations*. Air Force commanders will adhere to standard security practices (Operations Security [OPSEC], Communications Security [COMSEC], guidelines for release of classified information, etc.) during incident responses. While the Air Force strives to share all relevant information in a timely manner, the sharing does not include classified information and may not include details regarding critical mission operations. However, this lack of information sharing will be the exception rather than the rule.

## Chapter 3

### PREVENTION AND PREPAREDNESS

**3.1. Analysis and Vulnerability Assessment Process.** During the prevention phase, the use of existing vulnerability assessment methodology and operational risk management principles are essential as inputs into the prevention and preparedness phases. Modern Air Force EM threat and hazard analysis must include such variables as the overall environment, mission, threat, demographics, required capabilities, and available infrastructure. The impact of each of these variables can be immense given the potential threats the Air Force faces. Therefore, it is critical that all of these variables be understood and incorporated into the planning process as appropriate. The outcome for a comprehensive vulnerability analysis is a list of emergency types and their corresponding probability of occurrence. In addition, a summary is codified for each of the impact subcomponents thus painting a prioritized picture, which enables emphasis to complete the installation hazard analysis. The statements of analysis may be classified depending on the command classification guidance. All draft vulnerability analysis must be considered living documents and are adjusted as the threat changes or the validity of the analysis is enhanced with additional information. Therefore, the EM Working Group (EMWG) must regularly work with the Threat Working Group (TWG) and Anti-terrorism Working Group (ATWG) to validate the vulnerability analysis. The EM Flight uses existing information to help develop the initial structure of EM response planning as representatives of the EMWG for the analysis, but coordinates with the TWG and the ATWG for each of the subcomponents.

**3.2. AFIMS Planning.** Commanders must stress both planning and response to provide unity of effort, allocate resources efficiently, and identify shortfalls early. Force survivability and mission continuation are the highest priorities for planning. Plans should describe how personnel, equipment, and other resources are used to support incident management, emergency response, and critical military operations. Plans should incorporate threat assessment, vulnerability assessment, and hazard assessment information and how the installation would prevent, prepare for, respond to, and mitigate the items identified through the assessment process. Additionally, during the planning process, installations must conduct capabilities-based planning.

**3.3. Capabilities-Based Planning.** AFI 10-601, *Capabilities-Based Requirements Development*, defines a “capability” as “The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. It is defined by an operational user and expressed in broad operational terms...” During the prevention (deliberate and crisis planning) and preparedness phases of AFIMS, all actions and required tasks should be planned with the final sought after capability in mind. For example, survey the installation’s capability to respond to a major accident, natural disaster, or CBRNE incident. A clearer picture of the problems will emerge once the hazard identification and analysis portion of the planning process has been completed. However, this is only part of the information required for effective planning. The installation’s capability to handle or manage the hazard must also be surveyed. It is crucial to assess resource identification capabilities and maintain constant capability. Do you need a 24 hours a day, seven days a week, 365 days a year capability? Consider factors such as: overall resources available, condition, quantities, locations, etc. Leaders must evaluate the level of training, knowledge, and competence of the personnel

who will be used. Planners must determine the ability of various resources to effectively work with outside agencies. For AFIMS, the Comprehensive Emergency Management Plan (CEMP) 10-2 provides the comprehensive guidance, to include referencing other plans that are appropriate for the situation, for responding to an emergency incident that may affect an installation or its mission.

**3.4. Crisis Action Planning.** In a crisis, the time available for lengthy and detailed planning does not exist. Planners and operators are likely to be in a “no plan” situation for contingencies not anticipated by deliberate planning. They must develop courses of action, a CONOPS, and an IAP from scratch in a compressed timeframe. However, even though the crisis may not resemble existing operation plans in detail, there are probably aspects of one or more plans in the database that could be adapted to the situation. Quality deliberate planning and mitigation efforts enhance the potential for success during crises. If the response to an incident has to be completely developed without adapting plans or parts of plans, the routine process of developing the CEMP10-2 in deliberate planning keeps the CAT, EOC, and response forces familiar with the procedures, policies, and installation response capabilities that assist with rapid development of IAPs.

**3.5. Interaction and Integration of Installation Plans.** Most locations currently have plans addressing a wide range of threats for the installation and the Air Force. The primary objective of AFIMS and the EM response planning efforts is to support capabilities through existing installation response plans by minimizing effects caused by incidents/accidents or contingency operations. Operational success relies on thorough, realistic, and executable response plans, processes, and policies to mobilize, deploy, sustain, employ, and re-deploy forces. Commanders will ensure plans provide for the continuation of critical, mission-essential services and consider environmental standards, operational concerns for safety, and occupational health protection. Each Air Force installation must develop installation response plans to respond to a myriad of disasters, hazards, and contingencies. Installations, including tenant units, will tailor their response plans to the installation’s mission, criticality considerations, and threat assessment. The CEMP 10-2 is supported by a myriad of plans and has external factors that shape the overall plan.

3.5.1. CEMP 10-2. The purpose of CEMP 10-2 is to provide comprehensive guidance for responding to an emergency incident that may affect an installation or its mission. This plan identifies procedures to be followed in the event of major accidents, natural disasters, attack actions, and terrorist use of CBRNE materials. Detailed guidance for CEMP 10-2 development and coordination is contained in AFI 10-2501. The CEMP 10-2 template is located on the Air Force EM Community of Practice (CoP) on the Air Force Portal.

3.5.2. Plans Related to CEMP 10-2. The plans listed in [Table 3.1](#) provide additional EM response procedures and information.

**Table 3.1. Plans Related to CEMP 10-2.**

Plan	It Supports CEMP 10-2 by:
Antiterrorism (AT) Plan	Providing installation specific measures of deterrence and response to terrorism. The AT Plan is written IAW AFI 10-245, <i>Air Force Antiterrorism (AT) Standards</i> . Standard 18, Terrorist Incident Response and CM Measures, for the

	installation are contained within the installation CEMP 10-2.
CE Contingency Response Plan (CRP)	Providing guidance and information to civil engineers for quick and effective response to all contingencies. Provides lists of critical facilities and utilities to continue the installation mission.
Continuity of Operations (COOP) Plan	Ensuring continuity of mission-essential functions under all circumstances. COOPs concentrate on survival and dispersal, reconstituting operational capabilities, and reestablishing command and control.
Expeditionary Site Plan	AFI 10-404, <i>Base Support and Expeditionary Site Planning</i> , provides guidance on determining capabilities for contingency operations and providing a plan for EM guidance until a CEMP 10-2 can be developed.
Integrated Defense Plan	Codifies installation defense efforts among all responsible internal/external agencies to ensure all aspects of integrated defense (ID) are accomplished. It also provides an understanding of security requirements for all units involved in ID and describes how commanders employ available ID forces, capabilities and concepts to accomplish the overall ID mission.
Disease Containment Plan (DCP)	Supports force health protection and sustainment of mission operations during disease outbreaks and biological attacks.
Medical Contingency Response Plan (MCRP)	Establishing plans for installation medical capabilities (organic and off base support) to respond to contingencies and support recovery.

3.5.3. Mutual Aid Agreements (MAAs). MAAs establishes an agreement between the parties and documents proof of the agreement and its contents. In addition, MAAs identify the parties involved, identify respective responsibilities, define how and when they are to be implemented, who performs what and how, who pays for specific services, how long the agreement is in effect, how the agreements are terminated, and who administers the agreements. The installation commander should use MAAs to request or provide mutual aid IAW DODI 4000.19 and other guidance that governs MAAs, such as AFI 10-802, *Military Support to Civil Authorities*. MAA templates can be found on the Air Force Portal EM CoP.

### 3.6. Interaction and Integration of Other Plans.

3.6.1. National Level. At the national level, the DHS is responsible for EM within the CONUS. Normally, DHS will choose to allow the DOD, or its delegated agent (the service or the combatant commander) to oversee the response to individual emergencies on DOD installations or related DOD property. However, per HSPD-5, the Secretary of Homeland Security is ultimately responsible. Hence, the NRF is always in effect. Installations should reference the NRF when devising local plans and procedures to ensure consonance with national policy. The Joint Director of Military Support (JDOMS) is a designated general/flag grade position in the Operations Directorate of the Joint Staff. The JDOMS is responsible for processing requests for DOD assistance and preparing (develops and coordinates) an execution order, if required.

3.6.2. Regional Level. The geographical combatant commanders are designated the supported combatant commanders for the DOD response to an incident that occurs within their respective AORs. The operations center designated by the combatant commander is DOD's regional coordination center. The supported combatant commander is responsible for executing the DOD response mission and exercises operational control, as specified by the SecDef, over military forces responding to the incident.

3.6.3. State, Local, and Tribal Coordination. In a domestic incident, State, local, and tribal governments will normally have some form of jurisdictional authority at, or in the vicinity of, the accident site. The elected, appointed, or designated officials of these governments represent both the legal authorities that are applicable and the citizens that are impacted by the accident. State, local, and tribal governments also have the capabilities and resources of various emergency management functions; fire, police, public health, EMS, National Guard, public works, and environmental response; that may be involved in the response to an incident. It is also likely that personnel from these various State, local, and tribal organizations may be the first responders at an incident that occurs outside the boundaries of a United States Air Force (USAF) installation. Therefore, to ensure a successful response, USAF officials should establish a full partnership with neighboring State, local, and tribal officials and responders.

### **3.7. Training and Exercises.**

3.7.1. EM Training. EM training is integral to the Air Force EM Program and implementation of AFIMS at installation level. Air Force EM training provides installation populace and responders with information, knowledge, and skills to prepare for, prevent, respond to, recover from, and mitigate contingencies or emergencies. Installations conduct EM training IAW AFI 10-2501. This training, using the blended learning concept, includes initial AFIMS indoctrination courses to the actual application of physical incident management of major accidents, natural disasters, and CBRNE. EM training must be realistic and include executable tasks that support the installation CEMP 10-2.

3.7.2. Installations EM Exercise and Evaluation Program. The intent of the EM exercise and evaluation program is to embody the "train the way we fight" concept; apply real-world command and local community relationships when possible; emphasize participation, and reduce artificialities (simulated responses, notional forces and events) to assess actual capabilities and limits consistent with safety, exercise objectives, security, mission accomplishment, and other real-world constraints; and to make sure logistics, support, force protection, and operational security requirements are fully integrated with mission requirements. EM exercise scenarios should mirror actual plans, policies, procedures, processes, and doctrine as well as AFIMS. Exercises should integrate into exercises the transfer of command and include the recovery phase.

3.7.2.1. Installation commanders are responsible for their installation's exercise and evaluation program and provide oversight for installation-sponsored exercises, installation participation in joint and local community exercises, and after-action reporting, when required by HHQs. Installation commanders establish an exercise and evaluation program per MAJCOM directives and direct the actions of subordinate and tenant units in exercise activities.

## Chapter 4

### RESPONSE AND RECOVERY

**4.1. Overarching Response and Recovery Principles.** Key actions that occur in support of a response are gaining and maintaining situational awareness, activating and deploying resources and capabilities, and coordinating response actions. Key principles in recovery are: assisting individuals, providing public health and safety services, restoring utilities, reopening roads, providing food and shelter, and mission continuation.

4.1.1. Establish Command. The initial first responder on scene will establish command and perform IC duties until replaced by a more competent or higher trained IC. If the incident requires other agencies to respond to the incident, then the incident commander must have the appropriate training and experience as an IC. Individual functional representatives (Security Forces and Medical) may serve as the IC for incidents controlled with organic functional resources. For example, a single vehicle traffic accident without injuries requiring traffic investigation and wrecker services may be controlled by Security Forces therefore they can serve as IC. Another example would be a medical emergency in which no outside resources are required; therefore, Medical (ambulance) personnel will serve as IC. FES personnel will serve as IC for incidents that require two or more response agencies.

4.1.2. Response actions in gaining a COP and maintaining situational awareness occurs when a C2 function is notified of an incident, the response forces are notified, and the IC arrives on-scene to gain a situational awareness. Once the IC has assessed the situation and gathered the facts, this information will be communicated to the ECC and CAT. At this time, the IC will determine if additional response forces from the DRF are required. As information is gathered and the magnitude of the incident is known, higher level reporting will have to be accomplished to local authorities, MAJCOM, and HHQ, IAW operational reporting guidelines.

4.1.3. Common Operational Picture (COP). The principal objectives of communications and information management for those involved in incident management are accomplished by establishing and maintaining a COP. The COP provides the method to disseminate indications and warnings, make tactical decisions at an incident site, formulate strategic decisions regarding multi-incident circumstances, plan for requirements and requests from incident management, and provide ground truth awareness and understanding of an incident. The Geobase is a platform, which enables a common operating picture capability, and is the preferred platform for the Air Force. Various layers can be added to create increased specificity in the COP.

4.1.4. Activate and deploy resources and capabilities to maintain primary installation mission, save lives, mitigate damage and restore mission-essential resources and infrastructure. Across all levels, initial actions may include the activation of people and teams and establishment of incident management and response structures to organize and coordinate an effective response. The resources and capabilities requested should be directly related to the size, scope, nature, and complexity of the incident. The IC will set priorities and develop an IAP. The IC will notify the ECC or CAT with the recommendation to activate the EOC, if needed. Requests for mutual aid will be made during this phase.

4.1.5. Coordination of response actions occurs through the established response entities (e.g. first and emergency responders, ICS, CAT, ECC, and EOC) based on assigned roles and responsibilities and reporting protocols. The efficiency and effectiveness of response operations are enhanced by the full application of the AFIMS with its common principles, structures, and coordinating processes. If resources are not adequate, then a request to implement MAAs or request for forces should be initiated. Response actions (see [Table 4.1](#)) are based on the objectives established by the IC and/or installation commander. First and emergency response capabilities are defined in Attachment 3 of AFMAN 10-2503, *Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Operations*.

**Table 4.1. Examples of Response Actions.**

Warning the base populace.
Implementing evacuation and sheltering plans.
Sheltering evacuees in pre-identified shelters and providing food, water, and other necessities.
Performing search and rescue.
Treating the injured.
Providing law enforcement.
Controlling or containing hazards.
Ensuring responder safety and health.
Making decisions regarding sustainment, termination, relocation, or transfer of critical mission(s).

4.1.6. Once immediate lifesaving activities and the hazards have been contained, the focus shifts to recovery operations. Recovery activities are prioritized and documented in the IAP (see [paragraph 4.2](#)). Recovery actions are taken to assist individuals, restore mission operations, and restore the area or installation to normal operations. This can be categorized as both short-term recovery and long-term recovery.

4.1.6.1. Short-term recovery includes actions to provide essential public health and safety services, restore utilities and critical facilities, reopen roads, and provide food and shelter. This term or period could last for days or weeks.

4.1.6.2. Long-term recovery may include many of the actions in short-term recovery except these efforts will take months or years. This could be considered restoration of the installation.

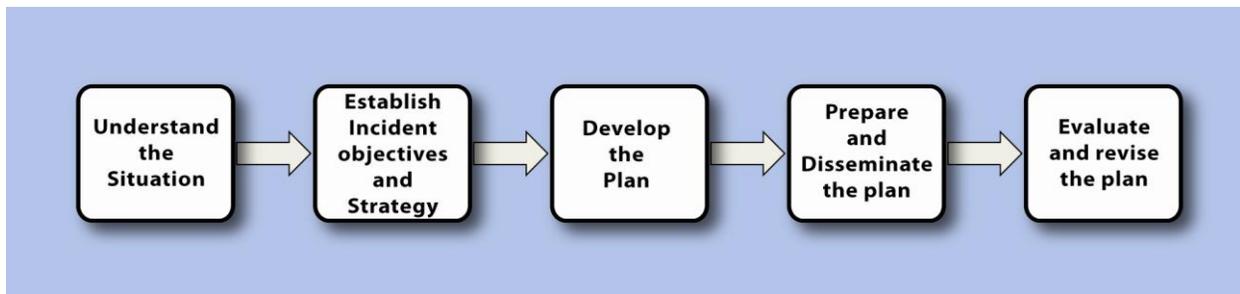
4.1.6.3. Once the emergency is over and recovery starts. Control of the site must be officially transferred from the IC to another individual or organization. This person is not referred to as an IC but called the Recovery Operations Chief. The Recovery Operations Chief must be a subject matter expert in the hazards or activities within the incident site. If it is a HAZMAT incident, the organization or individual that assumes control of the site must be knowledgeable of the hazards and recovery procedures. For example, initiating actions to contain the hazard and clean up the site to restore the area to its condition before the incident. The person in charge of that work should have an environmental engineering background and be familiar with HAZMAT clean-up requirements. If it is an aircraft incident, the recovery operations chief should be familiar with that aircraft or be a member of the interim aircraft mishap investigation team. The EOC Director should select the individual that will be in charge of the site.

**4.2. Use of IAP.** The IAP is not developed prior to an incident. Rather, the IAP is a planning mechanism used throughout an incident to codify and distribute the tactical objectives and support activities required for one operational period, generally 12 to 24 hours. **Table 4.2** lists recommended ICS forms that can be used in developing the IAP. The ICS forms can be downloaded from the Emergency Management Community of Practice/F. Publications and Plans/ICS Forms or the FEMA Website at: [http://training.fema.gov/EMIweb/IS/ICSResource/ICSResCntr\\_forms.htm](http://training.fema.gov/EMIweb/IS/ICSResource/ICSResCntr_forms.htm). **Figure 4.1** depicts the sequential primary phases that are followed to develop an IAP.

**Table 4.2. Recommended ICS Forms**

ICS Form 201, Incident Briefing	ICS Form 213, General Message
ICS Form 202, Incident Objectives	ICS Form 214, Unit Log
ICS Form 203, Organization Assignment List	ICS Form 215, Operational Planning Worksheet
ICS Form 204, Assignment List	ICS Form 215a, Incident Action Plan Safety Analysis
ICS Form 205, Incident Radio Communications Plan	ICS Form 216, Radio Requirements Worksheet
ICS Form 206, Medical Plan	ICS Form 217, Radio Frequency Assignment Worksheet
ICS Form 207, Organizational Chart	ICS Form 218, Support Vehicle Inventory
ICS Form 209, Incident Status Summary	ICS Form 220, Air Operations Summary
ICS Form 211, Check-In List	ICS Form 221, Demobilization Plan

**Figure 4.1. Primary Phases of IAP Development.**



4.2.1. A single person or multiple people may participate in the development of the IAP. In small, short-term incidents, the designated IC may develop the IAP. In larger endeavors, members of the EOC and command and general staff will participate in the IAP development. The IC develops the incident objectives on which the incident action plan is based. The operations section chief develops the strategies and tactics to accomplish the objectives, the Plans Section Chief produces the IAP, the Logistics Section Chief identifies the logistics requirements to support the tactics, the Finance/Admin Section Chief conducts cost analyses, the IC approves the IAP and the operations section chief directs the tactical implementation of the IAP.

4.2.2. The IAP may be written or oral. The IAP will normally be communicated verbally for simple incidents of short duration. A written IAP should be considered for the following conditions: two or more jurisdictions are involved in the response, incident continues into a second or more operational periods, a large number of ICS organizational elements are activated, and a written IAP will be accomplished when a HAZMAT or CBRNE material/agent is involved.

4.2.3. The IAP may consist of only a couple of items (e.g. objectives and plan of attack). During complex events, the IAP may consist of multiple sections, as shown in **Table 4.3**.

**Table 4.3. Sample IAP Outline.**

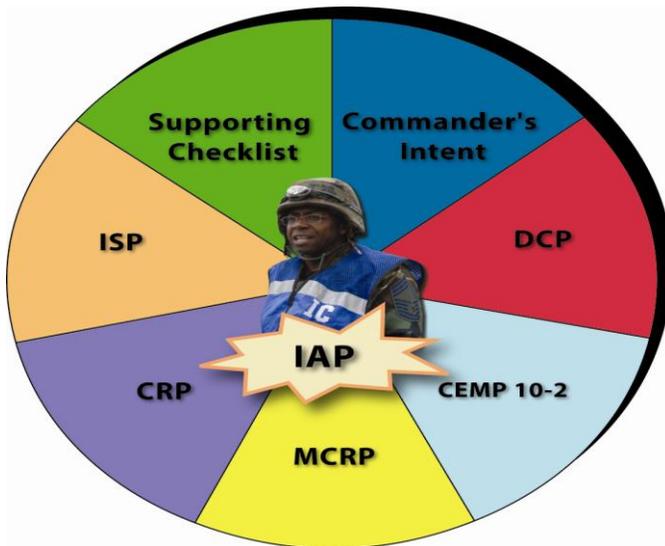
<b>Common Components:</b>	<b>Normally Prepared By:</b>
Incident Briefing	Incident Commander
Incident Objectives	Planning Section Chief
Organization List/Chart	Resources Unit
Assignment List	Resources Unit
Communications Plan	Communications Unit
Logistics Plan	Resources Unit
Medical Plan	Medical Unit
Incident Map	Situation Unit
Safety Plan	Safety Officer
<b>Other Potential Components:</b>	
Air Operations Summary	Air Operations
Traffic Plan	Ground Support Unit
Decontamination Plan	Technical Specialist
Waste Management or Disposal Plan	Technical Specialist
Demobilization Plan	Demobilization Unit

4.2.4. Generally, the IAP is developed using situational awareness of the incident, the IC's tactical objectives, and determined strategies that meet those objectives. The IAP must be realistic and based on the selected strategies and tactics determined/implemented to meet the objectives. Existing installation plans such as the CEMP 10-2, MCRP, and Integrated Defense Plan, and checklists provide a baseline for tasks that must be completed in responding to all-hazards incidents and should be used to develop components of the IAP when appropriate. The recommended ICS forms listed in **Table 4.2** should be integrated into existing installation plans where applicable. The IC should provide the "commander's intent" for the next operational period, direct the Planning Section Chief to ensure everyone involved has current copies of all relevant plans, forms, and checklists and consider this compilation of materials in development of the IAP (see **Figure 4.2**). The re-accomplishing, re-formatting, or re-typing of existing plans or checklists is not required nor desired in regards to the development of the IAP.

4.2.5. The IAP will be evaluated and updated at intervals specified by the IC and as required by the situation. The IAP also contains provisions for continuous incorporation of "lessons learned" as incident management activities progress.

4.2.6. The flexibility and adaptability of the IAP process comes to the forefront during complex response operations such as wide-spread recovery from catastrophic natural disasters in which multiple individual events are being handled simultaneously (e.g. firefighting, rescue, restoration of utilities, sheltering of displaced personnel, provision of food and water, etc.). Similar flexibility and adaptability techniques apply to creating the IAP in the aftermath of an enemy attack that results in multiple hazards that need to be addressed (e.g. damage to aircraft operating surfaces, facilities, aircraft, vehicles, and equipment; unexploded ordnance; fires; casualties and fatalities; presence of CBRN contamination, etc.).

**Figure 4.2. Use of Installation Planning Documents to Form IAP.**



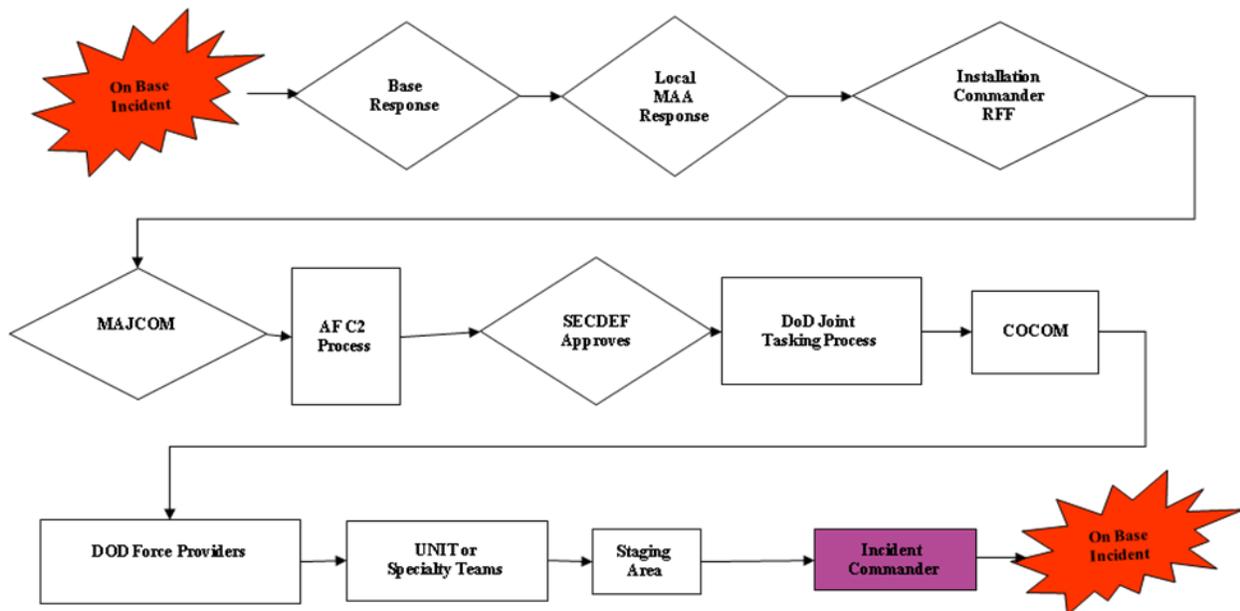
4.2.7. It is possible that the joint and/or coalition partners an Air Force unit is collocated with do not use or are not familiar with NIMS protocols in general or the AFIMS IAP process in particular. In these circumstances, the Air Force organization should quickly exchange information regarding the response structure, supported/supporting requirements to include development and/or coordination of portions of the IAP, if appropriate. The information exchange should also include the terminology that will be used and the mechanism for the use of liaison officers to resolve issues that may arise during IAP development or execution.

### 4.3. Support.

4.3.1. Teaming with Adjacent Jurisdictions. AF installations could need assistance from adjacent jurisdictions (e.g. municipalities, counties, states); just as adjacent jurisdictions could need assistance from the AF. If possible, installations should coordinate MAAs (or comparable memoranda) during the planning process and well before incidents occur.

4.3.2. Requesting Support. If not already covered by MAAs, installation plans and checklists will include geographic combatant command and MAJCOM guidance regarding the proper military channels to request assistance during catastrophes and other significant emergencies. The process for requesting forces is shown in **Figure 4.3**

Figure 4.3. Request for Forces Process.



4.3.3. Reach-Back Support Process. DOD and other USG agencies have assembled technical expertise to support incidents worldwide. While some teams are designed to deploy where needed, others are available to answer technical questions and give advice during emergencies. Refer to geographic combatant command and MAJCOM guidance for reach-back capabilities, and include those opportunities in installation plans and checklists. When requesting assistance, identify the desired capability as opposed to specifying a particular team.

4.3.4. Support to Civil Authorities (Domestic and Foreign). Defense Support of Civil Authorities (DSCA, also known as Military Support to Civil Authorities) and FCM are outside the scope of this document, but the essence of AFIMS principles will still apply when supporting civil authorities. Since AFIMS was formed using the NIMS guidance, working with domestic agencies should create few issues. Foreign governments do not have to follow NIMS guidance, so attempts at interoperability may create a few more issues. Regardless, AF must adapt to the lead authorities when serving in a support role (e.g. DSCA and FCM). Integrated exercises plus lessons learned from actual responses should reduce interoperability issues over time. Refer to geographic combatant command guidance for more regarding DSCA and FCM operations.

4.3.5. Installation Tasking Mechanisms. There are three installation tasking mechanisms to deal with emergencies: Immediate Response, Essential Assistance, and Formally Requested Civil Assistance via the DHS.

4.3.5.1. Immediate Response Authority. DOD doctrine allows commanders to provide resources and assistance to civil authorities without or prior to a declaration under the Stafford Act when a disaster overwhelms the capabilities of local authorities and necessitates immediate action ~~to~~ prevent human suffering, save lives, or mitigate great property damage.” (DODD 3025.1)

4.3.5.2. Essential Assistance (10-Day Authority) Stafford Act Section 403. Upon the request of the governor, the President may task the DOD to provide any emergency work the President deems essential for the preservation of life and property in the immediate aftermath of an incident that may ultimately qualify for assistance under a declaration. Such assistance is available for up to ten days before a presidential declaration of an emergency or a major disaster is issued, 42 U.S.C. § 5170b(c). Emergency work can include the clearance and removal of debris and wreckage and the restoration of essential public facilities and services, 42 U.S.C. § 5170(c)(6)(B). The provision is designed to be used in instances where communications problems impede the ability to meet the prerequisites for declaring an emergency or major disaster or the ability to coordinate the work through the Primary Federal Agency (PFA).

4.3.5.3. Civil Support. Civil support requests are routed through the PFA for domestic incidents and through the DOS for foreign incidents. Joint Publication 3-28, *Civil Support*, defines specific routing procedures. Once a request has been cleared through appropriate military channels, United States Joint Forces Command tasks appropriate installation(s) through the normal guidance for Employment of Forces process.

**4.4. AFIMS Response and Recovery Challenges.** AFIMS provides a standardized framework for responding to all hazards in all operational environments; (i.e. in-garrison or deployed) natural disaster or major accident, terrorist attack or hostilities with an enemy state. Nevertheless, the implementation and execution of AFIMS does involve challenges.

4.4.1. The use of AFIMS during hostilities represents a situation where a single person, the EOC director, should assume the role of area command commander. See [paragraph 2.5.2](#) for an explanation of area command. Many installations have not exercised or trained on area command operations. This could cause some challenges for installations until they have trained and exercised using this type of command.

4.4.2. NIMS and AFIMS will not be adopted by joint or combined forces along the same time lines as the Air Force implementation. Consequently, for the foreseeable future, it will be incumbent upon the Air Force organizations involved to resolve the issue. Refer to [paragraph 2.5.3](#) and [paragraph 2.5.4](#) for discussions on ways to resolve these issues when working with joint or combined forces at an expeditionary site.

4.4.3. Recovery presents a unique situation in that most recovery efforts don't require an IC but do require significant support from the EOC. It is recommended that recovery operations use as a rule a Recovery Operations Chief. This element is the tactical piece of the effort on scene. Using this title and format allows for a smooth transfer of command from the IC to the recovery operation and provides for a chain of command and recognition by EOC ESFs. Training for those assigned to be in charge of recovery operations is defined in AFI 10-2501.

**4.5. Lessons Learned and After-Action Reporting.** A lesson learned is defined as a technique, procedure, or practical work-around that enabled a task to be accomplished to standard based on an identified deficiency or shortcoming.

4.5.1. Procedures for capturing lessons learned are outlined in AFI 10-204, *Readiness Exercises and After-Action Reporting Program*. Commanders must send an installation-wide lessons-learned report to their MAJCOM, Field Operating Agency, or Direct Reporting Unit

for all emergency responses. See AFI 10-204 for guidance on reportable actions as well as preparing and submitting the report.

4.5.2. Joint Lessons Learned Program (JLLP) and Submission Process: The JLLP is a knowledge management process established to enhance joint capabilities through discovery, knowledge development, implementation, and sharing of lessons from joint operations, training events, exercises, and other activities.

4.5.2.1. The JLLP applies to the full range of joint military operations including training, exercises, experiments, real-world events, and other activities involving DOD assets of the Armed Forces of the United States.

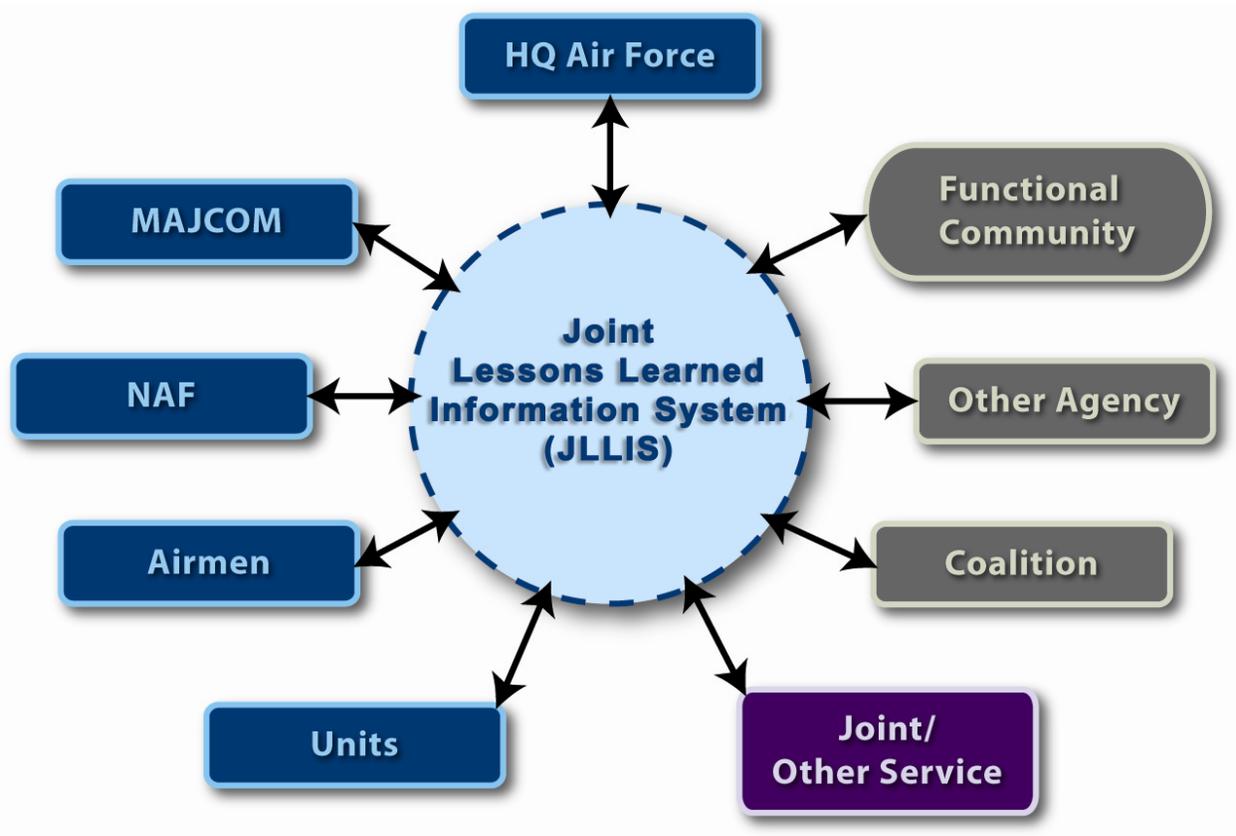
4.5.2.2. The Air Force uses the Joint Lesson-Learned Information System (JLLIS) to document and track AF lessons learned. Anyone may make a lesson learned submission using the following links: NIPRNET: go to <https://www.jllis.mil/USAF> and SIPRNET: go to <http://www.jllis.smil.mil/USAF>. **Figure 4.4** shows the relationships of the different elements of this integral process.

4.5.2.2.1. The JLLIS is comprised of two separate but integral parts: (1) an input and management support tool, and (2) a central repository. The input and management support tool allows any approved user to submit observations via a web-enabled user interface. The central repository provides users a single location to access validated joint observations, lessons, and issues.

4.5.2.2.2. Access to JLLIS capabilities and lessons learned data is tiered to ensure sensitive information is protected IAW security directives, command direction, role-based partitioning, and specific collection activity and event guidance.

4.5.2.2.3. When you identify a lesson learned, EM personnel should consider including identified lessons learned as discussion points during EMWG meetings. Finally, by documenting and cross feeding lessons learned, resource protection is greatly enhanced.

Figure 4.4. Air Force Lessons Learned Process.



## Chapter 5

### INFORMATION COLLECTION, RECORDS, AND FORMS

**5.1. Information Collections.** No information collections are created by this publication.

**5.2. Records.** The program records created as a result of the processes prescribed in this publication are maintained IAW AFMAN 33-363 and disposed of IAW the AFRIMS RDS located at <https://www.my.af.mil/gcss-af61a/afirms/afirms/>.

**5.3. Prescribed and Adopted Forms.**

5.3.1. **Prescribed Forms.** No prescribed forms are implemented in this publication

5.3.2. **Adopted Forms.** AF IMT 847, *Recommendation for Change of Publication*

PHILIP M BREEDLOVE, Lt Gen, USAF  
DCS/Operations, Plans and Requirements

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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- AFDD 2-10, *Homeland Security Operations*, 21 March 2006
- AFI 10-204, *Readiness Exercises and After-Action Reporting Program*, 12 July 2002
- AFI 10-218, *Personnel Accountability In Conjunction With Natural Disasters Or National Emergencies*, 31 October 2006
- AFI 10-245, *Antiterrorism (AT)*, 30 March 2009
- AFI 10-404, *Base Support and Expeditionary Site Planning*, 9 March 2004
- AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, 24 January 2007
- AFI 10-2604, *Disease Containment Planning Guidance*, 6 April 2007
- AFI 10-601, *Capabilities-Based Requirements Development*, 31 July 2006
- AFI 10-802, *Military Support to Civil Authorities*, 19 April 2002
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- AFI 31-101, *The Air Force Installation Security Program*, 1 Mar 2003
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- AFI 33-360, *Publications and Forms Management*, 18 May 2006
- AFI 35-101, *Public Affairs Policies and Procedures*, 29 November 2005
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DODI 4000.19, *Interservice and Intragovernmental Support*, 9 August 1995

DODI 5400.14, *Procedures for Joint Public Affairs Operations*, 22 January 1996

DODI 6055.17, *Installation Emergency Management Program*, 13 January 2009

Homeland Security Presidential Directive (HSPD) 5, *Management of Domestic Incidents*, 28 February 2003

Homeland Security Presidential Directive (HSPD) 8, *National Preparedness*, 17 December 2003

JP 3-28, *Civil Support*, 14 September 2007

*National Incident Management System (NIMS)*, 1 March 2004

*National Response Framework (NRF)*, January 2008

Public Law 93-288, The Disaster Relief Act of 1974 aka The Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Public Law 100-707, June 2007

### ***Abbreviations and Acronyms***

**ACE**—Adaptive Communications Element

**AFCESA**—Air Force Civil Engineer Support Agency

**AFI**—Air Force Instruction

**AFIMS**—Air Force Incident Management System

**AFJMAN**—Air Force Joint Manual

**AFMAN**—Air Force Manual

**AFNORTH**—Air Forces Northern

**AFNSEP**—Air Force National Security and Emergency Preparedness

**AFOSI**—Air Force Office of Special Investigations

**AFPD**—Air Force Policy Directive

**AOR**—Area of Responsibility

**AT**—Antiterrorism

**BDOC**—Base Defense Operations Center

**C2**—Command and Control

**CAT**—Crisis Action Team

**CBRN**—Chemical, Biological, Radiological, and Nuclear

**CBRNE**—Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive

**CE**—Civil Engineer  
**CEMP**—Comprehensive Emergency Management Plan  
**CFR**—Code of Federal Regulations  
**CM**—Consequence Management  
**COMSEC**—Communications Security  
**CONOP**—Concept of Operation  
**CONUS**—Continental United States  
**COP**—Common Operational Picture  
**CoP**—Community of Practice  
**COOP**—Continuity of Operations  
**CP**—Command Post  
**DHS**—Department of Homeland Security  
**DOD**—Department of Defense  
**DODD**—Department of Defense Directive  
**DODI**—Department of Defense Instruction  
**DOE**—Department of Energy  
**DOS**—Department of State  
**DRF**—Disaster Response Force  
**DSCA**—Defense Support of Civil Authorities  
**ECC**—Emergency Communications Center  
**EM**—Emergency Management  
**EMWG**—Emergency Management Working Group  
**EOC**—Emergency Operations Center  
**EOD**—Explosive Ordnance Disposal  
**EPI**—Epidemiological Investigation  
**EPLO**—Emergency Preparedness Liaison Officer  
**ESF**—Emergency Support Function  
**FCM**—Foreign Consequence Management  
**FEMA**—Federal Emergency Management Agency  
**FES**—Fire Emergency Services  
**FP**—Force Protection  
**FPWG**—Force Protection Working Group

**FSS**—Force Support Squadron  
**HAZMAT**—Hazardous Materials  
**HN**—Host Nation  
**HQ**—Headquarters  
**HHQ**—Higher Headquarters  
**HSPD**—Homeland Security Presidential Directive  
**IAP**—Incident Action Plan  
**IAW**—In Accordance With  
**IC**—Incident Commander  
**ICP**—Incident Command Post  
**ICS**—Incident Command System  
**IED**—Improvised Explosive Device  
**IMT**—Information Management Tool  
**IPE**—Individual Protective Equipment  
**ISO**—Incident Safety Officer  
**JDOMS**—Joint Director of Military Support  
**JIC**—Joint Information Center  
**JIS**—Joint Information System  
**JLLIS**—Joint Lessons Learned Information System  
**JLLP**—Joint Lessons Learned Program  
**LNO**—Liaison Officer  
**MAA**—Mutual Aid Agreement  
**MAJCOM**—Major Command  
**MACS**—Multiagency Coordination System  
**NARP**—Nuclear Weapons Accident Response Procedures  
**NDA**—National Defense Area  
**NGO**—Nongovernmental Organization  
**NIMS**—National Incident Management System  
**NRF**—National Response Framework  
**NSEP**—National Security Emergency Preparedness  
**NWAPP**—Nuclear Weapon Accident Program Plan  
**OCONUS**—Outside the Continental United States

**OPR**—Office of Primary Responsibility

**OPSEC**—Operations Security

**PAO**—Public Affairs Officer

**PFA**—Primary Federal Agency

**PIO**—Public Information Officer

**PPE**—Personal Protective Equipment

**RDS**—Records Disposition Schedule

**ROC**—Recovery Operations Chief

**RTF**—Response Task Force

**SecDef**—Secretary of Defense

**SF**—Security Forces

**SME**—Subject Matter Expert

**SMR**—Senior Military Representative

**UC**—Unified Command

**UCC**—Unit Control Center

**US&R**—Urban Search and Rescue

**USAF**—United States Air Force

**USC**—United States Code

**USG**—United States Government

**USNORTHCOM**—United States Northern Command

**UXO**—Unexploded Explosive Ordnance

**WMD**—Weapons of Mass Destruction

### *Terms*

**Air Force Emergency Management (EM) Program**—The single, integrated Air Force program to coordinate and organize efforts to prepare for, prevent, respond to, recover from, and mitigate the direct and indirect consequences of an emergency or attack. The primary missions of the Air Force EM program are to (1) save lives, (2) minimize the loss or degradation of resources, and (3) continue, sustain, and restore combat and combat support operational capability in an all-hazards physical threat environment at Air Force installations worldwide. The ancillary missions of the Air Force EM program are to support homeland defense and civil support operations and to provide support to civil and host nation authorities IAW DOD directives and through the appropriate Combatant Command. The Air Force EM program is managed by the Office of The Civil Engineer, AF/A7C.

**Air Force Incident Management System (AFIMS)**—A methodology designed to incorporate the requirements of HSPD requirements of the expeditionary Air Force. AFIMS provides the

Air Force with an incident management system that is consistent with the single, comprehensive approach to domestic incident management. AFIMS provides the Air Force with the coordinating structures, processes, and protocols required to integrate its specific authorities into the collective framework of Federal departments and agencies for action to include mitigation, prevention, preparedness, response, and recovery activities. It includes a core set of concepts, principles, terminology, and technologies covering the incident command system, EOCs, incident command, training, identification and management of resources, qualification and certification, and the collection, tracking, and reporting of incident information and incident resources. The AFIMS methodology is incorporated into current operating practices through revised instructions and manuals, training products, and exercise and evaluation tools.

**Antiterrorism (AT)**—Defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include limited response and containment by local military and civilian forces. See also AFI 10-245.

**Area of Responsibility (AOR)**—The geographical area associated with a COCOM within which a combatant commander has authority to plan and conduct operations.

**Awareness**—The continual process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react effectively.

**Biological Agent**—A microorganism that causes disease in personnel, plants, or animals or causes the deterioration of material.

**Biological Warfare (BW)**—Voluntary use of living organisms or their toxic products with the intent of killing or harming persons, useful animals or plants.

**CBRN**—Operations that include chemical, biological, radiological, and nuclear, either individually or in combination. Collectively known as WMD, CBRN replaces “NBC” when used in reference to operations or incidents limited to NBC-only issues. Toxic Industrial Chemical/Toxic Industrial Material (TIC/TIM) and HAZMAT are considered part of the “C” in “CBRN.”

**CBRNE**—Operations or incidents involving chemical, biological, radiological, nuclear, and high-yield explosives, either individually or in combination. “CBRNE” is used anytime that reference is not being made to WMD operations or incidents.

**CBRNE Environment**—Condition of warfare in which an adversary possesses or uses chemical, biological, radiological, nuclear, or high-yield explosive weapons, by-products, infrastructure, and associated delivery methods.

**CBRNE Hazard**—Those CBRNE elements that pose or could pose a hazard to individuals. CBRNE hazards include those created from accidental releases, TIC (especially air and water poisons), biological pathogens, radioactive matter, and high-yield explosives. Also included are any hazards resulting from the deliberate employment of WMD during military operations.

**Chemical Agent**—Any toxic chemical intended for use in military operations.

**Chemical Operations**—Employment of chemical agents to kill, injure, or incapacitate for a significant period of time, personnel or animals, and deny or hinder the use of areas, facilities or material; or defense against employment of chemical agents.

**Chemical, Biological, Radiological, Nuclear, and High—Yield Explosive (CBRNE) Incident**—An emergency resulting from the deliberate or unintentional release of nuclear, biological, radiological, or toxic or poisonous chemical materials, or the detonation of a high-yield explosive.

**Command and Control (C2)**—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. C2 functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission.

**Command Post (CP)**—A unit or sub-unit's headquarters where the commander and the staff perform their activities. In combat, a unit or sub-unit's headquarters is often divided into echelons.

**Common Operational Picture (COP)**—A single identical display of relevant information shared by more than one command. A COP facilitates collaborative planning and assists all echelons to achieve situational awareness.

**Command Staff**—In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**Consequence Management (CM)**—Actions taken to maintain or restore essential services and manage and mitigate problems resulting from disasters and catastrophes, including natural, manmade, or terrorist incidents.

**Contamination**—1. The deposit, absorption, or adsorption of radioactive material or of biological or chemical agents on or by structures, areas, personnel, or objects, or in aerosolized clouds. 2. (DOD only) Food or water made unfit for consumption by humans or animals because of the presence of environmental chemicals, radioactive elements, bacteria or organisms, the by-product of the growth of bacteria or organisms, the decomposing material (to include the food substance itself) or waste in the food or water.

**Contamination Control Area (CCA)**—An area in which contaminated IPE is removed and people, equipment, and supplies are decontaminated to allow processing between a toxic environment and a toxic-free area. The CCA is the last area an individual can safely don IPE before moving into a contaminated area.

**Contingency**—An emergency involving military forces caused by natural disasters, terrorists, subversives, or by required military operations. Due to the uncertainty of the situation, contingencies require plans, rapid response, and special procedures to ensure the safety and readiness of personnel, installations, and equipment.

**Continuity of Operations (COOP)**—The degree or state of being continuous in the conduct of functions, tasks, or duties necessary to accomplish a military action or mission in carrying out the national military strategy. It includes the functions and duties of the commander as well as the supporting functions and duties performed by the staff and others acting under the authority and direction of the commander.

**Control Zones**—The areas at a HAZMAT incident that are designated based upon safety and the degree of hazard.

**Cordon**—A physical barrier surrounding the incident scene where controls are established to preclude unauthorized entry.

**Crisis Action Team (CAT)**—A C2 function normally activated for a specific incident to oversee the mission operation of the installation. The CAT is scalable to support and coordinate with the EOC.

**Decontamination**—The process of making any person, object, or area safe by absorbing, destroying, neutralizing, making harmless, or removing chemical or biological agents, or by removing radioactive material clinging to or around it.

**Defense Support of Civil Authorities (DSCA)**—Refers to DOD support, including Federal military forces, DOD civilians and contractor personnel, and DOD agencies and components, for domestic emergencies and for designated law enforcement and other activities.

**Deployment**—1. The movement of forces within operational areas. 2. The positioning of forces into a formation for battle. 3. The relocation of forces and material to desired operational areas. Deployment encompasses all activities from origin or home station through destination, specifically including intra-continental United States, inter-theater, and intra-theater movement legs, staging, and holding areas.

**Detection**—In CBRNE environments, the act of locating CBRNE hazards by use of CBRNE detectors or monitoring or survey teams.

**Disaster Response Force (DRF)**—The Air Force structure that responds to disasters or accidents, establishing C2 and supporting disaster operations.

**Dispersal**—Relocation of forces for increasing survivability.

**Domestic Emergencies**—Emergencies affecting the public welfare and occurring within the 50 States, District of Columbia, Commonwealth of Puerto Rico, US possessions and territories, or any political subdivision thereof, as a result of enemy attack, insurrection, civil disturbance, earthquake, fire, flood, or other public disasters or equivalent emergencies that endanger life and property or disrupt the usual process of government. The term domestic emergency includes any or all of the emergency conditions defined below:

- a. Civil defense emergency. A domestic emergency disaster situation resulting from devastation created by an enemy attack and requiring emergency operations during and following that attack. It may be proclaimed by appropriate authority in anticipation of an attack.
- b. Civil disturbances. Riots, acts of violence, insurrections, unlawful obstructions or assemblages, or other disorders prejudicial to public law and order. The term civil disturbance includes all domestic conditions requiring or likely to require the use of Federal Armed Forces pursuant to the provisions of Chapter 15 of Title 10, USC.
- c. Major disaster. Any flood, fire, hurricane, tornado, earthquake, or other catastrophe which, in the determination of the President, is or threatens to be of sufficient severity and magnitude to warrant disaster assistance by the Federal government under Public Law 606, 91st Congress (42 USC 58) to supplement the efforts and available resources of State and local governments in alleviating the damage, hardship, or suffering caused thereby.

d. Natural disaster. All domestic emergencies except those created because of enemy attack or civil disturbance.

**Emergency Decontamination**—The physical process of immediately reducing contamination of individuals in potentially life-threatening situations with or without the formal establishment of a decontamination corridor. (NFPA 471) **Note:** The Environmental Protection Agency does not require runoff control when a process is used to save lives or reduce injury.

**Emergency Operations Center (EOC)**—The EOC is the C2 support elements that directs, monitors, and supports the installation's actions before, during, and after an incident. The EOC is activated and recalled as necessary by the installation commander. The EOC updates the CAT with ongoing incident status and seeks support through the CAT when on-scene requirements surpass the installation's inherent capability and the installation's cumulative capabilities acquired through MAAs. EOCs may also support MCS and joint information activities. According to the NRF, the EOC is defined as "The physical location at which the coordination of information and resources to support attack response and incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines such as fire, law enforcement, and medical services, by jurisdiction such as Federal, State, regional, county, city, tribal, or by some combination thereof."

**Emergency Responders**—The response element of a DRF that deploy to the accident scene after the first responders to expand C2 and perform support functions. Emergency Responders include follow-on elements such as firefighters, law enforcement personnel, security personnel, and emergency medical technicians, as well as Emergency Management personnel, EOD personnel, physicians, nurses, medical treatment providers at medical treatment facilities, readiness officers, public health officers, bioenvironmental engineering personnel, and mortuary affairs personnel. Emergency Responders also include specialized teams such as the readiness support team or shelter management teams. Not all Emergency Responders are First Responders, but all first responders are Emergency Responders. Emergency Responders are not assigned to additional duties that will conflict with their emergency duties. EOD and ECC personnel are considered Emergency Responders but not First Responders.

**Emergency Support Function (ESF)**—ESFs are groupings of capabilities into an organizational structure that provides the support, resources, program implementation, and services that are most likely to be needed during an incident. ESFs also serve as the primary operational-level mechanism that provides support during an incident.

**Evacuation**—1. The process of moving any person who is wounded, injured, or ill to and/or between medical treatment facilities. 2. The clearance of personnel, animals, or materiel from a given locality. 3. The controlled process of collecting, classifying, and shipping unserviceable or abandoned materiel, US or foreign, to appropriate reclamation, maintenance, technical intelligence, or disposal facilities. 4. The ordered or authorized departure of noncombatants from a specific area by Department of State, DOD, or appropriate military commander. This refers to the movement from one area to another in the same or different countries. The evacuation is caused by unusual or emergency circumstances and applies equally to command or non-command sponsored family members.

**Expeditionary Operation**—An expeditionary operation is a military operation conducted by an armed force to accomplish a specific objective in a foreign country. The missions of military expeditions may vary widely. Examples of missions of military expeditions include providing humanitarian assistance in times of disaster or disruption; establishing and keeping peace in a foreign country; protecting US citizens or commerce abroad; retaliating for an act of aggression by a foreign political group; and destroying an enemy government by defeating its armed forces in combat.

**Expeditionary Units**—These designated units are formed to conduct a specific mission of limited duration in support of a combatant commander requirement. Because a standing wing, group, or squadron does not normally deploy intact, UTCs from multiple units are deployed to create an expeditionary unit.

**Explosive Ordnance**—All munitions containing explosives, nuclear fission or fusion materials, and biological and chemical agents. This includes bombs and warheads; guided and ballistic missiles; artillery, mortar, rocket, and small arms ammunition; all mines, torpedoes and depth charges; demolition charges; pyrotechnics; clusters and dispensers; cartridge and propellant actuated devices; electro-explosive devices; clandestine and IEDs; and all similar or related items or components explosive in nature.

**Facility**—A real property entity consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land.

**Federal Emergency Management Agency (FEMA)**—The Federal agency tasked to establish Federal policies for and coordinate civil defense and civil emergency planning, management, mitigation, and assistance functions of Executive agencies.

**First Responders**—The DRF elements that deploys immediately to the disaster scene to provide initial C2, to save lives, and to suppress and control hazards. Firefighters, law enforcement security personnel, and key medical personnel provide the initial, immediate response to a CBRNE incident. All first responders are Emergency Responders, but not all Emergency Responders are First Responders. First responders are not assigned as augmentees or to additional duties that will conflict with their emergency duties.

**Force Protection (FP)**—Also called FP. Actions taken to prevent or mitigate hostile actions against DOD personnel (to include family members), resources, facilities, and critical information. These actions conserve the force's fighting potential so it can be applied at the decisive time and place and incorporate the coordinated and synchronized offensive and defensive measures to enable the effective employment of the joint force while degrading opportunities for the enemy. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. (JP 1-02) [An integrated application of offensive and defensive actions that deter, detect, pre-empt, mitigate, or negate threats against or hazards to Air Force air and space operations and assets, based on an acceptable level of risk.] (Definition in brackets applies only to the Air Force and is offered for clarity.) see also AFI 10-245.

**General Staff**—A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Hazardous Materials (HAZMAT)**—Any material that is flammable, corrosive, an oxidizing agent, explosive, toxic, poisonous, etiological, radioactive, nuclear, unduly magnetic, a chemical agent, biological research material, compressed gases, or any other material that, because of its quantity, properties, or packaging, may endanger life or property.

**High—Yield Explosive (HE)**—Any conventional weapon or device that is capable of a high order of destruction or disruption or of being used to kill or injure large numbers of people.

**Homeland Defense**—The protection of United States sovereignty, territory, domestic population, and critical infrastructure against external threats and aggression or other threats as directed by the President. The DOD is responsible for homeland defense. Homeland defense includes missions such as domestic air defense. The Department recognizes that threats planned or inspired by “external” actors may materialize internally. The reference to “external threats” does not limit where or how attacks could be planned and executed. The Department is prepared to conduct homeland defense missions whenever the President, exercising his constitutional authority as Commander in Chief, authorizes military actions.

**Homeland Security Presidential Directive—5 (HSPD-5)**—A Presidential directive issued on February 28, 2003 and intended to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive National Incident Management System (NIMS).

**Homeland Security**—Homeland security, as defined in the National Strategy for Homeland Security, is a concerted national effort to prevent terrorist attacks within the United States, reduce America’s vulnerability to terrorism, and minimize the damage and recover from attacks that do occur. The DOD contributes to homeland security through its military missions overseas, homeland defense, and support to civil authorities.

**Host Nation (HN)**—A nation that receives the forces or supplies of allied nations, coalition partners, or NATO organizations to be located on, to operate in, or to transit through its territory.

**Identification**—In CBRNE operations, the determination of whether CBRNE materials or pathogens are present.

**Incident Action Plan**—An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Commander (IC)**—The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. The IC must be fully qualified to manage the response.

**Incident Command Post (ICP)**—The field location at which the primary tactical level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System (ICS)**—ICS is the model tool for command, control, and coordination of a response and provides a means to coordinate the efforts of individual agencies as they work toward the common goal of stabilizing the incident and protecting life, property,

and the environment. ICS uses principles that have been proven to improve efficiency and effectiveness in a business setting and applies the principles to emergency response.

**Incident**—An occurrence or event, natural or human caused, that requires an emergency response to protect life or property. Incidents for example, can include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, HAZMAT spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Individual Protection**—Actions taken by individuals to survive under CBRN conditions.

**Individual Protective Equipment (IPE)**—In nuclear, biological, and chemical warfare, the personal clothing and equipment required to protect an individual from biological and chemical hazards and some nuclear effects.

**Initial Actions**—The actions taken by those responders who are first to arrive at an incident site.

**Initial Response**—Resources initially committed to an incident.

**In-place Patient Decontamination (IPPD)**—The capability at a medical treatment facility to decontaminate patients arriving at the facility with potential contamination from a CBRN incident.

**Installation Commander**—The individual responsible for all operations performed by an installation.

**Integrated Defense**—Integrated Defense is the integration of multidisciplinary active and passive, offensive and defensive capabilities, employed to mitigate potential risks and defeat adversary threats to Air Force operations.

**Law Enforcement Agency**—Any of a number of agencies (outside the DOD) chartered and empowered to enforce US laws in the following jurisdictions: the United States, a State or political subdivision of the United States, a territory or possession of the United States, or within the borders of a host nation.

**Mitigation**—Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often developed IAW lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, flood plain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Monitoring**—The process of sampling over time to identify changes in conditions.

**Mutual Aid Agreement (MAA)**—Written agreement between agencies, organizations, or jurisdictions that they will assist one another on request by furnishing personnel, equipment, or expertise in a specified manner. Reciprocal assistance by local government and an installation for emergency services under a prearranged plan. Mutual aid is synonymous with ~~mutual assistance,~~ ~~outside aid,~~ ~~memorandums of understanding,~~ ~~memorandums of agreement,~~ ~~letters of agreement,~~ ~~cooperative assistant agreement,~~ ~~intergovernmental compacts,~~ or

other similar agreements, written or verbal, that constitute an agreed reciprocal assistance plan for sharing emergency services. MAAs between entities is an effective means to obtain resources and should be developed whenever possible. MAAs should be in writing, be reviewed by legal counsel, and be signed by a responsible official.

**Mutual Support**—Support which units render each other against any enemy, because of their assigned tasks, their position relative to each other and to the enemy and their inherent capabilities.

**National Defense Area (NDA)**—An area established on non-Federal lands located within the United States, its possessions, or territories for the purpose of safeguarding classified defense information or protecting DOD equipment or material. Establishment of an NDA temporarily places such non-Federal lands under the effective control of the DOD and results only from an emergency event. The senior DOD representative at the scene will define the boundary, mark it with a physical barrier, and post warning signs. The landowner's consent and cooperation will be obtained whenever possible; however, military necessity will dictate the final decision regarding location, shape, and size of the NDA.

**National Emergency**—A condition declared by the President or Congress by virtue of powers previously vested in them that authorize certain emergency actions to be undertaken in the national interest. Action to be taken may include partial, full, or total mobilization of national resources.

**National Incident Management System (NIMS)**—A system mandated by HSPD-5 that provides a consistent, nationwide approach for Federal, State, local, and tribal governments; the private sector; and NGO to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification, and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**Passive Defense**—Measures taken to reduce the probability of and to minimize the effects of damage caused by hostile action without the intention of taking the initiative. [To protect US, allied, and coalition forces against CBRN effects, including measures to detect and identify CBRN agents, individual and collective protection equipment, CBRN medical response, vaccines for biological warfare defense, and CBRN decontamination capabilities.] {Words in brackets apply only to the Air Force and are offered for clarity.}

**Personal Protective Equipment (PPE)**—Personal Protective Equipment (PPE) is equipment designed to protect individuals exposed to hazards from injury or illness in non-military-unique occupational environments where Occupational Safety and Health Act or applicable Air Force Occupational Safety and Health standards apply, including emergency response to CBRNE incidents in the United States.

**Preparedness**—The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of

government and between government and private sector and NGO to identify threats, determine vulnerabilities, and identify required resources.

**Prevention**—Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Public Health Emergency**—An occurrence or imminent threat of an illness or health condition caused by biological warfare or terrorism, epidemic or pandemic disease, or highly fatal infection agent or biological toxin, that poses a substantial risk of a significant number of human casualties.

**Public Health Emergency Officer (PHEO)**—The PHEO will be a Medical Corps officer with experience in preventive medicine or emergency response such as the assigned Chief of Aerospace Medicine (SGP) or Chief of Medical Services (SGH). Every installation commander will designate, in writing, the installation PHEO and an alternate PHEO to provide EM recommendations (to include medical or public health recommendations) in response to public health emergencies.

**Recovery**—The development, coordination, and execution of service- and site-restoration plans for impacted communities and the reconstitution of government operations and services through individual, private sector, nongovernmental, and public assistance programs that: identify needs and define resources; provide housing and promote restoration; address long-term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the effects of future incidents.

**Recovery Operations Chief**—The Recovery Operations Chief must be a subject matter expert in the hazards or activities within the incident site. If it is a HAZMAT incident, the organization or individual that assumes control of the site must be knowledgeable of the hazards and recovery procedures. For example, initiating actions to contain the hazard and clean up the site to restore the area to its condition before the incident. The person in charge of that work should have an environmental engineering background and be familiar with HAZMAT clean-up requirements. If it is an aircraft incident, the recovery operations chief should be familiar with that aircraft or be a member of the interim aircraft mishap investigation team. The EOC Director should select the individual that will be in charge of the site.

**Response**—Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of incident mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include: applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation or

quarantine; and specific law enforcement operations aimed at preempting, interdicting or disrupting illegal activity and apprehending actual perpetrators and bringing them to justice.

**Sampling**—The process of collecting a representative amount of gas, liquid, solid, or a characteristic of one of these, such as gamma or pH, to analyze.

**Senior Military Representative**—The installation commander or EOC Director can dispatch to, or the incident commander can request a senior military representative (SMR) at the incident site. The SMRs' primary purpose is to liaison with media and outside agencies during high visibility incidents or to support the incident commander.

**Specialized Teams**—The teams formed from the existing installation and unit personnel resources to support emergency response operations. For the purposes of this AFMAN, emergency response support teams that are part of the DRF include the RST, SMTs, Contamination Control teams, and Post Attack Reconnaissance teams. Other teams that support emergency response, but have functional responsibilities beyond emergency response, are not considered part of the DRF. Examples of such teams are Search and Recovery or Crash Recovery.

**Technical Decontamination**—(also known as thorough or nine-step process decontamination) The physical or chemical process of deliberate decontamination to achieve a thorough cleansing and removal of contaminants from personnel and equipment. **Note:** Unlike decontamination, EPA requires run-off control for this type of process.

**Threat**—An indication of possible violence, harm, or danger.

**Toxic Industrial Chemicals (TIC)**—Any chemicals manufactured, used, transported, or stored by industrial, medical, or commercial processes. For example: pesticides, petrochemicals, fertilizers, corrosives, or poisons.

**Toxic Industrial Materials (TIM)**—All toxic industrial materials (TIMs) manufactured, stored, transported, used in industrial or commercial processes. It includes toxic industrial chemicals, toxic industrial radiologicals, and toxic industrial biologicals. TIMs produce toxic impacts to personnel, materials, and infrastructure.

**Unexploded Ordnance (UXO)**—Explosive ordnance that has been primed, fused, armed or otherwise prepared for action and then fired, dropped, launched, projected, or placed in such a manner as to constitute a hazard to operations, installations, personnel, or material, and remains unexploded either by malfunction or design or for any other cause.

**Vulnerability Assessment**—A DOD, command or unit-level evaluation (assessment) to determine the vulnerability to terrorist attack of an installation, unit, exercise, port, ship, residence, facility, or other site. Identifies areas of improvement to withstand, mitigate, or deter acts of violence or terrorism.

**Vulnerability**—The susceptibility of a nation or military force to any action by any means through which its war potential or combat effectiveness may be reduced or its will to fight diminished. The characteristics of a system that cause it to suffer a definite degradation (incapability to perform the designated mission) as a result of having been subjected to a certain level of effects in an unnatural (manmade) hostile environment. In information operations, a weakness in information system security design, procedures, implementation, or internal controls that could be exploited to gain unauthorized access to information systems.

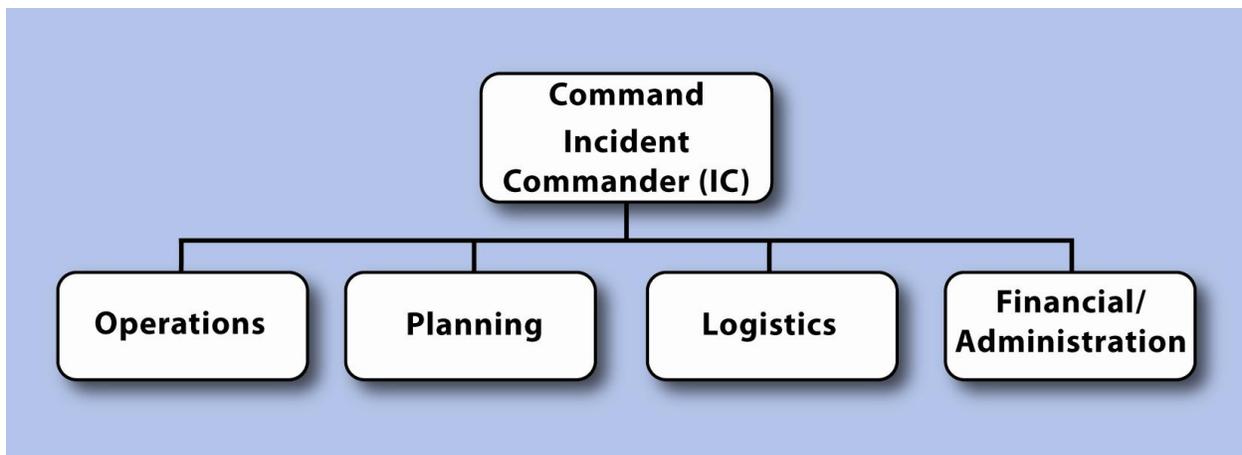
**Weapon of Mass Destruction (WMD)**—Weapons that are capable of a high order of destruction or of being used in such a manner as to destroy large numbers of people. WMD can be chemical, biological, radiological, nuclear weapons, and high-yield explosives, but exclude the means of transporting or propelling the weapon where such means is a separable and divisible part of the weapon.

## Attachment 2

### INCIDENT COMMAND SYSTEM (ICS)

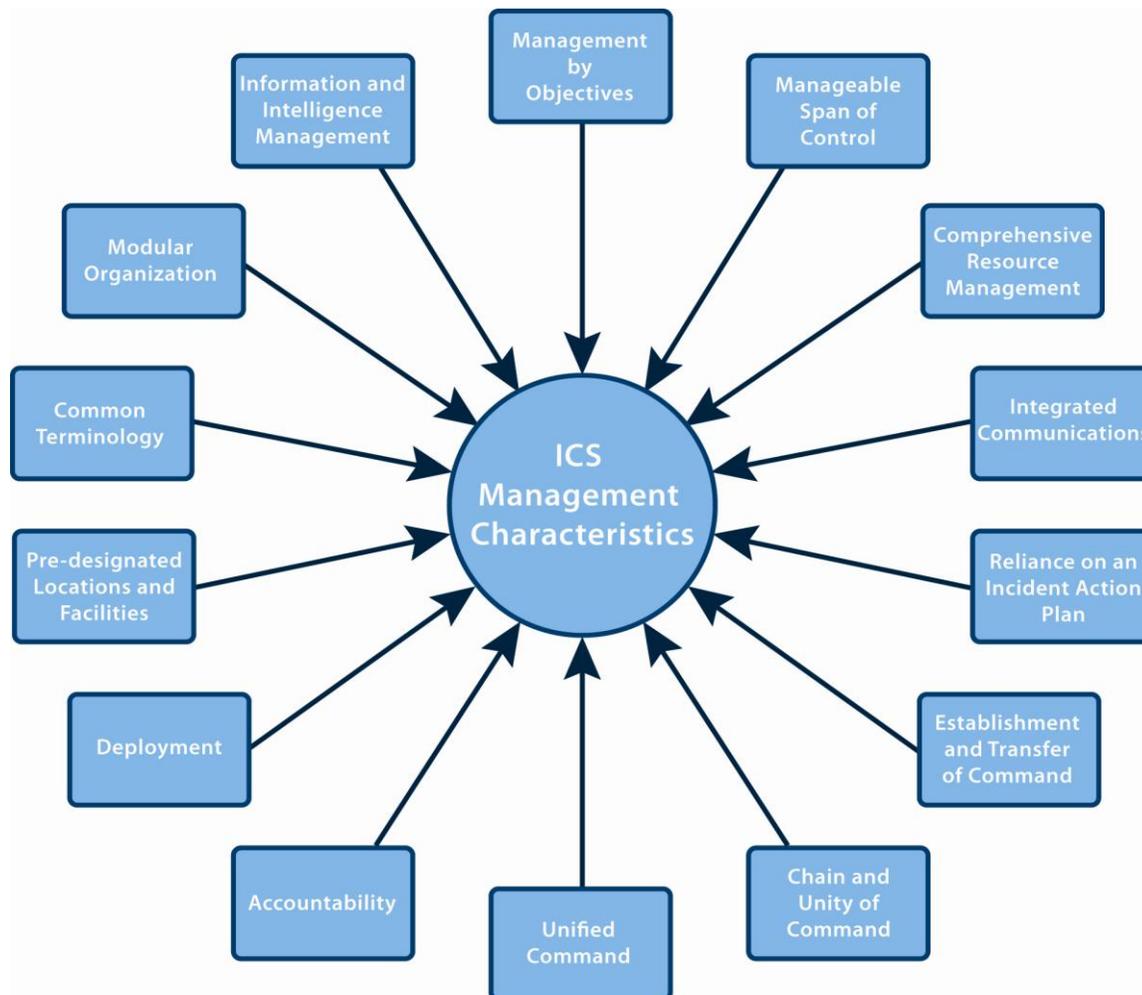
**A2.1. Overview.** As described in NIMS, the ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure designed to aid in domestic incident management activities. It is used for a broad spectrum of emergencies, from small to complex incidents (natural and manmade), to include acts of catastrophic terrorism. ICS is used at all levels of government (e.g. Federal, state, local, tribal) as well as by many private sector and NGOs. ICS is organized around five major functional areas: command, operations, planning, logistics, and finance and administration as shown in **Figure A2.1**.

**Figure A2.1. Example ICS Structure.**



**A2.2. ICS Organizational Structure.** The ICS organizational structure is modular, extending to incorporate all elements necessary for the type, size, scope, and complexity of a given incident. The ICS structure builds from the top down; responsibility begins with the incident command element and the IC. When the need arises, four separate sections under the command function can be used to organize the staff. Each section may have several subordinate units or branches as deemed necessary to manage the incident. If one individual can simultaneously manage all functional areas, there is no need to extend the organizational structure. However, if one or more functions require greater attention and oversight, individual managers are responsible for those particular functions.

**A2.3. ICS Core Characteristics.** The ICS core characteristics (**Figure A2.2**) include: management by objectives, manageable span of control, comprehensive resource management, integrated communications, IAP, establishment and transfer of command, chain of command and unity of command, accountability of resources and personnel, deployment, incident command post, common terminology, modular organization, and information and intelligence management.

**Figure A2.2. ICS Core Characteristics.**

**A2.4. Incident Command Post (ICP).** According to NIMS and ICS, the ICP is the physical location at the tactical-level for on-scene incident command and management organization. Typically, it is comprised of the IC, Command Staff (Safety Officer, Liaison Officer, and Public Information Officer) and General Staff (Operations, Planning, Logistics, and Finance/Administration). Most Air Force incidents will not require the entire Command and General Staff. In most cases the tasks associated with the General Staff functions of Planning, Logistics, and Finance/Admin will be carried out by those in the EOC. It may also include other designated incident management officials and responders from Federal, State, local, and tribal agencies, as well as private sector, nongovernmental, and volunteer organizations.

A2.4.1. Incident planning is also conducted at the ICP. An incident communications center, consisting of the Mobile Communications Vehicle (MCV), would normally be established at this location.

A2.4.2. The ICP may be collocated with the incident base (location at which primary support activities are conducted) if the communications requirements can be met. The ICP may use any of the three mobile communications levels (Levels 1-3) for mobile communications

capabilities to support AFIMS mobile incident response command and control as identified in AFI 10-2501.

**A2.5. Incident Commander.** The IC has specific duties and responsibilities in the management of an incident to include; assumption and transfer of command, chain of command, and unity of command, specific situations and Federal certification standards for ICs, and finally ICS span of control.

A2.5.1. IC Duties and Responsibilities. The command function is directed by the IC. Major responsibilities for the IC are shown in **Table A2.1**.

**Table A2.1. Incident Commander Duties and Responsibilities.**

Ensuring clear authority and knowledge of policies.
Establishing Incident Command.
Gaining situational awareness.
Establishing initial priorities and determine initial resource requirements.
Ensuring incident safety.
Establishing the ICP.
Obtaining a briefing from the prior IC and/or assessing the situation.
Establishing immediate priorities and determining incident objectives.
Establishing the level of organization needed and continuously monitoring the operation and effectiveness of that organization.
Managing planning meetings as required, approval and implementation of the IAP and coordination of command and general staff activities.
Approving requests for additional resources releasing resources, to include students, volunteers, and auxiliary or augmentees.
Authorizing release of information to the news media.
Ordering demobilization of the incident when appropriate and ensuring incident after-action reports are completed.

A2.5.2. Assumption and Transfer of Command, Chain of Command, and Unity of Command. The position of IC will always be filled and starts with the first arriving emergency responder. The IC may assign personnel to subordinate or specific positions for the duration of the emergency or operational period. The role of IC, or any other position, may be assumed by senior or higher qualified personnel upon their arrival, at the beginning of a new operational period, or as the situation dictates and the appropriate changeover has taken place. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations. Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom they report at the scene of the incident. These principles clarify reporting relationships and eliminate confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

A2.5.2.1. Recommended IC for Specific Situations. Depending upon the situation the responding agency will be the incident commander. If the incident will require other agencies to respond to the incident, then the incident commander must have the

appropriate training and experience as an incident commander. If situations warrant, either specific operations section chiefs may come from other functionals such as Security Forces, Medical, or EOD or a unified command may be necessary. Such examples include domestic or terrorist response incidents involving active hostilities, FES will serve as the IC but Security Forces will be in the position of Operations Section Chief. After SF personnel have contained or neutralized any hostile forces then the operations section chief may transfer to fire or medical. The BDOC will be the C2 node for all non-permissive environments such as hostage situations or for hostile armed individuals on the installation. Medical could be the IC during pandemic influenza, other communicable disease outbreaks, or biological agent attacks.

A2.5.2.2. Federal Certification Standards for ICs. Federal certification standards for ICs do not exist for incidents such as biological disease outbreaks. As the National Integration Center (NIC) develops qualification and certification standards, guidelines, and protocols, the Air Force will adopt them and ensure SMEs are adequately trained and credentialed. Currently ICs for Air Force installations during incidents that require more than two response agencies are required specific training identified in AFI 10-2501.

A2.5.3. ICS Span of Control. Span of control is integral to effective and efficient incident management. The term *manageable span of control* is defined as "the number of resources or organizational elements that one supervisor can manage effectively." Maintaining adequate span of control throughout the ICS organization is very important. Typical span of control is 3-7 per supervisor with five being ideal. The IC makes this determination based on the size and type of incident; for example, a vehicle accident may not require additional response personnel, but a mass casualty incident with multiple incidents may require a significant DRF capability.

**A2.6. Command Staff.** The command staff is responsible for overall management of the incident. This includes command staff assignments required to support the command function. In an incident management organization, the command staff consists of the IC and the staff positions of PIO, ISO, liaison officer, and other positions as required, who report directly to the IC. They may have an assistant or assistants, as needed.

A2.6.1. Command Function. The command function may be conducted in one of two ways: single command IC or UC. When an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single IC should be designated with overall incident management responsibility by the appropriate jurisdictional authority. Installations should consider designating functional ICs in their CEMP 10-2.

A2.6.1.1. UC Operations. UC is an important element in multi-jurisdictional or multi-agency incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively. UC overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework. As a team, the multi jurisdictional or multi-agencies jointly determine objectives, strategies, plans, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources. The exact composition of the UC structure will depend on the location of the incident, which geographical

administrative jurisdictions are involved, the type of incident, and which functional agencies of the involved jurisdiction are required. In the case of some multi-jurisdictions incidents, the designation of a single IC may be considered to promote greater unity of effort and efficiency.

A2.6.1.1.1. On Base. When an incident crosses jurisdictional or functional responsibility boundaries and outside agencies are called upon to assist in emergency responses occurring on the installation, they may become part of a UC and fall under the authority of the IC. UC would have IC representatives for each jurisdiction or function from the supporting agencies and one selected spokesperson on the installation. Based on the intent here, they normally would either be a liaison within the Command Staff or part of the Operations Section. An example would be if the local law enforcement in an area with concurrent jurisdiction was needed to provide support on the installation for a domestic violence incident with injuries requiring fire department personnel (medical) and an off base ambulance provider used as part of established MAAs.

A2.6.1.1.2. Off Base. There are specific circumstances when military resources can and should be used to support civilian major accidents or natural disaster response and recovery efforts. These situations and procedures may be in the form of mutual support agreements as outlined in AFI 10-802. All AF personnel participating in these operations will organize using the AFIMS, directly supporting incident tactical objectives for local authorities, and will remain under military operational control at all times. An example of off base UC would be when first and emergency responders from the DRF merge with their civilian counterparts to establish initial response through recovery operations outside the perimeter of the installation.

A2.6.1.2. Area Command Operations. An Area Command is established when the complexity of the incident and incident management span-of-control considerations so dictate. Generally, the agency having jurisdictional responsibility for the incident makes the decision to establish an Area Command. The purpose of an Area Command is either to oversee the management of multiple incidents that are each being handled by a separate ICS organization, or to oversee the management of a very large or complex incident that has multiple incident management teams engaged. Area Command will usually be established in wartime operations.

A2.6.1.2.1. On Base. When an incident occurs on the base that requires multiple ICs, an Area Command may be established. The EOC Director will assume the role of Area Command commander. For example, an Area Command is established during disaster recovery efforts to restore the mission of the installation with varied activities such as search and rescue, damage assessments, road and facility repairs, utility repairs, and debris clearance taking place and with limited resources.

A2.6.1.2.2. Off Base. An area command can extend beyond the confines of the installation if the incident requires the establishment of an NDA.

A2.6.2. Additional positions on the staff may be necessary, depending on the nature, scope, complexity, and location of the incident or according to specific requirements established by the IC. For example, a legal counsel may be assigned directly to the command staff to advise

the IC on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access.

A2.6.3. Incident Public Information Officer (PIO). Under the ICS, the PIO is a key staff member, normally working out of the ICP and assigned as part of the command staff. Within the Air Force, the PIO position is filled by a representative from the Public Affairs Office (PAO). The PIO has primary responsibility for releasing information to the public, but may rely on a SME on-scene to gather accurate information for use in the release. The PIO represents and advises the IC on all public information matters relating to the management of the incident. The PIO handles media and public inquiries, emergency public information and warnings, rumor monitoring and response, media monitoring, and other functions required to coordinate, clear with appropriate authorities, and disseminate accurate and timely information related to the incident, particularly regarding information on public health, safety, and protection. The PIO is also responsible for coordinating public information at or near the incident site and serving as the on-scene link to the Joint Information System (JIS). In a large-scale operation, the on-scene PIO serves as a field PIO with links to the Joint Information Center (JIC), which is typically collocated with the Federal, regional, State, local, or tribal EOC tasked with primary incident coordination responsibilities. The PIO may choose to use a JIC at a pre-designated location for many incidents as a method for control and providing a single site for local reporters, television crews, and others to gather. Besides serving as the obvious point to obtain information, a JIC assists in the control of these groups and gives them an assembly point. The JIS provides the mechanism for integrating public information activities among JICs, across jurisdictions, and with private sector and NGO.

A2.6.3.1. During emergencies, the public may receive information from a variety of sources. The JIC provides a location for organizations participating in the management of an incident to work together to ensure that timely, accurate, easy-to-understand, and consistent information is disseminated to the public. The JIC comprises representatives from each organization involved in the management of an incident. In large or complex incidents, particularly those involving complex medical and public health information requirements, JICs may be established at various levels of government. All JICs must communicate and coordinate with each other on an ongoing basis. Public awareness functions must also be coordinated with the information and operational security matters that are the responsibility of the information and intelligence function of the ICS, particularly when public awareness activities affect information or OPSEC.

A2.6.4. Incident Safety Officer. The Incident Safety Officer (ISO), as part of the command staff, monitors incident operations and advises the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel. Normally, the ISO is from the functional area with primary incident response responsibility. ISO duties can be assumed by someone with another function (dual responsibility) or can be a separate position; normally working out of the ICP. The ultimate responsibility for the safe conduct of incident management operations rests with the IC or UC and supervisors at all levels of incident management. The ISO is, in turn, responsible to the IC for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multi-agency safety efforts, and implementation of measures to promote emergency responder safety, as well as the general safety of incident operations. Therefore, the ISO should be intimately familiar with the operations being performed and, when HAZMAT are

involved, certified at the level of operations being performed (operations, technician, etc.). Normally, the ISO is from the functional area with primary incident response responsibility. Within the EOC, the installation safety officer serves in an advisory capacity to the EOC director for overall incident safety planning issues.

A2.6.4.1. ISO. The ISO has emergency authority to prevent or stop unsafe acts during HAZMAT incident operations. In a UC structure, a single ISO should be designated, in spite of the fact that multiple jurisdictions and functional agencies may be involved. Assistants may be required and may be assigned from other agencies or departments constituting the UC. The ISO, operations section chief and planning section chief must coordinate closely regarding operational safety and emergency responder health and safety issues. The ISO must also ensure the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with private sector and NGO. The agencies, organizations, or jurisdictions that contribute to joint safety management efforts do not lose their individual identities or responsibility for their own programs, policies, and personnel. Each entity contributes to the overall effort to protect all responder personnel involved in incident operations.

A2.6.4.2. Within the Area Command construct, normally a Safety Officer is not present. Safety responsibilities reside at the incident site with the Incident Commander.

A2.6.5. Incident Liaison Officer (LNO). The LNO is the point of contact for representatives of other governmental agencies, NGO, and private entities. In the ICS structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO. Representatives assigned to an incident must have the authority to speak for their parent agencies or organizations on all matters, following appropriate consultations with their leadership. Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the LNO to facilitate coordination. In most AF incidents, LNOs will work out of the EOC with the ESFs as part of the AFIMS EOC organizational structure. LNOs may also work out of the ICP as part of the command staff.

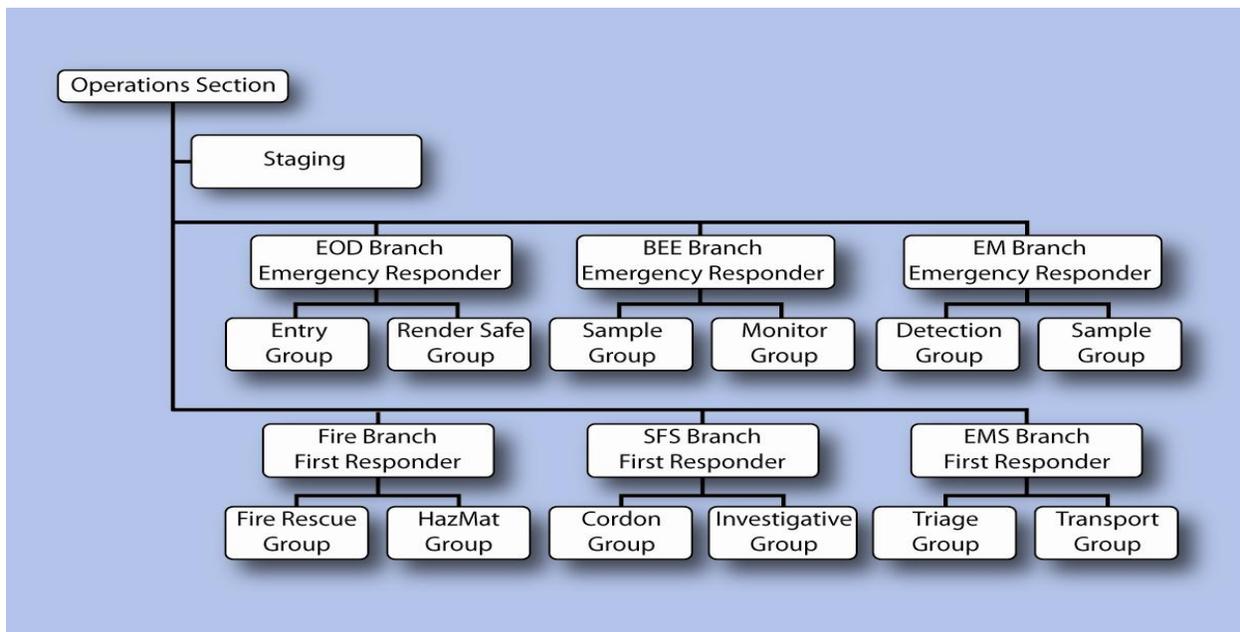
A2.6.6. Recommended Organizational Structure and Responsibilities. The following paragraphs discuss the recommended organizational structure and responsibilities of the ICS and its General Staff. This organizational structure will be required when the incident evolves to the point where on-scene capabilities are required to maintain the incident in an effective manner while still maintaining the ICS as required by NIMS. Normally at this stage, the EOC and the necessary ESFs should be operational, with communications links established through the ICP. It should be noted that a functional area might have representatives in more than one section. For example, EOD personnel may be part of both the operations and planning sections.

**A2.7. General Staff.** The general staff is composed of the group of incident management personnel that represent the major functional elements of any command to include the operations section chief, planning section chief, logistics section chief, and finance and administration section chief. This staff is only established to perform tactical-level incident management activities at the incident site.

A2.7.1. Operations Section. Tactical operations at the incident include all activities directed toward reduction of the immediate hazard, establishing situation control, and restoration of

normal operations. Each incident is different; branches, groups or divisions may be established as needed based on the nature of the incident and span of control needs. A division is that organizational level having responsibility for operations within a defined geographic area. Groups are established to divide the incident into functional areas of operation. A branch is that organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. However, several different ways to organize incident management operations are acceptable. In some cases, the selected method will be determined based upon the availability of personnel. In other cases, a strictly functional approach will be used. In still others, a mix of functional and geographical considerations may be appropriate. **Figure A2.3** reflects an operations section set up according to AF Specialty, but the section can also be set-up functionally to avoid stovepipe operations. The ICS offers flexibility in determining the right approach based on the specific circumstances of the incident.

**Figure A2.3. Sample ICS Organizational Structure within the Operations Section.**



**A2.7.2. Operations Chief and Deputies.** The operations section chief is responsible for the direct management of all incident tactical activities. The operations section chief will establish tactical strategies for each operational period, with all branch chiefs and unit leaders establishing their own supporting tactics. The section chief may have one or more deputies assigned, with deputies from other agencies encouraged in multi-jurisdictional incidents. A section chief should be designated for each operational period and should have direct involvement in the preparation of the IAP for the period of responsibility.

**A2.7.3. Staging Area Manager.** The staging area manager is responsible for managing all staging area activities. The staging area manager reports to the operations section chief or to the IC if the operations section chief position has not been filled. In some jurisdictions, the staging area is established as part of the logistics section, requiring the staging area manager to report to the logistics chief. However, regardless of section assignment, the duties of the

staging area manager remain the same. Staging area manager responsibilities are listed in **Table A2.2**.

**Table A2.2. Staging Area Manager Responsibilities.**

Establish layout of staging area.
Post areas for identification and traffic control.
Provide check-in for incoming resources.
Determine required resource reserve levels from the operations section chief, logistics section chief, or IC.
Advise the operations section chief, logistics section chief, or IC when reserve levels approach minimums.
Maintain and provide status to resource unit of all resources in staging area.
Respond to operations section chief, logistics section chief, or IC requests for resources.
Request logistical support for personnel and/or equipment as needed.
Maintain staging area in an orderly condition.
Demobilize or move staging area as required.
Maintain unit log.

A2.7.4. Operations Branches. Branches may be established to serve several purposes. In general, branches are established when the number of divisions or groups exceeds the recommended span of control (between 3:1 to 7:1) for the operations section chief.

A2.7.5. Operations Divisions. Divisions are established when the number of resources exceeds the span of control of the operations section chief. Divisions are established to divide an incident into physical or geographical areas of operation.

A2.7.6. Operations Groups. Groups are established when the number of resources exceeds the span of control of the operations section chief. Groups are established to divide the incident into functional areas of operation. For certain types of incidents, for example, the IC may establish intelligence functions as a functional group in the operations section.

A2.7.7. Resources. Resources refer to the combination of personnel and equipment required to enable incident management operations. Resources may be organized and managed in three different ways, depending on the requirements of the incident: single resources, task forces, or strike teams.

A2.7.7.1. Single Resources. These are individual personnel and equipment items and the operators associated with them.

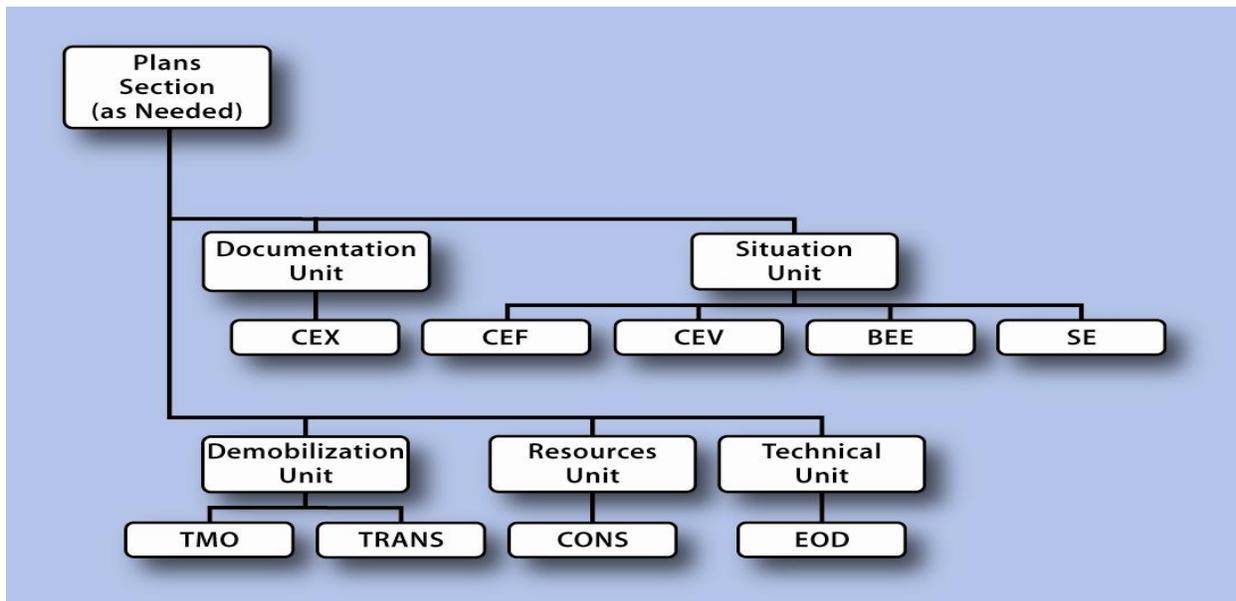
A2.7.7.2. Task Forces. A task force is any combination of resources assembled in support of a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

A2.7.7.3. Strike Teams. Strike teams are set numbers of resources of the same kind and type that have an established minimum number of personnel. The use of strike teams and task forces is encouraged, wherever possible, to optimize the use of resources, reduce the span of control over large numbers of single resources, and reduce the complexity of incident management coordination and communications.

**A2.8. Planning Section.** The planning section collects, evaluates, and disseminates incident situation information (including unclassified intelligence information), prepares status reports, displays situation information, maintains status of resources assigned to the incident, and develops the IAP. Much of the work of this section can be accomplished by personnel in the EOC (if activated) and coordinated with the operations and logistics section chiefs and IC.

A2.8.1. As shown in **Figure A2.4** the planning section has five primary units and may have a number of technical specialists to assist in evaluating the situation and forecasting requirements for additional personnel and equipment.

**Figure A2.4. Sample ICS Planning Section Organization.**



A2.8.2. The planning section is responsible for gathering and disseminating information critical to the incident, unless the IC places the function elsewhere. Traditionally, information and intelligence functions are located in the planning section. The information and intelligence function, regardless of placement within the ICS structure, includes not only national security or other types of classified information but also operational information such as risk assessments, medical intelligence (i.e. surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and infrastructure data. This information may come from a variety of different sources, such as installation Intelligence, Civil Engineering, Medical Group, Weather, and the Office of Special Investigations. The planning section is also responsible for developing the IAP. See [paragraph 4.3](#), of this document for additional details.

A2.8.2.1. Resources Unit. Physical resources consist of personnel, teams, facilities, supplies, and major items of equipment available for assignment to or employment during incidents. The resources unit is responsible for ensuring assigned personnel and other resources are accounted for at the incident scene. This unit should have a system for keeping track of the current location and status of all assigned resources and should maintain a master list of all resources committed to incident operations.

A2.8.2.1.1. **Managing Resources.** For effective management of their employment, resources must be categorized by capability and capacity across disciplines and tracked continuously as to status. Tracking tactical resources at an incident is necessary for maintaining an up-to-date and accurate picture of resource status. The three resource status conditions are shown in **Table A2.3**.

**Table A2.3. Resource Status Conditions.**

<b>Resource Status</b>	<b>Condition</b>
Assigned Resources	Personnel, teams, equipment, or facilities that are checked in or receipted for and are supporting incident operations.
Available Resources	Personnel, teams, equipment, or facilities that have been assigned to an incident and are ready for a specific work detail or function.
Out of Service Resources	Personnel, teams, equipment, or facilities that have been assigned to an incident but are unable to function for mechanical, rest, or personal reasons or because their condition makes them unusable.

A2.8.2.1.2. **Changes in Status.** Normally, the individual who changes the status of a resource, such as equipment location, is responsible for promptly informing the resources unit, who will then report the status change to the EOC through their respective ESF and request assistance as necessary.

A2.8.2.2. **Situation Unit.** The situation unit collects, processes, and organizes ongoing situation information; prepares situation summaries; and develops projections and forecasts of future events related to the incident. The situation unit also prepares maps, gathers, and disseminates information and intelligence for use in the IAP. This unit may also require the expertise of technical specialists and operations and information security specialists, and if additional information is required, the unit will request support through the EOC.

A2.8.2.3. **Documentation Unit.** The documentation unit maintains accurate and complete incident files, including a complete record of the major steps taken to resolve the incident; provides duplication services to incident personnel; and files, maintains, and stores incident files for legal, analytical, and historical purposes. Documentation is part of the planning section primarily because this unit prepares the IAP and maintains many of the files and records that are developed as part of the overall planning function.

A2.8.2.4. **Technical Specialists.** The ICS is designed to function in a wide variety of incident scenarios requiring the use of technical specialists. These uniquely skilled personnel are activated only when needed. Technical specialists may serve anywhere within the organization, including the command staff. No minimum qualifications are prescribed since technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically specially certified in their fields or professions. Because many technical specialists will likely be working in duties within the ESF, requests should be made through the EOC.

A2.8.2.4.1. Technical specialists assigned to the planning section may report directly to its chief, may report to any function in an existing unit, or may form a separate

technical unit within the planning section, depending on the requirements of the incident and the needs of the section chief. Technical specialists may also be assigned to other parts of the organization (e.g. to the operations section to assist with tactical matters or to the finance/administration section to assist with fiscal matters). Generally, if the expertise is needed for only a short period, and normally involves only one individual, that individual should be assigned to the situation unit. If the technical expertise will be required on a long-term basis, it is advisable to request additional support from the EOC.

A2.8.2.4.2. The incident itself will primarily dictate the need for technical specialists. **Table A2.4** lists examples of the kinds of specialists that may be required.

**Table A2.4. Examples of Representative Specialists.**

Weather	Fire Emergency Services
Environmental Impact	Medical and/or Healthcare
Finance	Medical Intelligence
CE Utilities	Pharmaceutical
Explosive Ordnance Disposal	Veterinarian
Structural Engineering	Agricultural
CE Environmental	Intelligence, Surveillance and Reconnaissance
Radiation Safety Officer	Transportation
Public Health Emergency Officer	Security Forces
Bioenvironmental Engineer	Legal
EM	

A2.8.2.4.3. A specific example of the need to establish a distinct technical unit within the general staff is the requirement to coordinate and manage large volumes of environmental sampling and/or analytical data from multiple sources following incidents involving biological, chemical, and radiation hazards. To meet this requirement, an environmental unit could be established within the planning section to facilitate interagency environmental data management, monitoring, sampling, analysis, and assessment. The environmental unit would prepare environmental data for the situation unit and work in close coordination with other units and sections within the ICS structure to enable effective decision support to the IC. Technical specialists assigned to the environmental unit might include a scientific support coordinator and sampling, response technologies, weather forecast, resources at risk, cleanup assessment, and disposal technical specialists. **Table A2.5** provides examples of the types of tasks an environmental unit may perform.

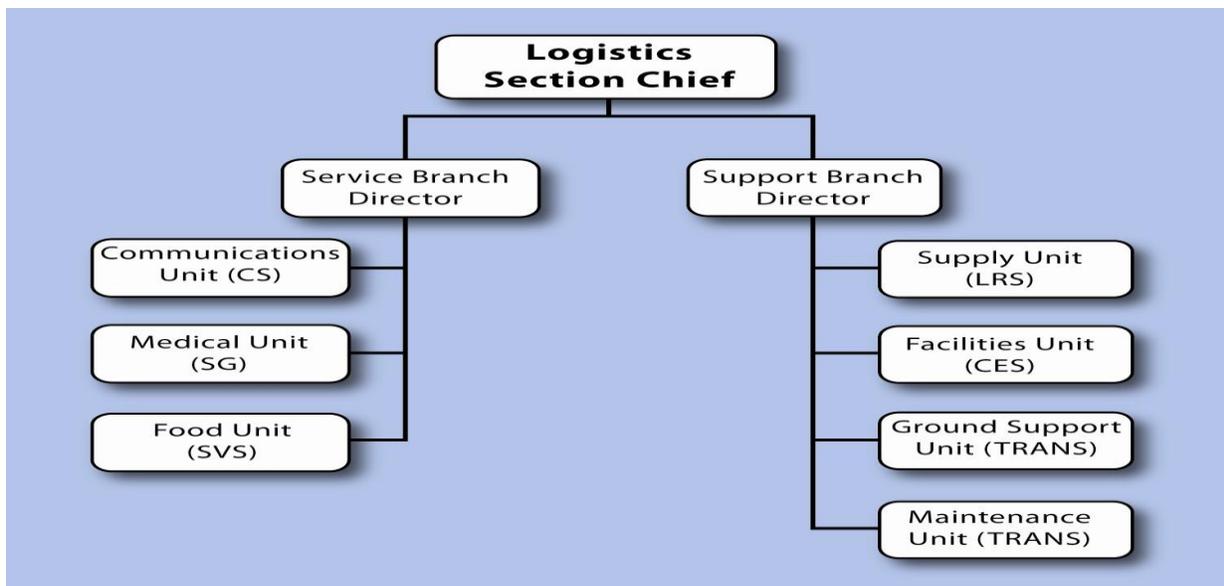
**Table A2.5. Environmental Unit Tasks.**

Identifying sensitive areas and recommending response priorities.
Developing a plan for collecting, transporting, and analyzing samples.
Providing input on wildlife protection strategies.
Determining the extent and effects of site contamination.
Developing site cleanup and HAZMAT disposal plans.
Identifying the need for and obtaining permits and other authorizations.

A2.8.2.5. Demobilization Unit. The demobilization unit develops an incident demobilization plan that includes specific instructions for all personnel and resources that will require demobilization. This unit should begin its work early in the incident, creating rosters of personnel and resources and obtaining any missing information as check-in procedures. Most installation resources do not require specific demobilization instructions; however, when responding to off base incidents, the demobilization unit ensures personnel are formally released and departure is authorized and documented by the appropriate authority. Once the incident demobilization plan has been approved, the demobilization unit ensures that it is distributed at both the incident and elsewhere. It also keeps the EOC director informed on the status of the demobilization efforts and requests support as needed.

A2.8.3. Logistics Section. The Logistics Section provides all logistical support to the incident, including ordering resources from off-incident locations. As with plans, many of the logistics section tasks will be completed by those in the EOC if not completed on scene by the IC. **Figure A2.5** illustrates how the Logistics Section is organized to provide resources for emergency responders at the incident.

**Figure A2.5. Sample ICS Logistics Section Organization.**



A2.8.3.1. Service Branch. The service branch houses the communications unit, food service unit, and the medical unit.

A2.8.3.1.1. Communications Unit. The communications unit develops the communications plan to make the most effective use of the communications equipment and facilities assigned to the incident, installs and tests all communications equipment, supervises and operates the incident communications center, distributes and recovers communications equipment assigned to incident personnel, and maintains and repairs communications equipment on site. The communications unit's major responsibility is effective communications planning for the ICS. ESF 2-Communications can complete this responsibility through coordination with the other ESFs, IC, and the EOC director. Due to the static nature of frequencies and radios on

most AF installations, this plan can be pre-written and simply verified at the onset of the incident. The plan may not work if outside agencies respond on base or the installation responders go off base. Communications Unit activities are critical for determining required radio nets, establishing frequency assignments, and ensuring the interoperability and the optimal use of all assigned communications capabilities.

A2.8.3.1.1.1. The communications unit leader should attend all incident planning meetings to ensure that the communication systems available for the incident can support tactical operations planned for the next operational period. Incident communications are managed using a common communications plan, an incident-based communications center established solely for the use of tactical, and support resources assigned to the incident. Advance planning is required to ensure that an appropriate communications system is available to support incident operations requirements. This planning includes the development of frequency inventories, frequency-use agreements, and radio caches. Most complex incidents will require an incident communications plan.

A2.8.3.1.1.2. The communications unit is responsible for planning the use of radio frequencies; establishing networks for command, tactical, support, and air units; setting up on-site telephone and public address equipment; and providing any required off-incident communication links. Codes should not be used for radio communication; a clear spoken message—based on common terminology that avoids misunderstanding in complex and noisy situations—reduces the chances for error. Radio networks for large incidents will normally be organized as detailed in [Table A2.6](#)

**Table A2.6. Radio Networks.**

TYPE OF NET	PURPOSE
Command Net	Links together incident command, command staff, section chiefs, branch directors, and division and group supervisors.
Tactical Net	Connects agencies, departments, geographical areas, or specific functional units. Several tactical nets may be established. The planning, operations, and logistics functions will jointly determine how nets are set up, and the communications unit will develop the overall plan.
Support Net	Handles changes in resource status, logistical requests, and other non-tactical functions.
Ground-to-Air Net	Coordinates ground-to-air traffic. A specific tactical frequency may be designated, or regular tactical nets may be used.
Air-to-Air Net	Coordinates air-to-air traffic. Air-to-air nets will normally be pre-designated and assigned for use at the incident.

A2.8.3.1.2. Medical Unit. The medical unit provides effective and efficient medical services to incident personnel. Most Air Force incidents will require that an ambulance standby for responder care. At large, complex, or lengthy incidents, this capability may be established in a nearby facility or tent. The medical unit will develop a medical plan as part of the IAP. The medical plan should provide specific information on medical assistance capabilities at incident locations, potential

hazardous areas or conditions, off-site medical assistance facilities, and procedures for handling complex medical emergencies. The medical unit will also assist the finance/administration section with the administrative requirements related to injury compensation, including obtaining written authorizations, billing forms, witness statements, administrative medical documents, and reimbursement as required. The medical unit will ensure patient privacy to the fullest extent possible. Patient care and medical services for incident victims and survivors are critical operational activities. As such, these activities are incorporated into the IAP as key considerations of the planning and operations sections. These sections should be staffed accordingly with appropriately qualified EMS public health personnel, medical personnel, technical experts, and other professional personnel, as required. The primary responsibilities of the medical unit are listed in [Table A2.7](#)

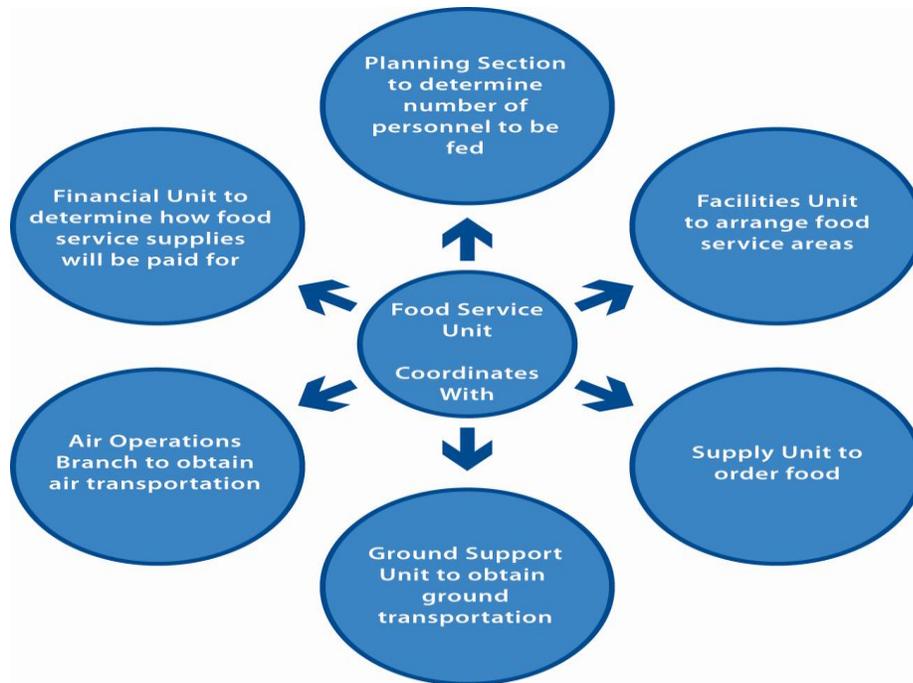
**Table A2.7. Medical Unit Responsibilities.**

Develop the incident medical plan for incident personnel.
Develop procedures for handling any major medical emergency involving incident personnel.
Provide continuity of medical care, including vaccinations, vector control, occupational health, prophylaxis, and mental health services for incident personnel.
Coordinate transportation for injured incident personnel.
Ensure that incident personnel patients are tracked as they move from origin, to care facility, to final disposition.
Assist in processing all paperwork related to injuries or deaths of incident personnel.
Coordinate with the Force Support Squadron on personnel and mortuary affairs actions involving incident fatalities.
Ensure the medical plan is reviewed and approved by the ISO prior to inclusion in the IAP.

A2.8.3.1.3. Food Service Unit. The food service unit determines food and water requirements, plans menus, orders food, provides cooking facilities, cooks, serves, maintains food service areas, and manages food security and safety concerns. Efficient food service is important, but especially so for any large, complex, or extended incident. The food service unit must be able to anticipate incident needs, both in terms of the number of people who will need to be fed and whether the type, location, or complexity of the incident indicates that there may be special food requirements. The unit must supply food needs for the entire incident, including all remote locations such as camps and staging areas. The unit must also provide food service to personnel who are unable to leave their operational assignments. Careful planning and monitoring is required to ensure food safety throughout food service operations. This planning may include the assignment, as indicated, of public health professionals with expertise in environmental health and food safety. The installation Force Support Squadron (FSS), through ESF 6-Mass Care, will provide this support for extended or large incidents. A full food service unit is not required for smaller incidents, although water and quick snacks for responder rehydration, rest, and rehabilitation are needed. Feeding victims is a critical operational activity, which will

be incorporated into the IAP. The food service unit must interact closely with the following elements shown in **Figure A2.6** in addition to the appropriate ESFs.

**Figure A2.6. Food Service Unit.**



A2.8.3.2. Support Branch. The support branch houses the supply unit, the facilities unit, the ground support unit, and the maintenance unit. When resources are not readily available, there may be a need to work with the finance/admin section, specifically the procurement unit staffed with base contracting personnel. Support requirements should be requested through the EOC or appropriate ESF as needed.

A2.8.3.2.1. Supply Unit. The supply unit orders, receives, stores, and processes all incident-related resources, personnel, and supplies. Once established, the supply unit also has the basic responsibility for all off-site ordering, including all tactical and support resources (including personnel), and all expendable and nonexpendable supplies required for incident support. The supply unit provides the support required to receive, process, store, and distribute all supply orders. The unit also handles tool operations, which include storing, disbursing, and servicing of all tools and portable, nonexpendable equipment. At most incidents on AF installations, this effort will be completed by ESF 7-Resources using normal AF supply channels and processes.

A2.8.3.2.2. Facilities Unit. The facilities unit sets up, maintains, and demobilizes all facilities used in support of incident operations. The unit also provides facility maintenance and security services required to support incident operations. The facilities unit sets up the ICP, the incident base and camps, as well as trailers and other forms of shelter for use in and around the incident area. The incident base and camps may often be established in areas having existing structures, which may be used in their entirety or only in part. The facilities unit also provides and sets up necessary personnel support facilities, including areas for food and water service,

sleeping, sanitation, and staging. This unit also orders additional support items, such as portable toilets, shower facilities, and lighting units. Providing shelter for incident victims is a critical operational activity and will be incorporated into the IAP. These taskings will be completed by several of the ESF functions within the EOC, primarily ESF 3-Public Works (CE), ESF 6-Mass Care (FSS), and ESF 7-Resources (LRS).

A2.8.3.2.3. Ground Support Unit. Ground support unit activities will be completed by several of the ESF functions within the EOC, primarily ESFs 1-Transportation and ESF 7-Resources. Ground support unit responsibilities are listed in [Table A2.8](#)

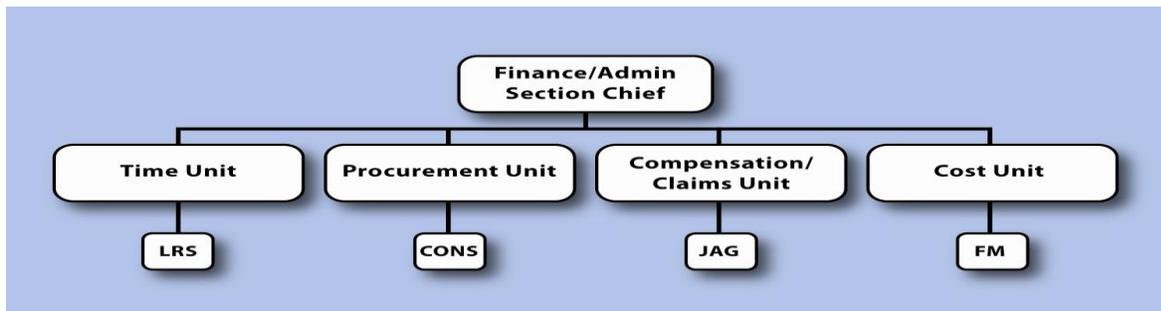
**Table A2.8. Ground Support Unit Responsibilities.**

Maintains and repairs primary tactical equipment, vehicles, and mobile ground support equipment.
Records usage time for all ground equipment (including contract equipment) assigned to the incident.
Supplies fuel for all mobile equipment.
Provides transportation in support of incident operations (except aircraft).
Develops and implements the incident traffic plan.
Maintains a transportation pool for major incidents. This pool consists of vehicles (e.g. staff cars, buses, pick-ups) that are suitable for transporting personnel.
Provides up-to-date information on the location and status of transportation vehicles to the resources unit.

A2.8.3.2.4. Maintenance Unit. The maintenance unit's primary function is maintaining and servicing vehicles and mobile equipment. ESF functions within the EOC, primarily ESF 1-Transportation, will provide resources for the maintenance unit.

A2.8.4. Finance and Administration Section. A finance and administration section is established when agencies involved in an incident require finance and other administrative services. Not all agencies will require a separate finance and administration section. In cases that require only one specific function (e.g. cost analysis) the service can be provided by a technical specialist in the Planning Section. The basic organizational structure for a finance and administration section is shown in [Figure A2.7](#)

A2.8.4.1. Time Unit. The time unit is primarily responsible for ensuring proper daily recording of personnel time IAW the policies of the relevant agencies. The time unit also ensures that the logistics section records or captures equipment usage time through the ground support unit for ground equipment and through the air operations support group for aircraft. If applicable (depending on the agencies involved), personnel time records will be collected and processed for each operational period. The unit leader may require the assistance of personnel familiar with the relevant policies of any affected agencies. These records must be verified, checked for accuracy, and posted according to existing policies. Excess hours worked must also be determined, for which separate logs must be maintained.

**Figure A2.7. Sample ICS Finance and Administration Section Organization.**

A2.8.4.2. Procurement Unit. The procurement unit administers all financial matters pertaining to vendor contracts. This unit coordinates with local jurisdictions to identify sources for equipment, prepares and signs equipment rental agreements, and processes all administrative requirements associated with equipment rental and supply contracts. In some agencies, the supply unit in the logistics section will be responsible for certain procurement activities. The procurement unit will also work closely with local Cost Unit authorities.

A2.8.4.3. Compensation and Claims Unit. Under ICS, a single unit handles injury compensation and claims. The specific activities may not always be accomplished by the same person. The individual handling injury compensation ensures that all forms required by workers' compensation programs and local agencies are completed. This individual also maintains files on injuries and illnesses associated with the incident and ensure that all witness statements are obtained in writing. Since the medical unit may also perform some of these tasks, close coordination between the medical and compensation and claims units is essential. The claims function handles investigations of all civil tort claims involving property associated with or involved in the incident. The compensation and claims unit maintains logs on the claims, obtains witness statements, and documents investigations and agency follow-up requirements.

A2.8.4.4. Cost Unit. The cost unit provides cost analysis data for the incident. This unit must ensure that equipment and personnel for which payment is required are properly identified, obtain and record all cost data, and analyze and prepare estimates of incident costs. The cost unit also provides input on cost estimates for resource use to the planning section. The cost unit must maintain accurate information on the actual costs of all assigned resources. An Air Force example may be that civil service employees were required to work overtime on multiple occasions during the incident.

A2.8.5. Information and Intelligence Function. This function is an optional tool for the IC to use where incidents warrant its creation. The sharing of information and intelligence is an important component of ICS. In this context, intelligence includes not only national security or other types of *classified* information but also operational information, such as risk assessments, weather information, geospatial data, structural designs, and utilities and public works data, which may come from a variety of sources. Traditionally, information and intelligence functions are located in the planning section; however, in exceptional situations, the IC may need to assign the information and intelligence functions to other parts of the ICS organization.

A2.8.5.1. Intelligence must be shared with personnel designated by the IC who have a need to know to ensure that the shared intelligence supports decision-making. It is not necessary that every detail be provided to those in a need-to-know status; (e.g. it is not important that fire department responders know that an ongoing investigation is focused on any specific person(s) concerning a drug operation, but it would be critical for fire department leadership to know a methamphetamine lab may exist in a particular off base housing area immediately outside the gate so proper precautions may be taken to protect responders.) The intelligence function in an incident may be organized in one of the following ways:

A2.8.5.2. Within the ICS Command Staff. This option may be most appropriate in incidents with little need for tactical intelligence or where the intelligence is provided by supporting agency representatives.

A2.8.5.3. As a Branch within the Operations Section. This option may be most appropriate in incidents with a greater need for tactical information and intelligence, where a specific functional area is not part of the command staff, such as severe weather forecasts or law enforcement agency.

A2.8.5.4. As a Separate Branch or Division. This may be most appropriate where an incident is heavily driven by information and intelligence factors, such as a natural disaster or terrorist incidents, especially those involving use of CBRNE, or when an expectation of additional attacks may occur.

**Table A2.9. ICS Checklist Planning Responsibilities and Specific Planning Activities.**

<b>General Responsibilities.</b>	<b>The general responsibilities associated with the planning meeting and the development of the IAP are described below. The planning section chief should review these with the general staff prior to the planning meeting.</b>
Planning Section Chief	Conduct the planning meeting and coordinate preparation of the IAP.
Incident Commander	Provide overall control objectives and strategy.
	Establish procedures for off-incident resource ordering.
	Establish procedures for resource activation, mobilization, and employment.
	Approve completed IAP plan by signature when IAP is written.
Finance Section Chief	Provide cost implications of control objectives, as required.
	Evaluate facilities being used to determine if any special arrangements are needed.
	Ensure that the IAP is within the financial limits established by the IC.
Operations Section Chief	Determine division work assignments and resource requirements.
Logistics Section Chief	Ensure that incident facilities are adequate.
	Ensure that the resource ordering procedure is made known to appropriate agency dispatch center(s).
	Develop a transportation system to support operational needs.
	Ensure that the section can logistically support the IAP.

	Place order(s) for resources.
<b>Preplanning Steps: Understanding the Problem and Establishing Objectives and Strategy</b>	
Planning Section Chief	The planning section chief should take the following actions prior to the initial planning meeting (if possible, obtaining a complete incident briefing.)
	Evaluate the current situation and decide whether current planning is adequate for the remainder of the operational period (i.e. until next plan takes effect).
	Advise the IC and the operations section chief of any suggested revisions to the current plan, as necessary.
	Establish a planning cycle for the IC.
	Determine planning meeting attendees in consultation with the IC. For major incidents, attendees should include: IC, command staff members, general staff members, resources unit leader, situation unit leader, air operations branch director (if established), communications unit leader, technical and/or specialists (as required), agency representatives (as required).
	Establish the location and time for the planning meeting.
	Ensure that planning boards and forms are available.
	Notify necessary support staff about the meeting and their assignments.
	Ensure that a current situation and resource briefing will be available for the meeting.
	Obtain an estimate of regional resource availability from agency dispatch for use in planning for the next operational period.
	Obtain necessary agency policy, legal, or fiscal constraints for use in the planning meeting.
Conducting the Planning Meeting	The planning meeting is normally conducted by the planning section chief. The checklist that follows is intended to provide a basic sequence of steps to aid the planning section chief in developing the IAP. The planning checklist is used with the ICS planning matrix board. Every incident must have an action plan. However, not all incidents require written plans. The need for written plans and attachments is based on the requirements of the incident and the decision of the IC. The planning meeting checklist is as follows:
Planning Section Chief	Give briefing on situation and resource status.
Incident Commander	Set control objectives.
Operations Section	Plot control lines and division boundaries.
	Specify tactics for each division or group.
Operations Section/Planning Section	Specify resources needed by division or group.
Operations Section/Planning Section/Logistics Section	Specify facilities and reporting locations; plot on map.
Logistics Section	Place resource and overhead personnel order.

Planning Section/Logistics Section	Consider communications, medical, and traffic plan requirements.
Brief on Situation and Resource Status	The planning section chief and/or resources and situation unit leaders should provide an up-to-date briefing on the situation. Information for this briefing may come from any or all of the following sources: Initial IC, incident briefing, field observations, and operation reports.
Set Control Objectives	The control objectives are not limited to any single operational period but will consider the total incident situation.
IC	Establish the general strategy to be used.
	State any major policy, legal, or fiscal constraints on accomplishing the objectives.
	Offer appropriate contingency considerations.
<b>Plot Control Lines and Division Boundaries on Map</b>	
Operations Section Chief (for the next operational period)/Planning Section Chief	Determine control line locations and plot on map.
	Establish division and branch boundaries for geographical divisions and plot on map.
	Determine the need for functional group assignments for the next operational period and plot on map.
<b>Specify Tactics for Each Division</b>	
Operations Section Chief	Establish the specific work assignments to be used for each division for the next operational period. (Note that it may be necessary or desirable to establish a functional group in addition to geographical divisions.) Tactics (work assignments) must be specific and must be within the boundaries set by the IC's general control objectives (strategies). These work assignments should be recorded on the planning matrix.
IC/Operations Section Chief/Logistics Section Chief	Consider the need for any alternative strategies or tactics and ensure that these are properly noted on the planning matrix.
<b>Specify Resources Needed by Division</b>	
Operations Section Chief/Planning Section Chief	Determine the resource needs by division to accomplish the work assignments. Resource needs will be recorded on the planning matrix. Resource needs should be considered on the basis of the type of resources required to accomplish the assignment.
<b>Specify Operations Facilities and Reporting Locations and Plot on Map</b>	
Operations Section Chief	Indicate the reporting time requirements for the resources and any special resource assignments.
Operations Section Chief/Planning Section Chief/Logistics Section Chief	Designate and make available the facilities and reporting locations required to accomplish operations section work assignments.
<b>Place Resource and Personnel Order</b>	

Planning Section Chief	Assess resource needs using the needs indicated by the operations section chief and resources data available from the planning section's resources unit. The planning matrix, when properly completed, will show resource requirements and the resources available to meet those requirements. Subtracting the resources available from those required will indicate any additional resource needs. From this assessment, a new resource order can be developed and provided to the IC for approval and then placed through normal dispatch channels by the logistics section.
Consider Communications, Medical, and Traffic Plan Requirements	The IAP will normally consist of the incident objectives, organization chart, division assignment list, and a map of the incident area. Larger incidents may require additional supporting attachments, such as a separate communications plan, a medical plan, and possibly a traffic plan.
Planning Section Chief	Determine the need for these attachments and ensure that the appropriate units prepare such attachments. Prior to the completion of the plan, review the division and group tactical work assignments for any changes due to lack of resource availability.
Resources Unit	Transfer division assignment information, including alternatives, from the planning matrix board onto the division assignment lists.
<b>Finalize, Approve, and Implement the Incident Action Plan</b>	
Planning Section	Responsible for seeing that the IAP is completed, reviewed, and distributed. The following is the sequence of steps for accomplishing this:  Set the deadline for completing IAP attachments.  Obtain plan attachments and review them for completeness and approvals.  Determine the number of IAPs required.  Arrange with the documentation unit to reproduce the IAP.  Review the IAP to ensure it is up to date, and complete prior to the operations briefing and plan distribution.  Provide the IAP briefing plan, as required, and distribute the plan prior to the beginning of the new operational period.
IC/Planning Section/Operations Section	Finalize, approve, and implement IAP.

## Attachment 3

## AIR FORCE EMERGENCY SUPPORT FUNCTIONS (ESF)

Table A3.1. ESF 1, Transportation Responsibilities.

Processes and coordinates requests for installation, local, MAJCOM and HAF transportation support as directed under the installation CEMP 10-2.
Performs activities conducted under the direct authority of the Logistics Readiness Squadron, such as air, maritime, surface, rail, and pipelines; coordinates and supports prevention, preparedness, and mitigation among transportation infrastructure stakeholders at the installation and MAJCOM levels.
Coordinates movement restrictions beyond the incident site; conducts convoy operations, and damage and impact assessments.
Coordinates alternate transportation services; coordinates the restoration and recovery of transportation infrastructure.
Reports damage to transportation infrastructure because of the incident.
Coordinates response, recovery, restoration, safety, and security of the transportation infrastructure during incidents.
Coordinates Federal, civil, and nongovernmental agencies' transportation requirements to support the installation CEMP 10-2 or IAP.
Identifies effective means for movement of EM resources using air, maritime, surface, or rail transportation.
Coordinates shipment prioritization to ensure timely and prompt delivery of resources into and out of the incident scene.
Coordinates with jurisdictional authorities, industry, and ESF 3 (public works and engineering) the damage assessment and impacts of infrastructure transportation capabilities, HAZMAT containment response and movement, and safety- and security-related actions concerning bridge load limits, cargo width limits, movement restrictions, bridge and road closures, quarantines, and movement of personnel during sheltering and evacuations.
Develops and implements vehicular support for DRF convoy assembly, and marshalling, and provides safety guidance for EM operations on base and off base when an NDA has been established or during DSCA operations.
Coordinates incident scene mobile maintenance repair services for special purpose (emergency response vehicles) and general purpose vehicles to include refueling capabilities for continuity of emergency operations.
Applicable references include: AFI 10-2501; AFI 24-201, <i>Cargo Movement</i> ; Air Force Joint Manual (AFJMAN) 24-306, <i>Manual for the Wheeled Vehicular Drive</i> ; AFI 31-104, <i>Air Force Raven Program (FOUO)</i> ; and NRF.

Table A3.2. ESF 2, Communication Responsibilities.

Provides required telecommunications to support incident operations.
Coordinates with the local telecommunications industry, when required, to support incident activities.
Conducts restoration, repair of the potentially damaged telecom infrastructure, protection,

and restoration and sustainment of cyber and information technology (IT) resources managed and coordinated by the Communications Squadron.
Coordinates installation information technologies, systems, interoperability, and information transfer to include interpretation and processing of data among persons, places, and machines. It includes transmission, emission, or reception of signs, signals, writing, images, and sounds or intelligence of any nature by wire, radio, optical, or other electromagnetic systems, ground-to-ground, or air-to-ground systems to ensure continuity of communications for emergency response and recovery organizations at all jurisdictional levels conducting EM preparedness, response, and recovery operations.
Advises the EOC when commercial or installation communications outages are expected in the incident area to enable activation of the National Emergency Coordination Net, a high-frequency radio net that provides backup C2 communications for the DRF.
Coordinates CAT actions to provide the required temporary NSEP telecommunications systems such as Hammer ACE mobilization.
Performs damage and impact assessments of communications systems during incidents, performs restoration of the telecommunications infrastructure systems, and supports all Federal departments and agencies in the procurement and coordination of all NSEP telecommunications services from the telecommunications and IT industry during an incident response.

**Table A3.3. ESF 3, Public Works and Engineering Responsibilities.**

Coordinates and organizes the capabilities and resources of the installation to facilitate the delivery of services, technical assistance, engineering expertise, construction management, contracting, and real estate services in support of incident CEMP 10-2s and IAPs.
Manages, monitors, and/or provides technical advice in the clearance, removal, and disposal of contaminated and uncontaminated debris.
Coordinates re-establishment of ground and water routes into impacted areas.
Coordinates sampling, classification, packaging, transportation, treatment, demolition, and disposal of contaminated debris and soil with ESF 10. Coordinates structural and nonstructural mitigation protective measures to minimize adverse effects or fully protect resources impacted by the incident.
Coordinates damage assessment and restoration of installation facilities, and infrastructure capabilities.
Coordinates emergency repair of damaged infrastructure and critical facilities affected by the incident as directed by the facilities priority list or EOC.
Coordinates the identification of damaged and unstable structures that present an immediate hazard to public health and safety.
Coordinates demolition operations.
Provides structural specialist expertise to support inspection of mass care facilities and urban search and rescue operations.
Executes emergency contract support for life saving and life sustaining services.
Maintains critical infrastructure liaison with local public works and engineering authorities to ensure continuity of installation services.

**Table A3.4. ESF 4, Firefighting Responsibilities.**

Supports the IC by coordinating fire detection and suppression activities for EM operations.
Supports fire protection and prevention operations on Federal and nonmilitary lands with personnel, equipment, and supplies under the terms of the existing interagency agreements and DSCA requests as directed by the CAT or EOC. Provides emergency assistance to State, local, or tribal agencies engaged in woodland, rural, and urban firefighting operations.
Provides fire service support to the IC for incidents of national significance established in the <i>National Interagency Mobilization Guide</i> through the National Interagency Coordination Center located at the National Interagency Fire Center in Boise, Idaho.
Provides resource support to the IC for rural and urban firefighting operations.

**Table A3.5. ESF 5, Emergency Management Responsibilities.**

Provides multi-agency planning and coordination for operations involving potential and actual major accidents, natural disasters, CBRN attacks, and terrorist use of CBRNE materials.
Maintains responsibility for deployment and staffing of emergency response teams.
Conducts incident action planning and coordination of operations; logistics and material, direction and control, information management, facilitation of requests for Federal assistance, resource acquisition and management (to include allocation and tracking), worker safety and health, facilities management, financial management, and other support as required.
Maintains responsibility for all CBRNE defense operations, coordination of incident management efforts, EOD incident response activities, issuance of mission assignments, resource and human capital needs, incident action planning, financial management, and establishing the common operational picture.
Manages, supervises and coordinates the DRF during all AF EM incidents and DSCA requests.
Contains the critical managerial and organizational structure of ICS.
Provides EM response operations management to conduct incident preparedness, prevention, response, and recovery management operations.
Provides commanders and response agencies the situational awareness of emergency response and recovery operations.
Implements CEMP 10-2 and support agreements.
Coordinates the development of IAPs and provides mission assignments through the chief of planning at the direction of the IC or EOC director.
Facilitates the acquisition and delivery of essential resources, humanitarian aid, personnel and equipment to conduct EM operations through the chief of logistics to maintain continuity of mission operations and mobilization and deployment of response and recovery capabilities consistent with the installation CEMP 10-2.
Coordinates requests for external specialized teams with the CAT for various missions such as space shuttle support, RTF, DOE, or events requiring the support of Hammer ACE.
Monitors, tracks, and reports financial impacts, reimbursable expenditures, and claims

resulting from incidents.
Provides emergency contractual support through the administration and financial section.
Facilitates information flow through the ECC in all phases of response in order to alert, protect, or pre-position DRF assets for quick response.
Provides notification and public information releases through ESF 15.
Ensures the safety officer monitors worker, public health, and safety issues and advises the EOC director on response hazards and prevention actions regarding the safety and welfare of the installation and local community.
Provides liaison with other Federal, interagency, and jurisdictional authorities; NGOs; and local industry.
Provides additional management and response capabilities, including CBRN and conventional munitions response, hazard identification, downwind hazard plotting and chaplain support services.

**Table A3.6. ESF 6, Mass Care, Housing & Human Services Responsibilities.**

Coordinates the installation response and recovery efforts to provide essential health and human services for the safety and welfare of installation personnel, and assists local community.
Supports Federal, and other jurisdictional agencies to include DSCA and NGOs in efforts to address the non-medical mass care, housing, and human services needs of individuals and/or families affected by domestic incidents.
Coordinates non-medical mass care services to include emergency sheltering of personnel in pre-identified shelter sites within existing structures.
Coordinates emergency first aid at mass care facilities and designated sites.
Collects and provides disaster welfare information regarding individuals within the affected area to immediate family members outside the affected area.
Coordinates reunification of family members within the affected area.
Coordinates with Federal, State, local, and tribal governmental entities and NGOs regarding bulk distribution sites for mass care, food, water, ice, and other relief items.
Identifies housing impacts caused by the incident and develops an action plan to provide housing assistance.
Coordinates victim recovery efforts such as counseling.
Identifies support for persons with special needs.

**Table A3.7. ESF 7, Resource Support Responsibilities.**

Provides critical operational assistance to support Federal, State, local, and tribal response agencies requiring resource support prior to, during, and/or after EM incidents to include DSCA responses.
Coordinates installation support agencies' resource contributions to support CEMP 10-2s and IAPs by identifying (1) emergency relief supplies for COOP, (2) facility space requirements to include Federally owned and leased buildings, (3) office equipment, (4) administrative supplies, and (5) expendables from Federal stores or supply centers in current Federal stocks, small business or distributors in the affected area. Coordinates support for telecommunications, contractual, transportation, and security services and resources to include personnel to support immediate response activities of the installation.

Identifies support requirements not specifically in other ESFs such as excess or surplus property available through the *Defense Reutilization and Marketing System*.

**Table A3.8. ESF 8, Public Health and Medical Services Responsibilities.**

Assesses public health/medical needs (including behavioral health), public health surveillance, and medical care.
Provides medical personnel, equipment and supplies to execute ESF 8 roles.
Coordinates the installation response to provide health and medical assistance to ensure the safety and public health of personnel affected by the incident.
Coordinates the mobilization and deployment of personnel to conduct health and medical assessments of the public health care system and facility infrastructures.
Coordinates enhanced surveillance and monitoring of the health of the general population and special high-risk populations.
Coordinates field studies and investigations.
Monitors injury and disease patterns and potential disease outbreaks.
Provides technical assistance and consultations on disease, injury prevention, and health and safety precautions.
Coordinates immediate response in casualty clearing and staging operations.
Coordinates medical equipment and supplies, including medical, diagnostic, and radiation-emitting devices; pharmaceuticals; and biologic products in support of immediate medical response operations.
Coordinates restocking of health care facilities in the area affected by a major disaster or emergency.
Coordinates with ESF 1 regarding evacuation of seriously ill or injured patients to locations where hospital care or outpatient services are available.
Coordinates patient care support to victims who become seriously ill or injured regardless of location.
Coordinates security measures for regulated human and veterinary drugs as well as medical devices.
Monitors need for blood, blood products, and other supplies.
Coordinates requests with distribution agencies.
Coordinates safety and security monitoring of Federally regulated subsistence.
Ensures monitoring procedures for the safety and security of food-producing animals, animal feed, and therapeutics.
Maintains statutory authority for animal feed and the approval of animal drugs intended for both therapeutic and non-therapeutic use in food animals as well as companion animals.
Monitors and provides technical assistance for worker health and safety measures and precautions.
Coordinates behavioral health care services for substance abuse such as disaster mental health training for disaster workers.
Disseminates public health and medical information to the public and the affected area through chain of command and release authority.
Coordinates vector control assessments for vector-borne diseases by conducting field investigations. This includes the collection and laboratory analysis of relevant samples.

Coordinates vector control equipment, supplies, technical assistance, and consultation on protective actions regarding vector-borne diseases.
Coordinates technical assistance and consultation on medical treatment.
Coordinates the assessment of potable water, wastewater, solid waste disposal issues, and other environmental health issues.
Coordinates collection and laboratory analysis of relevant samples.
Coordinates water purification and wastewater/solid waste disposal equipment and supplies.
Coordinates technical assistance and consultation on potable water and wastewater/solid waste disposal issues.
Coordinates victim identification by fingerprint, forensic dental, and/or forensic pathology/anthropology methods, including processing, preparation, and disposition of remains.
Conducts health risk assessment to include identification of health threats, analyzing threats, health risk communication, and recommending controls IAW AFMAN 48-153, <i>Health Risk Assessment</i> .

**Table A3.9. ESF 9, Urban Search and Rescue Responsibilities.**

Urban Search and Rescue (US&R) is performed and supported by responders from the Civil Engineer, Contracting, Medical, Operations, and Force Support agencies.
Rapidly deploys forces to the affected area in order to provide specialized life saving assistance by locating, extricating, and providing on site medical treatment of victims trapped in collapsed structures. Staffing is provided primarily by FES personnel and EMS personnel who are highly trained and experienced in collapsed structure search and rescue digging and shoring techniques.
Possesses specialized confined space rescue qualifications, expertise and equipment to locate and extricate entrapped victims.
Provides expertise in various US&R disciplines primarily through technical specialists from the FSS.

**Table A3.10. ESF 10, Oil and Hazardous Materials Response Responsibilities.**

Provides Federal support in response to an actual or potential discharge and/or uncontrolled release of oil or HAZMAT during major incidents. Provides appropriate response and recovery actions to prepare for, prevent, minimize, or mitigate a threat to public health, welfare, or the environment caused by actual or potential oil and HAZMAT incidents.
Coordinates provisions of installation CEMP 10-2s and IAPs to support the overall management of HAZMAT response activities to ensure actions are taken to mitigate, clean up, and dispose of oil and HAZMAT and minimize the impact of incidents.
Coordinates response to assess the situation, including the nature, amount, and locations of actual or potential releases of oil and HAZMAT.
Coordinates the determination of HAZMAT exposure pathways to humans and the environment; probable direction and time of travel of the materials; potential impact on human health, welfare, safety, and the environment; types, availability, and location of response resources, technical support, decontamination and cleanup services; and

priorities for protecting human health and welfare and the environment through appropriate prevention and/or response actions.
Coordinates with other preparedness agencies and the private sector to maximize use of available regional assets and identify resources required from outside the region. The Federal government also may respond to oil and HAZMAT incidents using mechanisms of the National Oil and Hazardous Substances Pollution Contingency Plan.

**Table A3.11. ESF 11, Agriculture and Natural Resources Responsibilities.**

Coordinates primary functions essential to safety and security of agricultural and natural resource protection.
Coordinates nutritional assistance and food nutritional services to determine nutritional needs, obtain appropriate food supplies, and coordinate delivery of supplies with ESF 1.
Coordinates animal and plant disease/pest response to an outbreak of highly contagious or economically devastating animal/zoonotic diseases such as an outbreak of a highly infective exotic plant disease or an economically devastating plant pest infestation.
Coordinates with ESF 8 and ensures animal/veterinary/wildlife issues in EM operations are supported.
Coordinates primary actions to ensure the safety and security of the commercial food supply, including food safety inspection and verification of products in distribution and retail sites (i.e. commissary, import facilities) at ports of entry, laboratory analysis of food samples, control of products suspected to be adulterated, plant closures, food-borne disease surveillance, and field investigations.
Coordinates primary functions essential to protect natural and cultural resources, historic properties, and historic resources. This includes appropriate response actions to conserve, rehabilitate, recover and restore resources.

**Table A3.12. ESF 12, Energy Responsibilities.**

Collects, evaluates, and shares information on energy system damage and estimations on the impact of energy system outages within affected installations.
Estimates the impact of energy system outages within affected areas. The term <i>energy</i> includes producing, refining, transporting, generating, transmitting, conserving, building, distributing, and maintaining energy systems and system components. Provides information concerning the energy restoration process such as projected schedules, percent of completion of restoration, geographic information on the restoration, and other information as appropriate. Addresses significant disruptions in energy supplies for any reason, whether caused by physical disruption of energy transmission and distribution systems, unexpected failure of such systems, or unusual economic or international political events.

**Table A3.13. ESF 13, Public Safety and Security Responsibilities.**

Coordinates response to incidents and provides public safety and security capabilities and resources to support a full range of incident management activities associated with major accidents and natural disasters. This includes non-investigative/non-criminal law enforcement functions (refer to AFOSI/SF Investigative Matrix, AFI 71-101 Volume 1, <i>Criminal Investigations</i> ), crowd control, a child identification system for shelter
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operations, public safety activities for evacuation of personnel within the affected area, security capabilities to safeguard critical assets and operations, and the securing of incident areas to prevent looters, bystanders, and non-response and recovery personnel from entering impacted areas. Requirements include force and critical infrastructure protection, security planning, technical assistance, technology support, and public safety in both pre-incident and post-incident situations.
Coordinates public safety and security when State and local government resources are overwhelmed or inadequate during pre-incident or post-incident situations.

**Table A3.14. ESF 14, Long-Term Community Recovery and Mitigation Responsibilities.**

Coordinates response of installation forces, local jurisdictions, and NGOs. ESF 14 will most likely be activated for large-scale or catastrophic incidents that require Federal assistance to address significant long-term impacts in the affected area (e.g. impacts on housing, businesses and employment, community infrastructure, and social services.)
Assesses social and economic consequences in the affected area and advises the EOC and IC on the long-term recovery implications of response activities.
Coordinates the transition from response to recovery in field operations.
Identifies appropriate Federal programs and agencies to support implementation of long-term community recovery plans.
Ensures coordination of and identifies gaps in resource availability.
Ensures procedures and program/contact information is up to date for the purpose of discussing lessons learned and exploring ways to leverage available resources.

**Table A3.15. ESF 15, External Affairs Responsibilities.**

Provides accurate, coordinated, and timely information to affected audiences, including governments, media, the private sector, and the local populace, during major accident and natural disaster responses. ESF 15 is organized into the following functional components: Public Affairs, Community Relations, Congressional Affairs, International Affairs, State and Local Coordination, and Tribal Affairs. The primary functions of each of these areas are described in Chapters 1-4 of the NRF.
Collects information on the incident, disseminates information through all available media and installation outlets, monitors news releases for accuracy, and handles special projects such as news conferences, press releases, and tours of the affected area.
Provides support and advice to the CAT and EOC regarding management of information requests.
Coordinates basic services such as communications supplies to assist local news media in information dissemination.

## Attachment 4

## COMMAND AND CONTROL ELEMENTS FOR INCIDENT MANAGEMENT

Figure A4.1. Command and Control Elements for Incident Management.

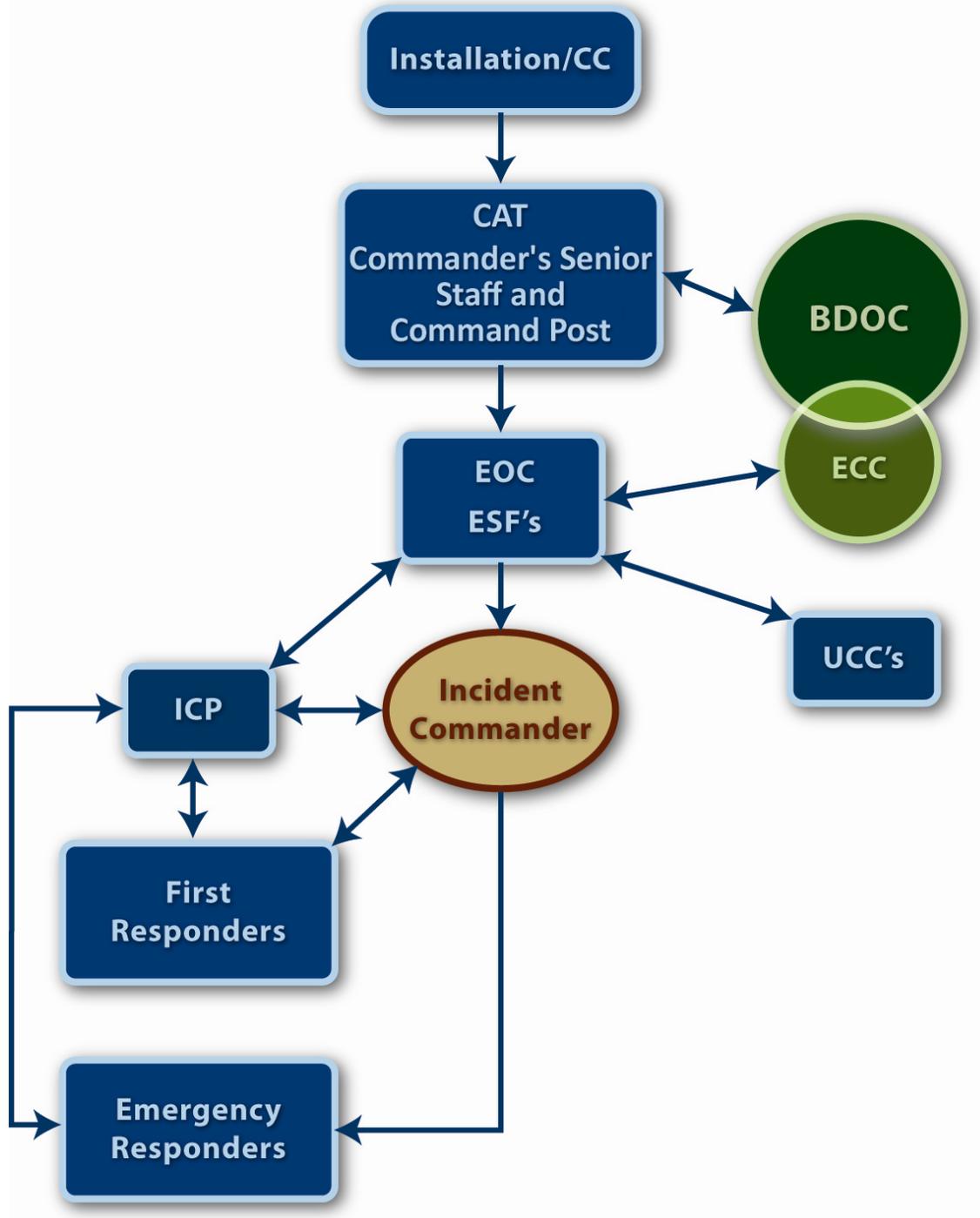
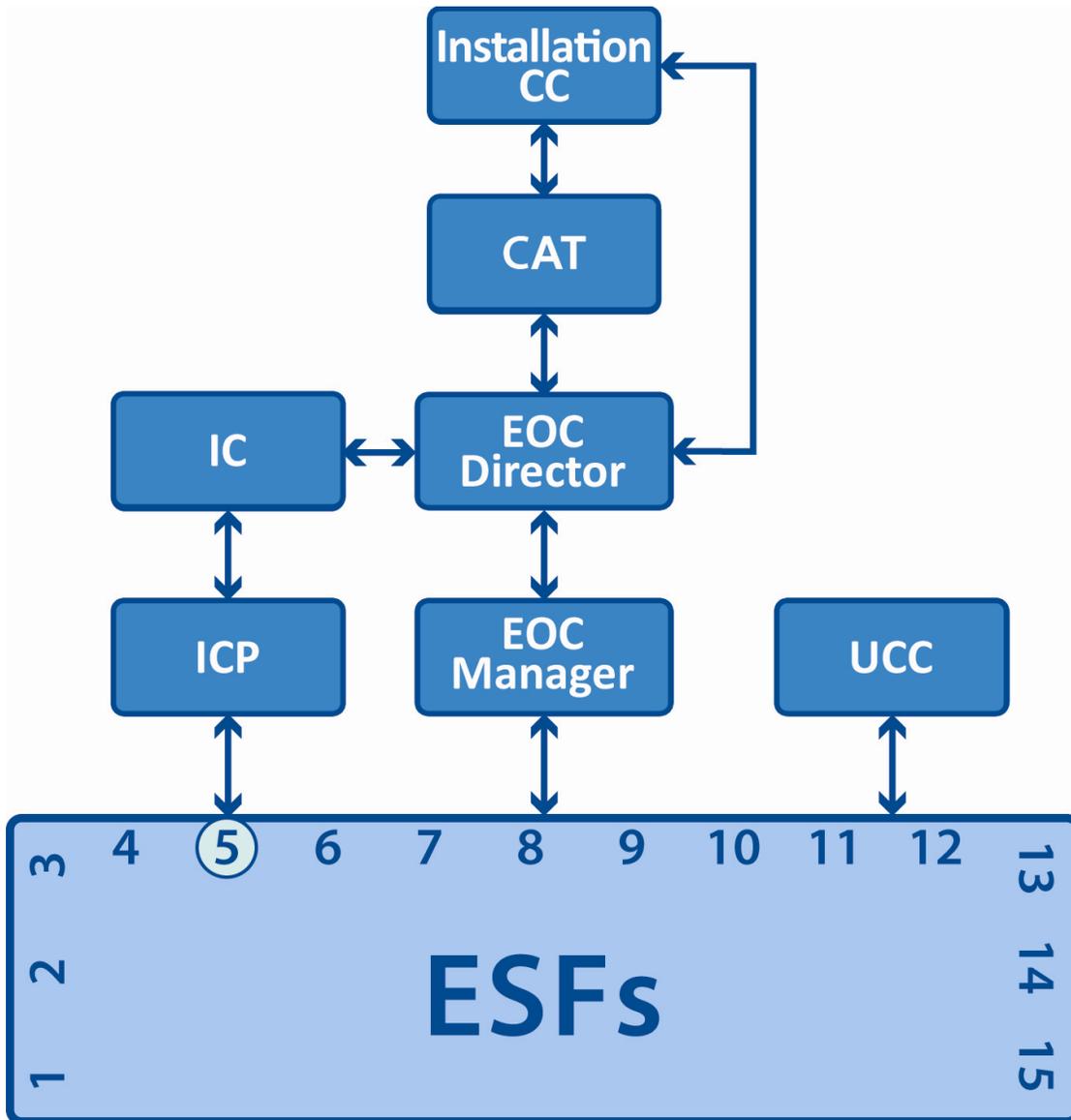


Figure A4.2. EOC Information Flow



**Note:** IC communicates directly with the EOC Director. ESFs will communicate directly with UCCs that are functionally aligned with their ESF responsibilities. However, the Office of Primary Responsibility and Offices of Collateral Responsibility for each ESF as identified in AFI 10-2501 may be required to communicate with UCCs that are not functionally aligned. ESF 5 will communicate with the incident command post.

## Attachment 5

### INCIDENT TYPES

**A5.1. Incident Types.** Are used by the civilian authorities to categorize the incident. Incidents are categorized by five types based on complexity. Type 5 incidents are the least complex and Type 1 the most complex. Incident Types are determined based on the number of resources and number of incident operational periods needed to handle the incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy. Personnel who work with civilian agencies such as Fire and Emergency Services, Emergency Management, Command Post, and Medical should be familiar with these incident types so when the local community asks for assistance and they are dealing with a Type 3, 2 or 1 incident then there is an understanding of the complexity of the incident and possible resources that will be required.

**A5.2. Table A5. 1.,** shows that incidents may be typed to make decisions about resource requirements. AFIMS incident types mirror Incident Command System (ICS) incident types based on five levels of complexity.

**Table A5.1. Incident Types.**

Incident Type	Description
<b>Type 5</b>	<ul style="list-style-type: none"> <li>• The incident can be handled with one or two single resources with up to six personnel.</li> <li>• Command/General Staff positions (other than the IC are not activated.</li> <li>• No written Incident Action Plan (IAP) is required.</li> <li>• The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.</li> <li>• Examples include a vehicle fire, an injured person, a vehicle accident, or a police traffic stop.</li> </ul>
<b>Type 4</b>	<ul style="list-style-type: none"> <li>• Command staff and general staff functions are activated only if needed.</li> <li>• Several resources are required to mitigate the incident; a Task Force or Strike Team.</li> <li>• The incident is usually limited to one operational period in the control phase.</li> <li>• The agency administrator may have briefings and will ensure the complexity analysis and delegation of authority is updated.</li> <li>• No written IAP is required, but a documented operational briefing will be completed for all incoming resources.</li> <li>• Agency administrator role includes operational plans including objectives and priorities.</li> <li>• Examples include a vehicle accident with injuries, building fire, hostage or domestic violence incident, or small fuel spill.</li> </ul>

<b>Type 3</b>	<ul style="list-style-type: none"> <li>• When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.</li> <li>• Some or all of the Command and General Staff positions may be activated as well as Division/Group Supervisor and/or Unit Leader level positions.</li> <li>• A Type 3 Incident Management Team or incident command organization manages initial action incidents with a significant number of resources, manages an extended attack incident until control is achieved, or manages an expanding incident until transition to a Type 1 or 2 team.</li> <li>• The incident may extend into multiple operational periods.</li> <li>• A written IAP may be required for each operational period.</li> <li>• Examples include a HAZMAT incident, aircraft crash, hostage situation with several hostages, tornado, or flood.</li> </ul>
<b>Type 2</b>	<ul style="list-style-type: none"> <li>• This type of incident extends beyond the capabilities of local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to manage effectively the operations, command, and general staffing.</li> <li>• Most or all of the Command and General Staff positions are filled.</li> <li>• A written IAP is required for each operational period.</li> <li>• Many of the functional units are needed and staffed.</li> <li>• Operations personnel normally do not exceed 200 per operational period, and total incident personnel do not exceed 500 (guidelines only).</li> <li>• The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.</li> <li>• Examples are aircraft crash off base, terrorist incident, large wildland fire, CAT 1-3 hurricane or extensive flooding on and off base.</li> </ul>
<b>Type 1</b>	<ol style="list-style-type: none"> <li>1. This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.</li> <li>2. All Command and General Staff positions are activated.</li> <li>3. Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000.</li> <li>4. Branches need to be established.</li> <li>5. The agency administrator will have briefings and will ensure that the complexity analysis and delegation of authority are updated.</li> <li>6. Use of resource advisors at the incident base is recommended.</li> <li>7. There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.</li> </ol>

	8. Examples are nuclear weapons incident, terrorism incident like 9/11 or Hurricane Katrina.
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