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AIR FORCE MANUAL 32-1007

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Civil Engineering

READINESS AND EMERGENCY MANAGEMENT (R&EM) FLIGHT OPERATIONS

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This publication implements Air Force Policy Directive (AFPD) 32-10, *Installations and Facilities*, and aligns with portions of Air Force Instruction (AFI) 10-2501, *Air Force Emergency Management Program*, and AFI 10-210, *Prime Base Engineer Emergency Force (BEEF) Program*. It describes Readiness and Emergency Management (R&EM) Flight responsibilities and processes applicable to the Installation Emergency Management (IEM) program. This manual applies to all civilian employees and uniformed members of the Regular Air Force, Air Force Reserve, and Air National Guard. Whenever a governing contract requires compliance with this publication, it applies to the contractor. Ensure that all records created as a result of the processes prescribed in this publication are maintained according to Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of according to the Air Force Records Information Management System Records Disposition Schedule. Route recommended changes and questions about this publication from the field through the Air Force Installation and Mission Support Center (AFIMSC/IZPE). Recommended changes are submitted on AF Form 847, *Recommendation for Change of Publication*. This publication may be supplemented at any level, but all supplements must be routed to the OPR of this publication for coordination prior to certification and approval. Send supplements to this publication to AF/A4CX, 1260 Air Force Pentagon, Washington DC 20330-1030. The authorities to waive wing/unit level requirements in this publication are identified with a Tier number ("T-0, T-1, T-2, T-3") following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor's commander for non-tiered

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SUMMARY OF CHANGES

This rewrite of AFMAN 32-1007 is in response to customer feedback, reorganizations, and SAF/AA Compliance Statement Review effort. It updates tier waiver authorities; duplicative material; deletion of the previous **chapter 8** on *Financial Management*; added AFIMSC specific financial management paragraphs; changed the instructor to student ratio for CBRN Defense training; and incorporates approved recommendations from the SAF/AA Compliance Statement Review action.

Chapter 1

READINESS AND EMERGENCY MANAGEMENT (R&EM) FLIGHT STRUCTURE AND EMERGENCY MANAGEMENT SECTION RESPONSIBILITIES

1.1. Purpose. The Air Force Emergency Management (EM) capability can stand alone or integrate joint, interagency, or coalition forces, to support combatant commanders and Air Force (AF) objectives. This manual primarily focuses on guidance and procedures for the EM Section of the Readiness and Emergency Management (R&EM) Flight to manage and execute the Installation Emergency Management (IEM) program while providing a Chemical, Biological, Radiological, Nuclear (CBRN) response capability. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor's commander for non-tiered compliance items. Send a copy of all approved waivers to AFCEC/CXR Workflow within 30 days of approval. (**T-1**). AFCEC/CXR will route to AFIMSC/IZPE, AFRC/A4, NGB/A4, and HAF A4CX for situational awareness and process improvement considerations.

1.2. ***Structure*****.**

1.2.1. The R&EM Flight (**Figure 1.1**) supports Installation Commander and the Base Civil Engineer (BCE) by managing the installation EM and the Prime Base Engineer Emergency Force (BEEF) programs. When staffing allows, make every effort to assign 3-levels with tactical level work in each section to build the foundation for future management roles filled by 5- & 7-levels. Place GS-09s in tactical/response sections and GS-11s in planning sections. The Expeditionary Engineering (EE) Section will be crossed-manned with non-3E9 Air Force Specialty (AFS) personnel from within the Civil Engineer Squadron (CES) as 3E9 personnel maintain the IEM response capability within the EM Section. **(T-1).** Some R&EM Flights have reserve Individual Mobilization Augmentee (IMA) positions assigned to the flight. Assigned IMA utilization requires careful, deliberate planning and forecasting.

1.2.2. The Expeditionary Engineering Section sustains unit readiness through the organization, training, and equipping of unit personnel to accomplish contingency operations.

1.2.3. The EM Section integrates preparedness through prevention, protection, response, recovery, and mitigation activities in an all-hazards physical threat environment to help commanders maintain and restore mission capability. The EM Section has planning, operations, logistics, and education and training elements.

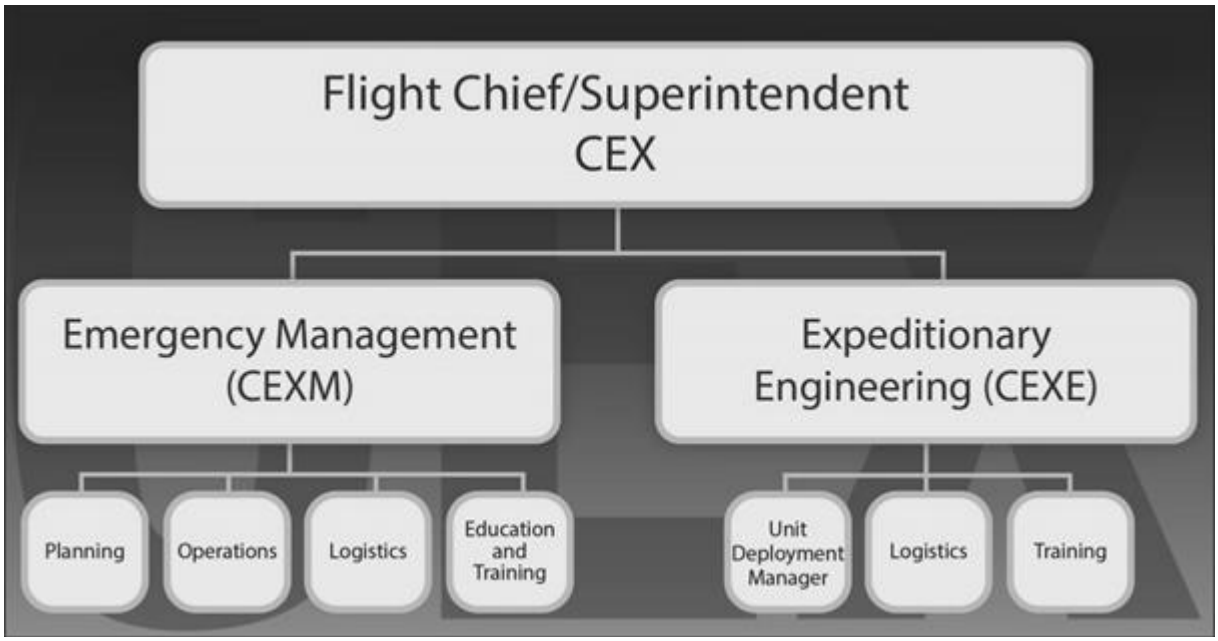
1.2.4. Air Reserve Component (ARC) EM flights on active duty installations are postured with one or two full-time Active Guard Reserve (AGR) or Title 5 federal employee positions. These flights manage the requirements needed for the monthly unit training assembly and must coordinate with the host for all host-tenant support required IAW AFI 10-2501. **(T-1)**.

1.2.4.1. The flight may also have traditional reservists postured according to the 4FPW-series unit type codes (UTC) assigned and UTC skill level requirements.

1.2.4.2. The primary duty of ARC personnel is to train to meet mission capability statement requirements.

1.2.5. At ARC host installations and stations, the BCE establishes an EM office for the home station program management, training, response, and evaluation functions.

Figure 1.1. Notional R&EM Flight Structure.



1.3. EM Missions. The primary missions of the AF EM program are to save lives; minimize the loss or degradation of resources; and continue, sustain, and restore operational capability in an all-hazards environment at AF installations worldwide. The R&EM Flight leadership establishes processes to accomplish these missions by transforming the commander's priorities and expectations into actions complementing EM mission sets.

1.3.1. Effective planning relies on thorough integration of emergency plans at all levels of the organization. Emergency managers facilitate the development of the Installation Emergency Management Plan (IEMP) 10-2 and installation CBRN defense plan if required. These plans focus on resource and risk management planning while maintaining situational awareness of all other contingency plans on the installation.

1.3.2. Department of Defense Instruction (DoDI) 6055.17, *DoD Emergency Management (EM) Program*, identifies the following as preparedness activities: risk management; prevention planning; mitigation planning; training; exercises; interagency coordination; and equipping response forces. Specifically, preparedness activities need to include education and training, exercises, personnel qualifications, equipment certification, and the integration of planning and procedures.

1.3.3. Department of Defense Instruction (DoDI) 3020.52, *DoD Installation Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) Preparedness Standards*, provides response operations guidance to include providing direct support to the Incident Commander (IC). Emergency managers primarily provide support in the Emergency Operations Center (EOC), CBRN control center, CES Unit Control Center (UCC), or on-scene as required. During CBRN responses, integration into the Incident Command System (ICS) involves more tactical operations such as specialized reconnaissance, detection, and contamination control support.

1.3.4. EM services are capabilities accomplished in support of the AF EM program. **Table 1.1** defines the major planning, preparing, and responding services and associated services.

Table 1.1. Primary Services.

Planning	Develop the IEMP 10-2, manage the Emergency Management Working Group (EMWG), manage the all-hazards assessment within the Integrated Risk Management Process (IRMP), and unit EM program administration. **Attachment 4** defines EM deliberate and crisis action planning and management capability standards.
Preparing	Deliver EM education and training (CBRN Defense Training, Disaster Response Force Training), maintain EM Flight training (3E9) proficiency, administer "Be Ready" awareness campaign, forecast EM budget, and manage flight operational needs to include response equipment
	Provide membership to the Wing Inspection Team (WIT), developing exercise input aligning with Homeland Security Exercise and Evaluation Program (HSEEP) and MAJCOM readiness assessments, and building partnership capacity with counter-weapons of mass destruction (C-WMD) engagements.
Responding	Manage EOC, administer Emergency Support Function (ESF-5), operate the CBRN control center, directly support IC, deploy specialized teams (e.g., task forces and strike teams), conduct CBRN reconnaissance, surveillance, and decontamination (mounted/dismounted/CBRN detection array), and perform CBRN decontamination operations.
	Contingency Operations: Air Operations Center (AOC), EOC manager, ESF-5, CBRN control center (plume modeling/CBRN warning and reporting/CBRN Command and Control [C2]), CBRN reconnaissance and surveillance (R&S) (mounted/dismounted/CBRN detection array), CBRN decontamination operations.

1.3.4.1. Supplementary services include the following: providing input to Mutual Aid Agreements (MAA), Memorandums of Understanding (MOU)/Memorandums of Agreements (MOA), standing Mutual Aid Compact Agreements, and other base plans; conducting hazardous material (HAZMAT) decontamination; providing recommendations to Incident Action Plans (IAP); providing input into after action reports and recovery plans; collecting and observing weather data; providing subject matter expertise on peacetime and wartime shelters.

1.3.4.1.1. Flights may accomplish these additional services if resources permit.

1.3.4.1.2. Commanders may provide additional unit-funded resources to enable the flight to accomplish more of these services when flight resources are exhausted.

1.4. Roles and Responsibilities.

1.4.1. The Director of Civil Engineers (AF/A4C) is the authority having jurisdiction for Air Force R&EM guidance and advocates for resources.

1.4.1.1. Chief of the Readiness Division (AF/A4CX) provides R&EM program direction, policy guidance, joint engagement and strategic oversight through the Emergency Services Branch, Director of Civil Engineers, Readiness Division.

1.4.1.2. Emergency Management Career Field Manager (AF/A4CX) serves as the senior enlisted advisor for the R&EM functional community. Supports with the development, preparation, and coordination of new R&EM policy for the Director of Civil Engineers. Provides oversight for career field education and training, and coordinates force structure changes for the career field specified in AFH 36-2618, *Enlisted Force Structure*.

1.4.2. Air Force Installation and Mission Support Center Commander advocates for resources and provides management of above wing-level Installation and Mission Support capabilities and resources through detachments and primary subordinate units.

1.4.2.1. Coordinates across Civil Engineer enterprise, ensures standard application of mission requirements, conducts gap analysis to identify and evaluate shortfalls in assets, training, and associated funding required for mission execution. Provides resource advocacy within Installation and Mission Support governance structure.

1.4.2.2. Manages, monitors, and advocates budget execution activities providing recommendations in support of the R&EM flights.

1.4.2.3. Identifies R&EM deficiencies/trends and distributes findings to AFIMSC Inspector General, Major Commands, detachments, and primary subordinate units.

1.4.2.4. Air Force Installation and Mission Support Center, Expeditionary Support Division. Provides administrative control of formal training quota allocations for Mission Readiness Training and Non Mission Readiness Training requirements through EM Training Support Manager. Coordinates with AFIMSC Functional Managers, ensuring units have adequate training allocations to meet mission requirements. Participates in and provides expertise on training development.

1.4.3. The EM Section will:

1.4.3.1. Be the single focal point for the EM program on the installation and the installation commander’s OPR for EM program execution. Ensure execution of the IEM program through the establishment of EM mission sets. **(T-1)**.

1.4.3.2. Be responsible for requirements in this manual specific to the R&EM Flight. A tenant ARC R&EM Flight is not responsible for the installation’s program management requirements.

1.4.3.3. Be the key representative for the senior AF authority on Joint-Base installations where the sister service is responsible for the EM program. **(T-2)**.

1.4.3.4. Ensure program responsibilities are consistent with commander’s mission priorities.

1.4.3.5. Meet all training and equipment requirements to respond to incidents using the Air Force Incident Management System (AFIMS) as defined in AFI 10-2501. **(T-1)**.

1.4.4. CEXE (EE) Section Responsibilities. The EE Section will ensure the resources and training required to undertake the CE Squadron’s wartime mission are consistent with tasked Designed Operational Capability (DOC) Statement, unit commander's priorities, and program requirements IAW AFI 10-210. **(T-1)**.

1.4.5. R&EM Flight Leadership Responsibilities. The flight 32EXX officer, GS-12 Flight Chief, or senior 3E9X1 R&EM Flight leadership reports to the BCE or equivalent. **Note:** The GS-12 Flight Chief standard core position description is only applied to those R&EM Flights not earning a funded unit manning document (UMD) position for a R&EM Flight Officer (032E3B) or a Senior Master Sergeant (3E991) to fill the Flight Chief/Superintendent positions.

1.4.5.1. The senior 3E9X1 R&EM Flight leader (or civilian equivalent) serves as the installation emergency manager. The installation commander appoints the installation emergency manager using an appointment letter. The R&EM Flight must maintain a copy of the appointment letter. **Table 1.2** describes the responsibilities of the installation emergency manager.

Table 1.2. Installation Emergency Manager Responsibilities.

Item	Installation Emergency Manager Responsibilities
1	Will manage the installation EM program according to the direction of the installation commander, DoDI 6055.17, DoDI 3020.52, AFI 10-2501, AFMAN 10-2503, *Operations in a Chemical, Biological, Radiological, and Nuclear (CBRN) Environment*, AFMAN 10-2502, *Air Force Incident Management System (AFIMS) Standards and Procedures*, and this manual. **(T-0)**.
2	Will facilitate EMWG meetings, facilitate IEMP 10-2 collaborative planning team, and lead/chair the All-hazards Response Planning Team (AHRPT). **(T-1)**.
3	Will develop, coordinate, and maintain an IEMP 10-2 using the IEMP 10-2 Planning Tool. Include the IEM program implementation procedures as part of this plan. **(T-3)**.
4	Will develop, coordinate, and maintain the installation CBRN Defense Plan as part of the Base Support Plan Part II. **(T-1)**.
5	Will develop a community profile, IAW AFMAN 10-2502. **(T-3)**.
6	Will establish resource management principles to identify, describe, request, and track resources affecting EM personnel, response and recovery, training, and facilities. **(T-2)**.
7	Will track the IRMP identified vulnerabilities and the status of mitigation actions IAW DoDI 6055.17. **(T-0)**.
8	Will develop budget inputs for CBRN non-medical responders, specialists, and EM equipment requirements. **(T-1)**.
9	Will integrate EM requirements and capabilities into all installation contingency plans. **(T-1)**.
10	Will integrate MAA, MOU, MOA, and other applicable support agreement resources into the IEMP 10-2. **(T-1)**.
11	Will monitor intelligence indicators and operational situations to recommend implementation of CBRN passive defense measures. **(T-1)**.
12	Must advise EMWG on shelter requirements based on the local threat. **(T-1)**.

13	Will ensure EM exercise objectives are consistent with the installation hazard/risk assessment, the IEMP 10-2, IAW DoDI 6055.17, or any current operational plans (OPLAN) the installation supports IAW MAJCOM guidance. **(T-0)**.
14	Must provide EM and CBRN Defense training listed in AFI 10-2501. **(T-1)**.
15	In consultation with the servicing legal office, review MAAs regarding EM response as provided by the installation's support agreement manager, IAW AFI 25-201, *Intra-Service, Intra-Agency, and Inter-Agency Support Agreements Procedures*. **(T-1)**.
16	Will review Air Force Technical Order (AFTO) Form 22, *Technical Manual (TM) Change Recommendation and Reply*, concerning CBRN defense Technical Orders (T.O.) and equipment submitted at the installation. **(T-1)**. Flights must send the AFTO Form 22 to the AFIMSC/IZPE or NGB/A4XD if ANG. **(T-2)**.
17	Must provide criteria to equip specialized teams. **(T-2)**.
18	Ensure the EOC manager facilitates EOC tabletop training drills, as scheduled and approved IAW the HSEEP. **(T-2)**.
19	As part of the EMWG, R&EM must develop and publish emergency action zones IAW AFMAN 10-2502. **(T-1)**.
20	Will meet at least annually with the Local Emergency Planning Committee (LEPC) or local EM office representatives to ensure coordinated support for the installation's EM program. **(T-0)**.
21	Will meet at least annually with the installation housing and lodging offices who are responsible for preparedness and recovery activities of installation residents and guests. **(T-0)**.
22	Shall setup and operate the EOC IAW the Unified Facilities Criteria (UFC) 4-141-01, *Emergency Operations Center Planning and Design* (https://www.wbdg.org/ffc/dod/unified-facilities-criteria-ufc). **(T-1)**.
23	Will coordinate with the Medical Treatment Facility (MTF) emergency manager to integrate Public Health Emergency Management requirements into the installation's EM program IAW the DoDI 6200.03, *Public Health Emergency Management (PHEM) Within the DoD*. **(T-0)**.
24	Must submit an Automated Readiness Information System (ARIS) report within 24 hours of real-world activation of the EOC. Refer to AFI 10-2501 and AFMAN 10-2502 for more guidance. **Note:** ANG R&EM Flights will also submit notice of EOC activation to NGB/A4XD IAW procedures. **(T-1)**.

1.4.5.2. The R&EM Flight officer, civilian, or senior EM enlisted, will:

1.4.5.2.1. Will serve as the EOC manager. **(T-1)**.

1.4.5.2.2. Must expand on requirements listed in AFI 10-2501 by developing local guidance specific to the committed area of responsibility. **(T-1). Note:** This guidance can take various forms such as an AFI supplement or base instruction. It may also be included in the basic plan within the IEMP 10-2.

1.4.5.2.3. Will assist commanders and functional area supervisors with developing and maintaining plans, policies, and programs supporting EM program objectives. Coordinate IEM support with AFIMSC/IZPE. **(T-2)**.

1.4.5.2.4. Shall manage CBRN passive defense and consequence management (CM) activities using AFI 10-2501, AFMAN 10-2503, Air Force Tactics, Techniques, and Procedures (AFTTP), and multi-service tactics, techniques, and procedures. **(T-1)**.

1.4.5.2.5. Coordinate local EM policies and procedures with local civilian EM counterparts. MAJCOMs provide the Outside Continental United States (OCONUS) requirements.

1.4.5.2.6. Facilitate installation EMWG meetings IAW AFI 10-2501. This includes taking detailed minutes and tracking open items identified by the EMWG until closed.

1.4.5.2.7. Represent as CBRN and EM subject matter experts (SME) on installation working groups: Threat Working Group (TWG), Anti-terrorism (AT) Working Group, and other installation working groups.

1.4.5.2.8. Will provide newly assigned commanders an EM program immersion on EM policies, local Disaster Response Force (DRF) structure, and commanders EM responsibilities within 120 days of assumption of command. **(T-3)**. Offer optional customized unit-specific EM/CBRN mission briefs for the Commander and/or unit personnel at Commander's Calls. Provide this briefing when requested by the Unit Commander or Unit EM Representative.

1.4.5.2.9. Shall ensure completion of the EM program's IRMP. **(T-1)**. Develop conventional solutions for identified EM gaps. Consider MAAs, MOAs, and MOUs with surrounding R&EM Flights, ARC units, and/or off-base capabilities. Ensure these efforts complement the development of the IEMP 10-2.

1.4.5.2.10. Execute the R&EM Flight financial management responsibilities. Flight leadership works closely with the CES resource advisor (RA) and the EMWG to forecast and request funds for future fiscal years as directed by AFIMSC Financial Plan Guidance. Additional financial management resources are referenced in **Table 1.3**

1.4.5.2.10.1. Active component EM personnel will use the Air Force Civil Engineer Center (AFCEC) developed R&EM budget calculator to identify baseline funding requirements. **(T-1)**.

1.4.5.2.10.2. R&EM Flight leadership should consider attending installation-level training courses or orientations to manage the flight financial programs effectively. The Civil Engineering Squadron Resource Advisor is the primary point of contact (POC) to request this training.

1.4.5.2.10.3. Flights will develop and execute a coordinated spending plan IAW local guidance prior to the start of the execution fiscal year, based upon funds received from AFIMSC. **(T-1).**

Table 1.3. EM Financial Management Resources.

AFI 11-301-V1, *Aircrew Flight Equipment (AFE) Program*
AFI 64-117, *Government Purchase Card Program*
AFI 65-601-V1, *Budget Guidance and Procedures*
AFI 65-601-V2, *Budget Management for Operations*
AFIMSC Execution Plan Guidance (published annually)

1.4.5.2.11. Flights will develop a flight safety program IAW **Chapter 2** and requirements outlined by the unit and wing safety program. **(T-1)**.

1.4.5.2.12. Provide training classes to support the IEM program IAW AFI 10-2501.

1.4.5.2.13. Establish an on-the-job training (OJT) program according to guidance provided by the unit training manager (UTM) and current procedures included in the career field education and training plan (CFETP) and master training plan.

1.4.5.2.13.1. Develop a master task list and duty position task list IAW AFI 36-2651, *Air Force Training Program*, for upgrade training and position qualification.

1.4.5.2.13.2. Use the proficiency-training program comprehensive in-house training (IHT) program to train, test, and certify all EM personnel to perform the standards and requirements listed in the Air Force Specialty Code (AFSC) 3E9X1 EM CFETP. Incorporate drills and functional exercises into the IHT program outlined in **Attachment 2**. **(T-3)**.

1.4.5.2.13.3. Forecast formal and specialty training requirements according to **Chapter 3**.

1.4.5.2.13.4. Evaluate EM instructor fundamentals to ensure proficient, effective, and efficient delivery of instructional material on a semi-annual (annually for ARC personnel) basis using the Air Education and Training Command (AETC) Form 281, *Instructor Evaluation Checklist*. Provide follow-up on instructor fundamental deficiencies as required. Only certified instructors can instruct the EM program courses IAW AFI 10-2501.

1.4.5.2.14. Equip EM Section response forces for EM operations according to **Chapter 4**.

1.4.5.2.15. Provide IEM planning according to **Chapter 5**.

1.4.5.2.16. Accomplish information management duties according to **Chapter 6**. **(T-3)**.

1.4.5.2.17. Obtain and maintain Secret Internet Protocol Router Network (SIPRNET) capability in EM section, EE section (Not applicable to ANG), and the EOC to conduct mission required planning and reporting. **(T-2)**.

1.4.5.2.18. Manage EM programs according to **Chapter 7**.

1.4.5.2.19. Implement the IEM program review (PR) according to **Chapter 8**.

1.4.5.2.20. Supervise a PR IAW the Commander's Inspection Program (CCIP) using the Management Internal Control Toolset (MICT) unit EM Self-Assessment Communicator (SAC) (**https://mict.us.af.mil/MyMICTView.aspx**) according to **Chapter 8**.

1.4.5.2.21. Maintain a close partnership with the Inspector General (IG) office and provide support to the installation WIT. Offer SMEs in EM program training and exercise scenario development as required.

1.4.5.2.22. Flights will develop and document processes for managing the R&EM Flight and supporting the IEM program. **(T-1)**. Document a review of these processes at least annually. **Chapter 6** provides a recommended list of EM Section processes. Operating instructions, checklists, flight operating guides, or standard operating procedures are all acceptable tools to develop these procedures. Review AFI 33-360 for specific guidance on operating instructions.

1.4.5.2.23. Flights will develop an installation information program using the "Be Ready" awareness campaign. **(T-1)**. See **Section 6C – *Installation "Be Ready" Awareness Campaign***.

1.4.5.2.24. Promote the Air Force Certified Emergency Manager (AFCEM) program for assigned emergency managers (see **paragraph 1.6**).

1.4.5.2.25. Flights must complete higher headquarters (HHQ) reporting on a monthly, quarterly, or semi-annual basis as required, including the following: Air and Space Expeditionary Force (AEF) Reporting Tool (ART); Defense Readiness Reporting System (DRRS); and Air Force Common Output Level Standards (AFCOLS). **(T-1)**.

1.4.5.2.26. Flights will track compliance issues identified from HHQ inspections, WIT assessments, and PRs through the IG Evaluation Management System (IGEMS) and MICT IAW AFI 90-201, *The Air Force Inspection System*. **(T-1).**

1.5. Manning. A company grade officer, (GS-12) government service civilian, or EM Senior non-commissioned officer will lead the R&EM Flight. Ideally, the EM Section follows the enlisted force structure with junior Airmen, non-commissioned officers, and senior non-commissioned officers. This varies in civilian and contracted flights. Manning shortfalls will require leadership to prioritize work assignments. If the installation commander has an established augmentation duty program as outlined in Air Force Pamphlet (AFPAM) 10-243, *Augmentation Duty*, determine the manpower requirements for size and scope of the installation Emergency Management Support Team (EMST). Base the requirements for the EMST on the differences between available EM forces and the requirements needed to meet the mission specific to the location. OCONUS locations may need to increase their EMST requirements based on the wartime requirement as driven by the threat.

1.6. Air Force Certified Emergency Manager (AFCEM) Program. The AFCEM program is a certification system designed for dedicated AF EM professionals working under the umbrella of the AF civil engineer program. This includes all Air Force Emergency Managers (Total Force, civil service civilians, and contractors). The AFCEC R&EM Flight SharePoint site provides guidance and candidate applications.

Chapter 2

INTELLIGENCE, SECURITY, AND SAFETY

2.1. Objectives. EM operations require an understanding and implementation of sound intelligence, security, and safety practices.

Section 2A—Intelligence

2.2. Intelligence Requirements.

2.2.1. Homeland Defense (home-station) Assessments. Participate in core Homeland Defense planning groups. (e.g., Force Protection Working Group, TWG).

2.2.2. Research, build, and maintain a file on specific tasking locations provided by Logistics Readiness Plans (LRS) Section. The deployed location's expeditionary site plan contains the information needed for the file. AFI 10-404, *Base Support and Expeditionary (BAS&E) Site Planning, Attachment 13, CBRN Defense Operations* provides specific guidance. As a minimum, consider the following: mission and threat assessments, maps, host nation EM or CBRN capabilities, facility plans, and POCs.

2.2.3. For information not available through the above-mentioned sources, initiate a request for information (RFI) to the local intelligence squadron. RFIs should be specific and must outline the need for the information. The information contained in the RFIs may be classified.

2.2.4. Access to intelligence information requires access to SIPRNET and proper clearance. All regular AF EM personnel will have a SIPRNET account and maintain the account according to local procedures. **(T-1)**. **Note:** In ANG R&EM Flights, all full-time personnel will have and maintain a SIPRNET account. EM Section leadership determines the necessity for Drill Status Guardsmen to maintain an individual SIPRNET account.

Section 2B—Security

2.3. Physical Security Requirements.

2.3.1. Protecting information is critical to mission accomplishment. The R&EM Flight typically maintains classified or sensitive information necessary for the flight or CE Squadron to manage the EM and Prime BEEF programs as well as chemical, biological, radiological, and nuclear passive defense activities.

2.3.2. All flight personnel will comply with AFI 16-1404, *Air Force Information Security Program*, specifically as it pertains to handling, storing, generating, or transporting classified information. **(T-1)**.

2.3.3. Most R&EM Flights maintain classified containers for the unit, and may have to grant access to the safe to unit personnel outside the flight. Personnel outside the flight can access classified information if they have the appropriate clearance and have a need to know the information IAW AFI 16-1404.

Section 2C—Safety Programs

2.4. Ground Safety Programs. R&EM Flights must be familiar with the following health and safety programs. Document training on AF Form 55, *Employee Safety and Health Record*, for every flight member, as prescribed by AFMAN 91-203, *Air Force Occupational Safety, Fire, and Health Standards*.

2.4.1. Environmental Management System, Hazardous Communications Program (**https://www.osha.gov/dsg/hazcom/**).

2.4.2. Respiratory Protection Program (as outlined in AFI 48-137, *Respiratory Protection Program*).

2.4.3. Blood Borne Pathogen Program (**https://www.osha.gov/Publications/osha3186.pdf**).

2.4.4. Laser Safety Program. Flight leadership will ensure all flight personnel who operate, maintain, and store the Raman Spectrometer receive annual laser safety training using material provided by the base Bioenvironmental Engineer (BE) Flight/Base Laser Safety Officer. **(T-1)**.

2.5. Job Safety Analysis (JSA). The JSA identifies the hazards associated with some EM operations to include the CBRN Defense Training course and active CBRN response. Supervisors' duties and responsibilities include identifying hazards associated with tasks and:

2.5.1. Knowing the safety and occupational health standards applicable to EM areas.

2.5.2. Analyzing the job environment and tasks for hazards through proper operational risk management techniques.

2.5.3. Developing job safety standards or training outlines for assigned work areas and train personnel on standards to follow and hazards to avoid.

2.5.4. Taking appropriate actions to mitigate safety and health hazards promptly and correct deficiencies.

2.5.5. Using a JSA to reduce workplace injuries by reducing each job to its fundamental steps, identifying the hazards associated with each of those steps, and developing solutions to control those hazards. Once the JSA is completed, it serves the additional benefit of providing a training tool to new employees so they are aware of the hazards and controls.

2.6. Personal Safety Responsibilities. Individuals have the responsibility to support a safe workplace as well as:

2.6.1. Complying with personal protective equipment (PPE) requirements applying to the work situation.

2.6.2. Considering personal safety and the safety of fellow workers while performing assigned tasks.

2.7. Resources. Additional intelligence, security, and safety resources are available in **Table 2.1**

Table 2.1. Additional Intelligence, Security, and Safety Resources.

Additional Resources
AFI 48-145, *Occupational and Environmental Health Program*
AFI 91-202, *The US Air Force Mishap Prevention Program*
AFMAN 48-146, *Occupational & Environmental Health Program Management*
AFMAN 91-201, *Explosives Safety Standards*
Cyber Awareness Challenge Course
AF Job Safety Analysis Advanced Distributed Learning Service (ADLS) training

Chapter 3

OPERATIONS, EDUCATION, AND TRAINING

Section 3A—Emergency Management Operations

3.1. Operations Objectives. Operations activities support C2, advise installation leadership, and provide continuous support to the IEM program.

3.2. Operations Roles and Responsibilities. Primary roles and responsibilities include:

3.2.1. Support the emergency operations center manager by establishing processes and procedures to do the following:

3.2.1.1. Identify primary and alternate EOC locations. Activate and maintain EOC operations as described in locally devised policies/guidance throughout the course of an incident/accident or exercise. **(T-3)**.

3.2.1.2. Develop and maintain EOC quick reaction checklists (QRC) that support the IEMP 10-2. Assist EOC representatives in developing and reviewing function-unique response checklists used in the EOC.

3.2.1.3. Monitor pre-incident activities until the EOC is activated.

3.2.1.4. Activate the EOC and alternate EOC when directed.

3.2.1.5. Maintain EOC staff rosters.

3.2.1.6. Work with EOC members to support the EOC director and IC.

3.2.1.7. Work with the Communications Squadron to ensure the EOC has interoperable, shareable, and reliable communication systems.

3.2.2. Ensure ESF-5 has the ability to provide core management functions such as:

3.2.2.1. Facilitate the flow of information and planning among response partners.

3.2.2.2. Identify critical resource needs and establish priorities.

3.2.2.3. Coordinate mission assignments and the deployment of assets.

3.2.2.4. Maintain situational awareness and a common operational picture (COP) through information collection, analysis, and management.

3.2.2.5. Monitor defense conditions (DEFCONs), force protection conditions (FPCONs), information conditions (INFOCONs), and related activities.

3.2.3. Support the development of duty rosters:

3.2.3.1. Flights will identify all EM Section personnel and EMST members as emergency responders according to AFIMS. **(T-1).**

3.2.3.2. Flights will forecast and posture personnel to execute emergency response for at least one full operational period during and after duty hours **(T-1).** Consider using an electronic/hardcopy EM Response Assignment Roster similar to **Table 3.1** Provide updated rosters to all personnel. Provide the Command Post with a copy of the EOC director and EOC manager contact information for the operational response period.

3.2.3.2.1. Identify qualified personnel to fill required response positions based on the threat, mission, and IEMP 10-2. For example, EOC director, EOC manager, ESF-5, CBRN control center, on-scene C2, active CBRN Reconnaissance and Surveillance (R&S) team, contamination control station (CCS) team, and contamination control area (CCA) team. Plan for two HAZMAT technicians (on-call) to support the IC during HAZMAT or CBRN R&S.

Table 3.1. Sample EM Response Assignment Roster.

Sample EM Response Assignment Roster						
	Call Sign "Dragon"	**Mission**				
		CBRN High Threat Area		**CBRN R&S**	**Major Incident**	
		1st Shift	**2nd Shift**	**1st Shift**	**1st Shift**	**2nd Shift**
SMSgt North	1	EOC Manager		EOC Manager	EOC Manager	
MSgt Cap	2		EOC Manager	ESF 5		EOC Manager
TSgt King	3	ESF 5		Team Leader	ESF 5	
SSgt Brown	4		ESF 5	CBRN CC		ESF 5
SSgt Jacobs	5	CBRN CC		Sample Team	Incident Command Post (ICP)	
SSgt Norris	6		CBRN CC	Sample Team		ICP
SrA Eastwood	7	Reconnaissance (Recon)		Initial Monitoring Team	UCC	
SrA Easterly	8		Recon	Initial Monitoring Team		UCC

3.2.3.2.2. Obtain flight leadership approval on the assignment roster and incorporate into EM standby procedures. If a personnel shortfall exists with any position, notify appropriate senior leaders and emergency response agencies of the impact on response operations.

3.2.3.3. Ensure all EM (military/civilian) personnel conduct an operational check of all assigned equipment as required by flight leadership.

3.2.4. Flights shall establish, organize, and maintain a CBRN control center, if needed, based on IRMP threat assessment. **(T-3).**

3.2.4.1. Organize staff with trained personnel, and equip the CBRN control center to advise the EOC director, through ESF-5, on management of post-attack reconnaissance, contamination control operations, and shelter operations during CBRN operations. The control center may also dispatch, track, and manage the EMST activities.

3.2.4.2. Equip the CBRN control center with CBRN-Information System at a minimum. The CBRN-Information System contains Joint Effects Modeling, Joint Warning and Reporting digitized mapping software, and the capability to send and receive inputs, reports, and radio transmissions between EOC, UCCs, and specialized teams. **(T-2).**

3.2.5. Provide support to fulfill the requirements of the *USAF War and Mobilization Plan-V1 Civil Engineer Supplement to the War and Mobilization Plan-1 (WMP-1)* **https://cs2.eis.af.mil/sites/13072/default.aspx**.

3.2.6. Tailor response checklists and or procedures for established response standards.

3.2.7. Support special programs such as air shows, EM-unique programs, and Department of Defense (DoD) programs, as directed.

3.2.8. Provide installation geospatial information and services interface for EM response and recovery actions. Provide response maps from the CES Engineering Flight to the DRF. Response maps must support the Military Grid Reference System (MGRS) according to guidance in the Chairman Joint Chiefs of Staff Instruction (CJCSI) 3900.01D, *Position (Point and Area) Reference Procedures*. **(T-0)**.

3.2.9. Establish and manage the EMST according to EMWG guidance:

3.2.9.1. Assist flight leadership in determining the size and scope of the installation EMST. Brief EMST requirements to the EMWG for approval and submission to the Augmentation Review Board (ARB). Recommend using **Table 3.2** to build EMST requirements.

3.2.9.2. Base justification for EMST support on initial response and recovery capability to threats at the installation. Adjust requirements based on mutual aid agreements for follow-on support. Validate requirements through the ARB, if established.

3.2.9.3. Establish, schedule, and coordinate training for EMST personnel. Train personnel to assist with response efforts (e.g., team members), C2 admin duties (e.g., activity logs, accountability), and recovery operations. Provide critical support necessary for the EM responders to perform 24-hour operations.

Table 3.2. Sample EM Support Team Requirements.

Sample EMST Requirements	
Total EM Requirements (minimum per operational period)	20
– Management C2	4
– Non-technical C2	4
– Technical Active CBRN Response	4
– Non-technical Active CBRN Response	8
Total EM Available Assets (minimum per operational period)	14
– Flight EM Technicians	6
– Installation Active CBRN Response EM Assets	2
– Unit Non-technical Civilian Assets (e.g., Administrative Assistant)	6
Summary	
– Requirements	20
– Assets	14
– Augmentation Needs	6

Notes:
1. Augmentation means using people in other than their assigned career AFSC duties. After BCEs exhaust their military personnel resource pool, recommend they look within their organization to see if there are skilled and/or trained Department of the Air Force (DAF) civilian members who can perform the duty before seeking assistance from other organizations through the ARB.
2. Consider local needs and conditions when determining augmentation requirements. Use augmentees primarily to support temporary, short-term workload surges during wartime, contingency, natural disaster, and exercise situations.
3. R&EM Flights using augmentees decide appropriate duties and train the augmentees to perform those duties. The augmented unit tracks all required training.
4. Augmented flights should fund for required training, necessary equipment, uniform items (rain gear, cold weather gear, etc.), and safety gear (steel-toed boots, leatherwork gloves, reflective belts, etc.).
5. Follow all legal, regulatory, legal/regulatory requirements and bargaining agreement stipulations before using DAF civilian employees for augmentation duties. **(T-0).**
6. Collocated ARC units may be used to fill known augmentee requirements. Coordinate and schedule ARC units to ensure the availability of personnel and funding meet augmentation needs.
7. Civil Engineer commanders must not assign augmentee duties to 3E9X1 personnel that conflict with their emergency response duties. **(T-1).**

3.2.9.4. Establish local logistics requirements, budget, and procure equipment specific to the EM mission for EMST personnel responding to incidents.

3.2.9.5. EMST tasks include, but are not limited to, CCA, CCS, ESF-5, CBRN control center, ICP operations, EOC administration, shelter management team (SMT), and other EM support duties.

Section 3B—Emergency Management Training

3.3. IEM Training and Education Objectives. EM courses provide installation personnel with the required knowledge and skills to prepare for respond to, and recover from incidents. The EM Training Element will:

3.3.1. Coordinate and conduct installation EM training IAW AFI 10-2501. All EM instructors must be task-certified in a course before they can teach it. **(T-3)**. Use AF Form 1098, *Special Task Certification and Recurring Training*, as prescribed by AFI 36-2651 to document task certification.

3.3.2. Develop and post training schedules on ARIS, Unit Scheduler Module for units (where the Air Force is lead), to view and schedule attendees. Account for variances related to exercises, leaves, TDY, and deployments to cover your minimum requirements. **(T-3)**.

3.3.3. Determine requirements for training, such as training sites, facilities, classroom furniture, audio-visual equipment, supplies, and student materials. **(T-3)**.

3.3.4. Flight will develop an instructor schedule for all EM installation training. **(T-3)**. Flights must maintain a ratio of one instructor for every 30 students (1:30). **(T-1).** **Table 3.3**, Example Training Forecast Matrix, provides an example to determine training workloads.

3.3.5. Determine the minimum class size for all flight-instructed EM courses. Use local guidance to publish minimum class sizes and any "no show" policies approved by the installation EMWG. **(T-3)**.

3.3.5.1. Coordinate the installation-training schedule through the EM elements and gain approval through R&EM Flight leadership before publicizing. **(T-3).**

3.3.5.2. All assigned EM personnel must teach one EM class identified in AFI 10-2501 each quarter or conduct an IHT course to maintain instructor proficiency. **(T-1)**. ARC EM instructors must teach at least one class each year. **(T-1)**. 3E9X1 civil service and contractor employees assigned to R&EM Flight positions on the unit manning document who do not meet the instructor qualification requirements identified in AFI 10-2501 must meet the following requirements:

3.3.5.2.1. The candidate must be taught Instructor Fundamentals by a qualified 3E971, using the Instructor Lesson Plan Part II Teaching Guide, found on AFCEC's R&EM Flight SharePoint site. **(T-1)**.

3.3.5.2.2. The candidate must pass the "Conduct Emergency Management Training" Air Force Qualification and Training Packages (AFQTP) located on the CE Virtual Learning Center. **(T-1)**.

3.3.5.2.3. Flights will submit the documentation listed above in ".pdf" format to AFCEC/CXR (NGB/A4XD for ANG personnel) for waiver approval. **(T-1)**.

3.3.5.3. When feasible, use multimedia technologies to deliver consistent, up-to-date individual knowledge-based objectives. This format allows for academic self-paced learning and provides students increased access to course materials.

3.3.5.4. Use traditional instructor-led classroom methods to deliver the localized and performance-based course content. This flexible format allows instruction of local mission threats, protective procedures, and hands-on task evaluation.

3.3.6. Develop and maintain master lesson plans for instructor-led courses using available instructor guides created by AFCEC/CXR. **(T-2)**. Tailor lesson plans to local mission requirements and threats. Review and update lesson plans annually or when guidance changes. Use multimedia and educational handouts to support training.

3.3.7. Maintain and publish training statistics for all courses conducted. Provide trend analysis on unit scheduling, attendance rates, and classroom utilization rates to the EMWG and HHQ as required by the AFIMSC/IZPE. **(T-3)**. **Table 3.3** shows an example of a training forecast matrix used to brief the EMWG.

3.3.8. Update the ARIS database when training is conducted. **(T-3)**.

Table 3.3. Example Training Forecast Matrix.

Example Training Forecast Matrix								
Course	**Annual Training Requirements**	**Maximum Class Size**	**Minimum Scheduling Frequency[1]**	**Local Recurring Frequency[2]**	**Annual Class Requirement**	**Instructors Required**	**Projected Class Duration in hours**	**Annual Instructor Hours**
CBRN Defense	3000	30	M	A	150	2	5	1500
CCA Operations	80	10	Q	Q	8	1	5	40
UCC Operations	80	10	Q	Q	8	1	8	64
EMST	10	10	M	M	12	1	16	192
SMT	40	10	Q	Q	4	1	8	32
Contamination Control Team	50	10	Q	Q	5	1	8	40
Unit EM Representative	90	10	Q	Q	9	1	6	54
Base Emergency Preparedness Orientation (BEPO)	5000	N/A	M	N/A	12	1	.25	3
TOTALS	**8350**				**208**			**1925**

Notes:
1. Minimum scheduling frequency required regardless of students requiring training. For example, BEPO is scheduled every third Thursday without knowing how many students are required or will attend.
2. Recurring training frequency. For example, local procedures may dictate UCC members be trained quarterly and EMST members be trained monthly. These frequencies are only examples.
M = Monthly, Q = Quarterly, A = Annually, N/A = Not Applicable

3.3.9. Supplement the CES Operations Flight Facility Manager Training with EM information such as shelter management procedures. **(T-3)**.

3.3.10. Tailor the BEPO training to the threats and unique requirements of the installation. Resolve conflicting topics covered by Fire and Emergency Services (F&ES), AT, or the Wing Safety office. **(T-3)**.

3.3.11. Flights will use the lesson plans developed by AFCEC/CXR. **(T-1).**

3.3.12. Determine CBRN Defense course length. Course length will depend on the number of students, instructor's proficiency, and execution of the class. **(T-3)**.

3.4. In-House Training (IHT). A well-planned flight training program assists with the career progression from responder to emergency manager. **Attachment 2** defines IHT procedures.

3.5. EM Career Progression. CFETP 32EX (officers) and 3E9X1 (enlisted) are comprehensive education and training documents. They identify life-cycle education and training requirements, training support resources, and minimum requirements for the AFS. Civilians in similar positions use Part II of the 3E9X1 CFETP as a guide to support duty position qualification training.

3.5.1. Flight leadership approves all trainers. Trainers must complete the AF Training Course, be task qualified on instructional material, and should have supervisor recommendation. AFI 36-2651 lists task certifier qualifications and responsibilities. **(T-1)**.

3.5.2. Use AF Form 1098 (or electronic equivalent) to list AF, MAJCOM-specific, AFIMSC/IZPE-specific, and installation-specific EM proficiency training requirements and to document training not identified in the CFETP. Print and file in AF Form 623, *Individual Training Record Folder*. The Director of Civil Engineers mandates personnel in upgrade training must use the Air Force Training Record (AFTR) as the enlisted on the job record keeping system. **(T-1)**.

3.5.3. EM personnel attend several formal courses throughout their careers. Forecast course requirements with the UTM, government contracting officer (for contracted personnel), and AFIMSC/IZPE. Maintain a list of flight personnel who require training to fill allocations effectively. Monitor EOC Directors Course requirements for all installation target audience members listed in AFI 10-2501. Track the training completion to ensure appropriate forecasting for future classes. See **Table 3.4** for a list of additional courses. In addition, the 3E9X1 CFETP lists training courses and resources applicable to the EM career field.

Table 3.4. EM Program Education and Training Courses.

EM Program Education and Training Courses			
Course	**Target Audience**	**Recommended Intervals**	**Remarks**
EM Apprentice	3E911/EM Civilian Employee	Upon entry into the 3E9 AFSC	
EM Craftsman	3E951	Before upgrade to 7-level	Quotas are controlled by AFPC
CBRN Control Center Operations	3E9X1/32E3G/EM Civilian Employee	One-time requirement at current duty location	
CBRN Senior Staff Planner Course	3E971/32E3G/EM Civilian Employee	One-time requirement	ATRRS Course # 4K-F28/494-F33
Contingency Wartime Planning Course	3E971/32E3G/EM Civilian Employee	One-time requirement	Air University
National Planners Course	3E971/32E3G/EM Civilian Employee	One-time requirement	Department of Homeland Security (DHS)
Nuclear Emergency Team Operations	3E9X1/EM Civilian Employee	One-time requirement. Consider every 2-5 years to maintain proficiency	Defense Nuclear Weapons School
R&EM Flight Officer	32E3G/R&EM Flight Officers	Prior to being assigned to R&EM Flight	
Note: EM contracted positions should follow the same recommendations as the EM civilian employees.			

3.6. Prime BEEF Training. Manage and document Prime BEEF training IAW AFI 10-210.

3.7. Resources. Additional operations and training resources are available in **Table 3.5**.

Table 3.5. Additional Operations and Training Resources.

Additional Resources
Federal Emergency Management Agency (FEMA) Independent Study (IS) Course, IS-775, *EOC Management and Operations*

Chapter 4

LOGISTICS

4.1. Logistics Objectives. This chapter provides information on EM logistics equipment management. AFCEC/Readiness Directorate (AFCEC/CX) serves as the mission owner and SME for the Automated Readiness Information System (ARIS). This program of record is for tracking requisitions, operational checks, and maintenance actions. AFCEC/CX will ensure ARIS complies with all applicable source documents such as this manual, Allowance Standards (AS), and Equipment and Supply Listings (ESL). **(T-1)**. The specific equipment inventory varies depending on the installation mission, location, function, size, and specific threat. To support incident response and training, the Air Force Civil Engineer Center (AFCEC) provides guidance to installation R&EM flights and ensures the installations meet their baseline and supplemental equipment requirements.

4.2. Equipment Inventory Process. Identify requirements; account for equipment on-hand; maintain the equipment available; and develop a plan to obtain any missing equipment/items.

4.2.1. Identify Requirements.

4.2.1.1. Refer to 4F9 Whiskey Series ESL for all UTC requirements. Each ESL will reflect individual UTC equipment packages based on mission requirements.

4.2.1.2. Review annual installation threat and hazard assessment to determine equipment requirements.

4.2.2. Account for equipment on-hand items.

4.2.2.1. Establish accountability in ARIS for all UTC and high-value non-UTC assets to include: commercial off-the-shelf items, non-UTC equipment valued over $1,000, and any other assets requiring recurring maintenance and sustainment by the R&EM Flight.

4.2.2.2. Flights will establish an annual inventory schedule to identify and properly manage shelf life items IAW DoD Manual (DoDM) 4140.27, Volume 2, *DoD Shelf-Life Management Program: Materiel Quality Control Storage Standards*. **(T-1)**. AFCEC will use the ARIS data to identify equipment shortages, overages, and limiting factors (LIMFAC), and will validate requirements during the annual flight calculator process. **(T-1)**.

4.2.3. Maintain Equipment.

4.2.3.1. Maintain equipment and supplies IAW Technical Orders (T.O.s), applicable guidance, or AFIMSC/IZPE guidance. Determine equipment required for local response and maintain the equipment in an operationally ready status.

4.2.3.2. Label individual protective equipment (IPE) maintained in the flight for “training use only” IAW the applicable equipment T.O. Store “training use only” equipment separately from operational or dual-purpose equipment.

4.2.3.3. Identify items in the inventory requiring periodic inspections and calibrations. Establish a flight inspection and calibration program IAW T.O. 00-20-14, *Air Force Metrology and Calibration Program*. Stagger equipment calibration dates so sufficient assets are available for immediate response; plan for lead times and backlogs. Use AFTO Form 244, *Industrial/Support Equipment Record*, to maintain records of inspections. In addition to using the AFTO Form 244, all flights will enter this data in the ARIS equipment maintenance data field and generate an automated AF Form 1071, *Inspection/Maintenance Record*.

4.2.3.4. Joint Deficiency Reporting System (JDRS) is a cross-service web-enabled automated tracking system designed to initiate, process and track equipment deficiency reports from the installation through the investigation process. If a flight receives a defective or deficient piece of equipment through the federal acquisition system, log on to **www.JDRS.mil** and initiate a deficiency report.

4.2.3.5. Joint Acquisition CBRN Knowledge System (JACKS) is a web-based DoD knowledge management system for information related to the acquisition and support of CBRN defense products. JACKS provides detailed search capability to include CBRN equipment specifications and standards, equipment fact sheets, shelf life information, advisory messages, new equipment training, and contact information. The website to JACKS is: **https://jacks.jpeocbd.osd.mil/**

4.2.3.6. Review EM-related allowance standards (AS) and ESLs regularly to determine if there are any additions, deletions, or changes to items on accountable equipment authorizations. The primary EM-related allowance standards are AS 459 and AS 016.

4.2.3.7. Coordinate with the Operations Element to ensure response checklists reflect new equipment received. Checklists should explain the who, what, where, when, and how of equipment use.

4.2.3.8. R&EM Flights will update ARIS to provide the unit Prime BEEF program manager's reportable equipment statistics for DRRS and the ART report. **(T-1)**. **Note:** R&EM Flight personnel must update ARIS as changes occur to ensure accurate and timely equipment status reporting.

4.2.4. Plan to fill shortages.

4.2.4.1. Determine the difference between requirements and inventory. The result of this determination will identify equipment shortages and overages. Establish and maintain the appropriate equipment accounts for accountable equipment according to local LRS equipment account procedures.

4.2.4.2. Identify shortages to flight leadership for funding. Update shortages in ARIS.

4.2.4.3. For equipment overages, contact AFCEC/CXR for disposition instructions. Dispose of non-CBRN overages through redistribution to other units, turn-in to LRS, or turn-in to Defense Logistics Agency Disposition Services. **Note:** ANG R&EM Flights with equipment shortages or overages will contact NGB/A4XD for applicable guidance.

4.3. Response Vehicles and Trailers. Accomplish inspections, operations checks, and document emergency response vehicles/trailers using the unit's established standards. **Table 4.1** outlines the maximum trailer requirements for the transport of the 4F9WM UTC equipment package. Existing trailers that exceed these requirements, including the ANG CBRN Response Trailer, can be used (with an appropriate prime mover vehicle) until a replacement is obtained. AS 010 (AF Vehicles) and 012 (Contract Vehicles) provide detailed information of vehicles authorized for R&EM Flights.

Table 4.1. 4F9WM UTC Trailer Specifications.

4F9WM Trailer Specifications	
Description	**Dimension**
Body Width	7'9"
Body Length	24'0"
Height	8'5"
Platform Height	21"
Axle	Tandem
Brakes	Yes
Gross Vehicle Weight	7700 Pounds (lbs)
Average Payload	4750 lbs
Rear Door	Yes
12V Trailer Connector	7-way
Department of Transportation Lighting	Yes
Total Weight of WM UTC	3339 lbs

4.3.1. According to AFI 24-302, *Vehicle Management*, all additions or changes to vehicle authorizations require a request sent through 441 Vehicle Support Chain Operation Squadron (VSCOS).

4.3.2. Designate the primary emergency response vehicle with LRS to receive priority maintenance.

4.4. Resources. Additional EM Logistics Resources are available in **Table 4.2**.

Table 4.2. Additional EM Logistics Resources.

Additional Resources
AFI 23-111, *Management of Government Property in Possession of the Air Force*
AFI 21-113, *Air Force Metrology and Calibration Program*
FEMA Independent Study Course (IS-75), *Military Resources in Emergency Management*

Chapter 5

RISK MANAGEMENT AND EMERGENCY MANAGEMENT PLANNING

Section 5A—Risk Management

5.1. Risk management. Consists of two core activities; risk assessment and risk reduction planning.

5.1.1. **Risk Assessment.** Three annual assessments consisting of hazards and threats, criticality, and vulnerability comprise the risk assessment process.

5.1.1.1. All-hazards Threat Assessment. On an AF installation, the EMWG and TWG are responsible for completing the all-hazards threat assessment (AHTA). More specifically, the EMWG establishes a subcommittee known as the All Hazard Response Planning Team (AHRPT). This team incorporates TWG information to help identify and develop a comprehensive list of hazards, threats, and probability of occurrence. At a minimum, the core members of the AHRPT consists of SMEs from agencies shown in **Table 5.1**

5.1.1.1.1. The first step of the AHTA is to identify all of the hazards that pose a threat to the installation.

5.1.1.1.2. The team will score the hazards and threats based on probability and severity. Use the Defense Threat Reduction Agency (DTRA) Mission Assurance Assessment Workbook (MAAWB) for scoring during this assessment period. Complete the AHTA tab of the MAAWB and DTRA hazard-rating guide using the information provided the AHRPT. Once complete, the workbook/tool will score and prioritize all-hazards. See the DTRA All-hazards Threat Assessment Guide for more information on completing the MAAWB.

5.1.1.1.3. The installation commander approves the final hazard assessment product.

Table 5.1. Suggested AHRPT Members.

IEM Office Emergency Manager	Public Health Emergency Officer
Fire and Emergency Services (FES)	Command Post Representative
Installation Anti-terrorism Officer (ATO)	Force Support Squadron (FSS)
Security Forces Squadron (SFS)	Logistics Readiness Squadron (LRS)
Medical Treatment Facility (MTF)	Wing Plans and Programs
Bioenvironmental Engineering (BEE) Officer	Staff Judge Advocate
Communications Squadron Representative	Air Force Office of Special Investigation (AFOSI)

5.1.1.2. Criticality Assessment. A criticality assessment determines the total impact (failure or severe degradation) of installation missions or functions. The assessment identifies, classifies, and prioritizes assets whose unavailability, degradation, or destruction affects the installation's ability to execute its assigned mission or functions. Use the CE Contingency Response Plan (CRP) and coordinate with the installation AT office to complete the assessment.

5.1.1.2.1. The criticality assessment is necessary to define installation critical resources or missions. Protecting these critical resources is vital to the Air Force.

5.1.1.2.2. These critical resources can be people, physical entities, or information IAW DoDI 6055.17. Divide critical resources and or missions into four groups. The first three groups are those owned by tenant units or outside agencies that installations are still responsible for protecting such as Defense Critical Assets (DCAs), Task Critical Assets (TCAs), and Task Assets (TAs). The fourth group is those critical assets owned by the installation such as aircraft or the flight line. Failure to protect either group can have negative impacts on mission continuation.

5.1.1.2.3. The critical resources or infrastructure owned by tenant units or outside agencies could have national level consequences if compromised. Lack of proper security clearance, access, or mission knowledge of assigned installation personnel responsible for protecting these assets could present challenges.

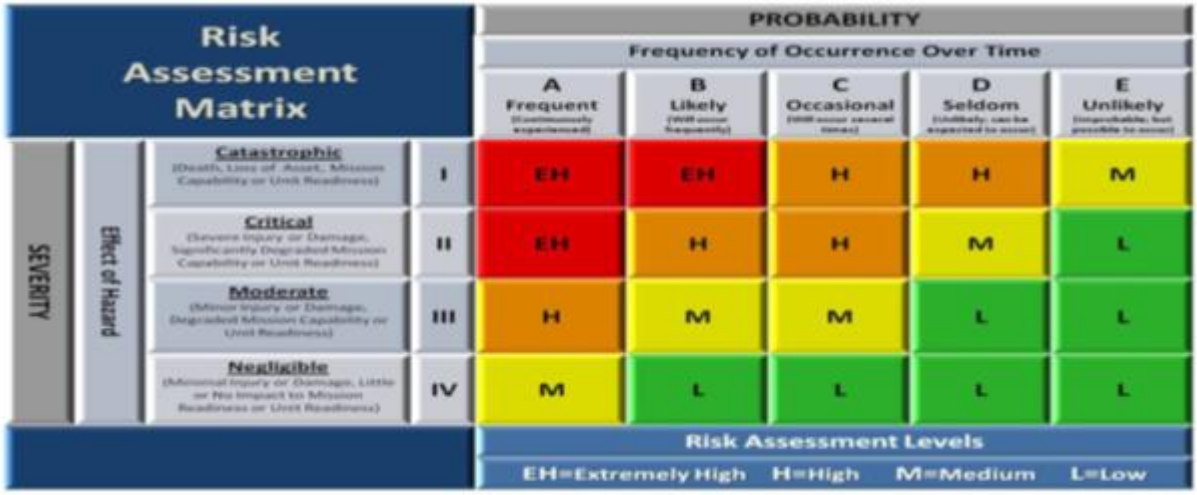
5.1.1.2.4. Determine if DCAs, TCAs, or TAs exist on an installation and if they are necessary to acquire the resources needed for protection. The installation should have access to or request funding from the owning organizations to protect the assets and reduce risk. The installation ATO and critical asset risk management offices are the primary agencies involved with accomplishing the criticality assessment. These offices have access to the Strategic Mission Assurance Database System (SMADS) on the SIPRNET. Not only will SMADS identify these critical assets on the installation, but also the assets' POCs for information.

5.1.1.2.5. Identifying installation critical assets vital to the installation mission requires support from multiple organizations on the installation. Prioritize identified critical assets and consolidate into one list (see **Figure 5.1**).

5.1.1.2.6. Flights will obtain installation commander approval once the TWG and EMWG identify and prioritize critical assets. **(T-1)**.

5.1.1.3. Vulnerability Assessment. Vulnerability assessments identify areas of improvement to withstand, mitigate, and deter hazards. Complete and coordinate the IEM program's portion of the vulnerability assessment with the installation AT office and critical infrastructure protection teams.

Figure 5.1. Risk Assessment Matrix.



5.1.1.4. Completing the hazard assessment tool, located on AFCEC's R&EM Flight SharePoint site, is the most important step in the risk management process for an IEM's program. Results from the hazard assessment drive all IEM planning, training, equipping, and exercising requirements.

5.2. Risk Reduction Planning. Determine options or courses of action to reduce the risk of loss to assets, installations, or personnel that will reduce the impact to mission execution. Implement risk reduction measures before the event happens, or after receiving warnings of a possible event (intel driven). Initiate capability assessments to identify more opportunities for risk reduction. Identify resources and capabilities available to plan for, respond to, and recover from an incident. Determine the current level of capability that relies upon the integrated non-material and material readiness of your supporting functional areas.

Section 5B—Emergency Management Planning

5.3. EM Planning Objectives. Plan for the protection of all personnel (military, DoD, host nation civilians, contractors, dependents, guests on the installation, geographically separated units [GSU], and supported off base facilities). Address resources and activities for units to prepare for, respond to, and recover from the specific hazards and threats. This includes special events such as air shows, visits by distinguished visitors, and installation ceremonies.

5.4. Effective EM Planning.

5.4.1. An effective planning process must involve the whole installation and be addressed from a holistic perspective. It will include:

5.4.1.1. Integrating all stakeholders who are able to contribute SMEs and have a role in executing the plan. Ensure a seamless integrated system from the ICP through the EOC to the UCC.

5.4.1.2. Using a logical all-hazards approach. Gather and analyze objectives allowing planners to determine objectives and the means to achieve them. Logical thinking will help categorize common tasks, assign responsibilities, and identify steps to achieve objectives with available resources.

5.4.1.2.1. The EM planning focus is about an all-hazards approach applicable to the threats identified through the risk assessment. This approach encompasses natural, man-made, and technological emergencies, including those defined in DoDI 6055.17. The goal is to protect life, property, health, and safety of all installation personnel and to minimize disruptions to installation missions. All-hazards planning focuses on developing capabilities critical to preparedness for a full spectrum of emergencies or disasters.

5.4.1.2.2. All-hazards planning includes the identification of key actions and processes taken during an incident to develop a generalized response framework.

5.4.1.2.3. All-hazards planning recognizes all incidents have similar benchmarks but should be diverse enough to manage a wide range of responses. Additionally, recognize that one incident can result in many types of responses when planning for large-scale incidents. This approach recognizes many risks require specific prevention, response, and recovery measures.

5.4.2. Planning for every possible scenario is not realistic. Maintain flexibility to address the unexpected. Part of the planning process is to exercise the plan against scenarios that vary in type and magnitude in order to prepare for the unexpected. Document triggers and solutions of unexpected events and lessons learned for future planning.

5.4.3. Effective EM planning includes clearly identifying the purpose and supported objectives needed to accomplish the task. A clear definition enables unity and consistency in purpose when there are multiple agencies, jurisdictions, and activities involved.

5.4.4. Key to EM planning is an emphasis on communications interoperability, redundancy, and addresses public information.

5.4.5. Effective EM planning integrates decision points at critical junctions in the planning process to meet commander's intent and priorities.

5.4.6. Perform EM planning on a continuous cycle of planning, training, exercising, and revisions. Planning takes place throughout the phases of the EM cycle.

5.5. EM Planning Process. Emergency managers use the EM planning process with the IRMP when planning during the preparedness phase. **Figure 5.2** depicts the steps in the planning process. At each step, EM planners consider the impact of the decisions made during training, exercises, equipment selection, and other requirements.

Figure 5.2. EM Planning Process.

5.5.1. Step 1. Form a collaborative planning team. Using a team or group approach helps organizations define the role they play during operations.

5.5.2. Step 2. Understand the situation. Understanding hazards and threats are the general problems facing the installation. Research, analysis, and risk assessment of hazards and threats an installation faces brings specificity to the planning process. The all-hazard response planning process in AFMAN 10-2502 specifically outlines the criticality, hazard, vulnerability, and capability assessments. Listing hazards or threats poses two possible issues; risk of exclusion or omission of hazards and grouping which can misconstrue analysis.

5.5.3. Step 3. Determine goals and objectives using information from the hazard profile developed as part of the IRMP. Conduct the CBRN and EM portions of the IRMP IAW AFI 31-101, *Integrated Defense (ID)* and AFI 10-2501.

5.5.3.1. Requirements generated by the nature of the hazard or threat. The planning team considers how the hazard or threat would evolve on the installation and what defines a successful operation. Begin with a given intensity for the hazard or threat, develop the incident through prevention, protection, and initial warning (if available) to impacts on the installation and surrounding jurisdiction. Identify specific consequences of the hazards such as mission loss, building collapse, death, or injuries through all phases of development.

5.5.3.2. Define goals and objectives that should be met for the consequences identified though incident-planning development.

5.5.4. Step 4. Planning Preparation. Plan development includes developing and analyzing courses of actions and identifying information and intelligence needs. Establish timelines and milestones to keep the planning group on task. Placement of decision points and response actions on the timeline depicts how soon different entities can enter the plan.

5.5.4.1. Developing and analyzing courses of action involves generating, comparing, and selecting possible solutions for achieving the goals and objectives identified in step 3. Use the same scenarios of problem identification to develop potential courses of action. For example, develop some courses of action requiring a significant initial action (such as hardening a facility) or creating an ongoing procedure (such as checking entry control rosters). Planners consider the needs and demands, goals, and objectives to develop several response alternatives.

5.5.4.2. Identify Resources. Use selected courses of action to identify needed resources for each task. Pursue means to obtain resources to fill shortfalls/LIMFACS.

5.5.4.3. Ensure the EM planning process includes a thorough understanding of the different types of installation and local support agreements.

5.5.4.3.1. MOAs define general areas of conditional agreement between two or more parties. Example: one party agrees to provide support if the other party provides the materials.

5.5.4.3.2. MOUs define general areas of understanding between two or more parties. MOUs explain what each party plans to do, depending on each other's actions. MOUs explain what each party plans independent of each other's actions.

5.5.4.3.3. Installations have typically entered into mutual aid agreements with local community firefighting, medical evacuation, and other areas as appropriate. For situations where the requested support falls within the mutual aid agreement, the installation responds based on the agreement.

5.5.5. Step 5. Write, review, and approve the plan. The planning team develops a draft of the basic plan, functional or hazard annexes, or other parts of the plan as appropriate. As the planning team works through successive drafts, the members add necessary tables, charts, and other graphics. Prepare a final draft and coordinate with implementing organizations to obtain their comments. Criteria commonly used to help in the review of the plan include:

5.5.5.1. Adequacy—Determine if the plan can accomplish the assigned mission.

5.5.5.2. Feasibility—Determine if the installation can execute the plan and its tasks by using available resources within the planning timeline.

5.5.5.3. Acceptability—Determine if the plan meets senior leader's direction and approval based on cost and statutory guidance.

5.5.5.4. Completeness—Determine if the plan incorporates all tasks needed to accomplish required capabilities.

5.5.6. Step 6. Plan implementation and maintenance. Evaluate the plan's effectiveness using training, exercises and analyzing actual incidents or events. Determine whether the goals, objectives, decisions, actions, and timing outlined in the plan lead to a successful response. The planning team reviews and updates the plan after major incidents, events, changes in guidance and standards, or changes in senior leadership.

5.6. EM Planning Roles and Responsibilities.

5.6.1. The EM Planning Element serves as the OPR for CBRN defense and CM planning. Ensure this process involves all installation stakeholders using steps listed in **paragraphs 5.4.1-5.4.6**. **Table 5.2** provides a list of typical plans of interest to the IEM's program.

Table 5.2. Typical Plans of Interest to the IEM's Program.

Installation Plans	
IEMP	Civil Engineer Contingency Response Plan
Aircraft Incident Response Plan	Disease Containment Plan
Continuity of Operations Plan	Installation Deployment Plan
Base Support Plan	Integrated Defense Plan
Installation Open House	Mortuary Affairs Plan
Medical Contingency Response Plan	Hazardous Waste Collection and Disposal Plan
CBRN Defense Plan	Non-Combatant Evacuation (NEO) Plan

5.6.2. IEMP 10-2. The R&EM Flight facilitates the development process of the IEMP 10-2 by leading the planning effort. Task installation agencies with a role in hazard prevention, preparation, response, and recovery to provide SMEs. These individuals identify their unit's capabilities and author appropriate portions in the IEMP 10-2. The installation EMWG shall establish and approve an IEMP 10-2 collaborative planning team. **(T-1)**. At a minimum, the collaborative planning team will consist of SMEs from agencies identified in **Table 5.3**

Table 5.3. Collaborative Planning Team Composition.

Minimum Core Planning Team Members		
First Responders (FES, Emergency Medical Services, Security Forces [SF])	CE	Public Affairs
Emergency Responders (EM, Explosive Ordnance Disposal [EOD], Medical Group)	Safety	Operations
FSS (Mortuary Affairs, Search and Recovery)	Communications	Command Post

5.6.3. The Installation Emergency Manager is responsible for the IEMP 10-2 Planning Tool **https://cs2.eis.af.mil/sites/10158/iemp10-2/Global/Launch.html**. The EM Planning Element will administer the IEMP 10-2 Planning Tool. **(T-1)**. **Table 5.4** and **Table 5.5** identify specific tasks performed in each role.

5.6.3.1. The R&EM Flight Chief or Superintendent will appoint a primary and alternate IEMP 10-2 Planning Tool administrator using the appointment memorandum located on AFCEC's R&EM Flight SharePoint site. At a minimum, update this memorandum annually or when assigning a new administrator. Once completed, send the memo via email to AFCEC/CXR: **afcec.cxr.workflow@us.af.mil**.

Table 5.4. Specific Facilitator Tasks.

Facilitator Responsibilities	
Task	**Description of Task**
Establish Planning Process	Designate meeting dates, times, and locations; local business rules; timelines; and milestones.
Establish Collaborative Team	Agencies will appoint the appropriate SMEs to the planning team using local business rules approved by the installation's EMWG.
Conduct Hazard Assessment	Using the IRMP, conduct a hazard assessment and ensure team members have complete knowledge of hazards and threats affecting the installation.
Provide Updates	Based on established timelines and milestones, provide updates on the IEMP 10-2's status and the team's efforts to the EMWG chairperson.
Coordinate Plan and Publish	Once the draft plan has been coordinated and corrected, use local processes for obtaining installation commander's signature and then brief installation EOC members on any changes.
Exercise, Maintain, and Record Changes	At a minimum, challenge the plan through training and exercise events. Develop a process for the SMEs to analyze the plan's effectiveness and improve the plan's content.

Table 5.5. Specific Administrator Tasks.

Administrator Responsibilities	
Task	**Description of Task**
Assign Roles within the IEMP 10-2 Planning Tool	Using local business rules assign and maintain appointed planning team SMEs as planners. Assign others requiring access to the planning tool as users.
Provide IEMP 10-2 Planning Tool Support	Serve as the installation's POC for answering questions regarding local procedures and day-to-day use of the IEMP 10-2 Planning Tool.
Assist Facilitator	Use the IEMP 10-2 Planning Tool and local business rules to aid the facilitator with development, coordination, and maintenance.

5.6.3.2. Administrator and planner roles and responsibilities information is located on the IEMP 10-2 Planning Tool SharePoint site.

5.6.3.3. Place the signed version of the IEMP 10-2 outside of the IEMP 10-2 Planning Tool. Document necessary changes in the IEMP 10-2 Planning Tool after incidents and events or significant changes to installation response policies and capabilities occur. This will decrease the time it takes to perform the annual review. If a significant mission change or a change to the threats affecting the installation (e.g., a new nuclear power plant built in the community) occurs, review the plan before the scheduled review date. Document the review on the "Security Instructions and Record of Changes" page.

5.6.4. Unit implementation instructions. There are several types of implementation instructions organizations should develop in support of the IEMP 10-2. These include operating instructions, operating guides, standard operating procedures, checklists, QRCs, etc.

5.6.4.1. Review and coordinate supporting implementation instructions. Agencies on or off the installation (e.g., GSUs) that are tasked within IEMP 10-2, to include tenant and ARC units, are responsible for coordinating implementation instructions through the R&EM Flight. When reviewing the implementing instructions, look for:

5.6.4.1.1. Step-by-step instructions for carrying out specific responsibilities within the IEMP 10-2. It does not have to be in the IEMP 10-2 format but it must address the responsibility.

5.6.4.1.2. Resources needed to perform the task.

5.6.4.1.3. Task performance standards.

5.6.4.1.4. Information contradicting the IEMP 10-2.

5.6.4.2. Develop and implement local business rules for tracking the review and approval. Use a tracking method (electronic or paper copy) such as the example in **Table 5.6**

Table 5.6. Sample Functional Checklist Tracking Matrix.

Checklist Matrix			
Unit	**Checklists**	**Date Reviewed**	**Reviewed By**
314 MXS	Natural Geological: Earthquake	1 Mar 15	S. Daggett
314 MXS	Natural Meteorological: Flood	5 Mar 15	S. Jones
314 MXS	Man-Made Unintentional: HAZMAT	10 Mar 15	M. Connors
314 MXS	Man-Made Intentional: Active Shooter	15 Mar 15	TSgt Lanci

5.6.5. Support MAAs. At a minimum, review MOAs, MOUs, and other support agreements in coordination with the servicing legal office either annually or after revising the IEMP 10-2.

5.6.6. Additional EM planning and requirement resources are available in **Table 5.7**

Table 5.7. Additional EM Planning and Requirement Resources.

Additional Resources
FEMA Comprehensive Preparedness Guide (CPG) 101, *Developing and Maintaining Emergency Operations Plans* (https://www.fema.gov/media-library-data)

Chapter 6

INFORMATION MANAGEMENT AND COMMUNICATIONS

Section 6A—Information Management

6.1. Information Management Tasks. If the flight does not have an assigned information management specialist, flight leadership assigns tasks as necessary.

6.2. File Plan. Establish and maintain a flight file plan IAW Air Force Records Information Management System (AFRIMS) to include electronic files. Develop a vital records plan IAW AFMAN 33-363. The plan is a description of records crucial to continue operations. Designate only those record series or electronic information systems (or portions of them) most critical to emergency operations. As a minimum, designate the IEMP 10-2 and EOC implementation instructions as vital records. Maintain a back-up copy on the respective MAJCOM electronic file plan to meet the off-site storage requirement.

6.3. Standard Publications. Maintain standard AF publications, such as AFIs, AFMANs, MAJCOM supplements, installation instructions and supplements, related plans, and other publications IAW AFI 33-360. AF publications are available on the AF Electronic Publishing web site at **http://www.e-publishing.af.mil**.

6.4. Operating Guides. Develop, maintain, and schedule an annual review of EM operating guides. **Table 6.1** lists recommended EM operating guides or topics on continuity procedures.

Table 6.1. Recommended EM Operating Guides.

EM Library	
Leadership and Management	
EMWG	
Information Management and Record Keeping	
Planning Development and Review Process	
Equipment Inventory and Maintenance Process	
Education and Training Element Management	
Operations Element Management	
Logistics Element Management	
Planning Element Management	
Flight EM Exercise Evaluation Process	
Operations – Flight Response, Secondary Crash Network (SCN) Activation	
Program Reviews (PR)	
Information Program “Be Ready” Awareness Campaign	
Flight Standby and Recall Procedures	
EMST	
EM Budget	**Note:** Guides may be combined

6.4.1. Flights will establish and maintain an account in the Enhanced Technical Information Management System. Use T.O. 00-5-1, *Air Force Technical Order System*, for EM and Prime BEEF program T.O.s. **(T-1)**. Establish and maintain owner/user operator manuals for all EM response equipment not having an official, published technical order.

6.4.2. Review AFTO Form 22 concerning CBRN defense-related T.O.s and equipment maintained at the installation whenever generated at the installation level. Forward approved AFTO Form 22s to the AFIMSC/IZPE.

6.4.3. R&EM flights will ensure equipment is stored, marked, serviced, and operated IAW the applicable technical order. **(T-0)**.

6.4.4. Review T.O.s annually to identify and coordinate changes with the other elements within the flight to ensure training plans, implementing instructions, and OPLANs are current. Brief flight personnel on T.O. changes affecting their responsibilities.

Section 6B—Community of Practice

6.5. Collaboration and Social Media Sites.

6.5.1. Provide IEM information via a flight SharePoint, milSuite, or internal website. **Table 6.2** provides suggested items for posting to the installation R&EM collaboration site.

Table 6.2. Suggested Installation R&EM Collaboration Site Posting Items.

Collaboration Site Items
IEMP 10-2 (final coordinated copy and any coordination paperwork to show concurrence)
Training schedule
Annual Program Review schedule
Local EM documents such as briefings or response guides
IEM representative guide
Standardized response map requirements
Response equipment requirements
EMWG minutes
Links to EM-related websites
EM “Be Ready” awareness campaign materials (posters, newsletters, reference material, etc.)
Flight contact information

6.5.2. The flight may disseminate EM information to the installation general populace by social media.

6.5.2.1. Before creating an official social media page R&EM must contact the installation public affairs office to determine all local guidance and ensure compliance with AFI 35-113, *Command Information*, Section 15 (Social Media) and AFI 35-107, *Public Web and Social Communications*. **(T-1)**. AFI 35-107 provides guidance for demonstrating the need to have a social media presence.

6.5.2.2. R&EM social media sites must not contain sensitive information, as all social media platforms are open to the public IAW AFI 35-107. **(T-1)**.

Section 6C—Installation "Be Ready" Awareness Campaign

6.6. Purpose. In support of requirements identified in DoDI 6055.17 and AFI 10-2501, the AF established the "Be Ready" awareness campaign. The campaign meets EM educational requirements by:

6.6.1. Providing emergency managers a standardized method to disseminate information spanning major topic areas: basic planning, natural disasters, and man-made events.

6.6.2. Enhancing the emergency manager's ability to publicize their IEM program in a professional and affordable manner.

6.6.3. Marketing the capabilities of the AF EM program. The "Be Ready" awareness campaign is designed to bring customers to the R&EM Flight, as they are the recognized EM experts on the installation.

6.7. Process. Setting up an effective installation "Be Ready" awareness campaign process requires the following steps:

6.7.1. Target the hazards identified in the installation's hazard assessment.

6.7.2. Determine what developed products can support the installation's local awareness campaign.

6.7.2.1. Use the AF EM "Be Ready" Awareness Campaign Product Catalog to identify products. The link to the catalog is available on AFCEC's R&EM Flight SharePoint site and provides a consolidated list of products and description of products.

6.7.2.2. AFCEC/CXR centrally manages the ordering, funding, and printing of products and coordinates with the Government Printing Office (GPO) as the single product-ordering source. Using GPO institutionalizes and standardizes formatting across the AF and reduces overall cost per item delivered. AFCEC/CXR periodically conducts a bulk print ordering period. This allows an installation to order products shown in the catalog.

6.7.3. Determine the type and quantity of products needed to support a local awareness campaign adequately. Determine quantities based on the population, the lifespan of the products, and planned need (e.g., training, exercises, and inspections) and submit type and amount of products during the annual ordering period identified by AFCEC/CXR.

6.7.4. Consider stock and overstock concerns.

6.7.5. Create a plan for how to execute the campaign. Consider how to get the campaign message out (e.g., September is National Preparedness Month). When planning the installation's campaign, include significant program messaging leading up to and during the month of September.

6.7.5.1. Use the AFCEC/CXR developed solutions, along with local sources such as social media, television, radio, installation public websites, commander's calls, newspapers, and installation marquees.

6.7.5.2. Continuously look for opportunities (be creative) to market your awareness message to the installation community. Examples include booths at the Exchange or Chapel and interaction with the installation's public affairs office.

6.7.6. Evaluate the campaign's effectiveness. Analyze trends by determining any increases/decreases in:

6.7.6.1. Customers approaching the flight to request information.

6.7.6.2. Calls and e-mails with inquiries.

6.7.6.3. Visits to the social media and installation's public websites.

6.7.6.4. Requests for briefings at commander's call or other similar functions.

6.7.6.5. Observations or strengths identified during local exercises.

Section 6D—Communications

6.8. Home Station Land Mobile Radio Requirements. In addition to a dedicated EM net, EM Sections should have access to the following radio nets: airfield control tower, FES, CES, SFS, and EOD. If the EM Section does not have a dedicated EM net, work with the Installation Spectrum Manager (ISM). R&EM Flights coordinate land mobile radio requirements with the Communications Squadron to plan radio systems upgrades.

6.8.1. Contractors must submit frequency requests in direct support of AF contracts through the AF representative (normally the ISM when on an AF base) to the MAJCOM or AFIMSC/IZPE responsible for administering the contract. **(T-3)**.

6.8.2. Under emergency conditions, several government agencies (e.g., FEMA) may operate on, or near, frequencies assigned to AF organizations. When this occurs, one of the involved agencies should coordinate with the affected AF organization to arrange frequency sharing during the emergency. Units must cooperate fully during emergencies unless frequency sharing would jeopardize mission-essential operations.

6.9. Secondary Crash Network (SCN). AFI 13-204-V3, *Airfield Operations Procedures and Program* identifies minimum requirements for the EM Section's SCN for agencies added to the SCN. The EM Section establishes processes for SCN activations during the situations listed in **Table 6.3**

Table 6.3. SCN Activations.

SCN Activations	
Hazardous weather warnings	Bomb threats or terrorist activities
In-flight emergencies	Ground emergencies on the flight-line
FPCON level changes	As requested by the EOC Director to support the IEMP 10-2
DRF activations/recalls—may only be isolated to EOC activation.	

6.10. Resources. Additional information management and communication resources are available in **Table 6.4**

Table 6.4. Additional Information Management and Communication Resources.

Additional Resources
FEMA Independent Study Course, (IS-242b), *Effective Communication*
Hammer ACE (Adaptive Communications Element)
Government Emergency Telecommunication Service
Wireless Priority Service

Chapter 7

MISSION SUPPORT

Section 7A—Unit Emergency Management Programs

7.1. Unit Level EM Program. Based on the installation's Commander Inspection Program (CCIP), ensure each assigned or attached unit has an active EM program.

7.2. Unit EM Program Scoping Factors. Tailor unit EM program requirements based on their mission and EM responsibilities. The EMWG should approve the scope or depth of each unit EM program. Consider factors such as the unit's size, mission, IEMP 10-2 responsibilities, and UTC taskings. The EM Section may need to adjust scoping at deployed locations.

7.3. Unit EM Program Tiers. Consider dividing EM programs into two tiers based on **Table 7.1** The purpose is to identify EM programs having a more direct impact on the Disaster Response Force (DRF). Units meeting the majority of the qualifications listed determine the respective tier. Consolidate unit EM programs when it makes sense to do so. For example, the Wing Staff is usually comprised of Finance, Legal, etc. It may not be practical for every wing staff agency to have a separate unit EM program.

Table 7.1. Unit EM Program Tiers.

Unit EM Programs	
TIER I	
Qualifications	**Primary EM Program Requirements**
- Directly supports the DRF by providing membership to: -- CAT -- EOC -- First Responders -- Emergency Responders -- DRF specialized teams - UCC whose primary role is direct recovery actions with counterparts represented in the EOC - Unit deployment commitments - CBRN Defense Training	- Appoint primary and alternate unit EM representatives - Ensure unit is organized, trained, and equipped to respond - Prepare and submit unit EM report - Conduct two semi-annual self-assessments - Receive EM PR from R&EM Flight according to the CCIP - Maintain an EM information program - ARIS unit scheduler

TIER II	
- Indirect DRF support - None, or minimal deployment requirements - Limited UCC responsibilities (e.g., personnel accountability only) - Maintain unit supporting checklists to IEMP 10-2	- Appoint unit POC - Provide appropriate program orientation training to the POC and senior leadership or personnel - Receive unit EM PR on request of unit commander - Participate in exercises when directed - Maintain an EM information program
Notes: 1. The SFS provides a clear example of a Tier I program. SFS directly supports the DRF and the EOC. They have first/emergency responders, response/recovery teams (e.g., military working dog teams), critical UCC activities, and large mobility commitments. 2. A tenant organization (e.g., Army Air Force Exchange Service [AAFES], Recruiting Squadron) located on the installation does not directly support the DRF. Although, they need to ensure personnel can respond to incidents when requested.	

7.4. Unit EM Report. The unit EM report is a tool EM Sections can use to summarize the status of a unit's EM program. With proper signatures, this tool can replace the need for independent appointment letters.

7.4.1. Collect unit EM reports quarterly. The EMWG may require a more stringent frequency. **Table 7.2** outlines areas used in a unit EM report for Tier 1 units. **Note:** ARC units may submit reports annually or as changes occur if the EMWG determines a necessity.

Table 7.2. Sample Unit EM Report Contents.

Unit EM Report					
1	Date of Report				
2	Primary and alternate EM representative	Contact Info	Date Assigned	Dates of Computer Based Training	Date of Local Training
3	EM/Specialized team position assignments				
4	UCC information	Building	Contact information		
5	EM training courses and sources	# Required		# Trained	% Trained
6	PR observations	Last PR conducted		Date PR is scheduled or month due	
7	Last self-inspection conducted				
8	Shelter information		Building, contact information		
9	Checklist reviews	Type of checklist		Date reviewed	Date CEX reviewed
10	EM logistics: Total # of CBRN training suits required and on-hand				
11	Unit EM representative's signature and date				
12	Unit commander's signature and date				

7.4.2. The date assigned block on the report for an EM position helps identify if the individual has complied with AFI 10-2501 to receive initial training within the established period.

7.4.3. Use the unit EM report to assist in the management of the program. **(T-3)**.

7.5. Unit Appointment Letters. Appointment letters serve as a confirmation of a unit commander's delegation of responsibilities to appropriate personnel. **(T-3)**.

7.5.1. When opportunities exist, and with appropriate coordination, the unit EM report may serve as both the program accountability actions and appointment of personnel.

7.5.2. When not combined with the unit EM report, units should develop a standardized method for ensuring commanders appoint personnel.

7.6. Unit EM Representatives. The R&EM Flight maintains contact with unit EM representatives and emphasizes the responsibility to meet AFI 10-2501 requirements for unit commanders. The flight develops a method for distributing information; tracking and scheduling other EM program-related training; performing recurring EM representative training; and coordinating plans, checklists, or other administrative documents through the units. Members from the EM Section serve as the primary and alternate unit EM representatives for CES.

7.7. Unit EM Continuity Plan. The unit EM program focuses primarily on protecting the lives of unit members and protecting unit resources. The R&EM Flight ensures unit EM program representatives are familiar with their unit's mission and relationship to the IEM program. The R&EM Flight assists unit EM representatives in maintaining a unit EM continuity plan. The unit EM continuity plan outlines the program and identifies OPRs for planning, training, and exercises. The unit EM continuity plan lists all supported units included in the program. See **Attachment 3**, Example Unit Emergency Management Continuity Plan.

7.8. EM Program Documentation. Documentation includes, but is not limited to, appointment letters, EM reports, training certificates, EM PR reports, replies, correspondence, class rosters, implementing instructions, EM exercise, and real-world after action reports.

Section 7B—Facilities

7.9. Facility Requirements.

7.9.1. AFMAN 32-1084, *Facility Requirements*, provides the baseline for EM facilities and requirements. This includes classrooms, control centers, secure storerooms, administrative space, decontamination/shower area and latrine, demonstration yard, student lounge, standby area, and special requirements for a mask-confidence facility.

7.9.2. UFC 4-141-04 identifies a unified approach for the planning and design of EOCs as a basis for upgrading, retrofitting, and forecasting new construction. The Readiness and Emergency Management Flight should be familiar with and coordinate requirements with appropriate stakeholders to include the BCE and the EMWG as a basis for determining requirements.

Section 7C—Emergency Management Relations with Civil Authorities

7.10. Local Emergency Planning Committees (LEPCs). Title 42, United States Code, Chapter 116, *Emergency Planning and Community Right-to-Know Act (EPCRA),* established requirements for LEPCs. Membership may include elected state and local offices, police, fire, civil defense, public health, environmental, transportation, hospitals, community groups and the media.

7.10.1. In accordance with AFI 10-2501, the installation commander will appoint a primary and alternate installation representative to the LEPC. **(T-1)**. Send a copy of this appointment letter to the Chairman of the LEPC with a courtesy copy to the local Office of Emergency Management (OEM).

7.10.2. The purpose of the LEPC is:

7.10.2.1. Develop, train, and test the Hazardous Substances Emergency Response Plan for the community.

7.10.2.2. Develop procedures for regulated facilities to provide informational and emergency notification to the LEPC.

7.10.2.3. Develop procedures for receiving and processing requests from the public under the EPCRA.

7.10.2.4. Develop policy for the public notification of LEPC activities.

7.10.2.5. Work with industry and the public to encourage continuous attention to chemical safety, risk reduction, and incident prevention.

7.10.3. The LEPC is a forum used in many communities to address all-hazard issues. Installation commanders will appoint a primary and alternate installation emergency manager to facilitate coordination with the LEPC and/or civilian agencies. **(T-1)**. Coordination should include:

7.10.3.1. Attending LEPC meetings and coordinating issues between the community and installation leadership.

7.10.3.2. Engaging the local OEM about EM-related initiatives.

7.10.3.3. Exploring opportunities for joint training and exercise opportunities.

7.10.3.4. Sharing information and collaborating about procedures to build or maintain a common operational picture (COP).

7.10.3.5. Resolve response and recovery guidance conflicts.

7.11. Resources. Additional EM mission support resources are available in **Table 7.3**

Table 7.3. Additional EM mission Support Resources.

Additional Resources
Title 40, Code of Federal Regulations, Part 350, *Trade Secrecy Claims for Emergency Planning and Community Right-To-Know Information: And Trade Secret Disclosures to Health Professionals,* current edition
Title 40, Code of Federal Regulations, Part 355, *Emergency Planning and Notification*, current edition
Title 40, Code of Federal Regulations, Part 370, *Hazardous Chemical Reporting: Community Right-To-Know,* current edition
Title 40, Code of Federal Regulations, Part 372, *Toxic Chemical Release Reporting: Community Right-To-Know,* current edition

Chapter 8

ASSESSMENTS AND EXERCISES

Section 8A—Emergency Management Program Review Process

8.1. Purpose. This chapter provides guidance and procedures for installation-level unit EM program reviews (PRs). It directs the installation R&EM Flight to evaluate the effectiveness, health, and readiness of the Installation EM Program through the CCIP using the EM PR as a process; to monitor through Unit Self-Assessment Programs and to support AF, MAJCOM, AFIMSC, and installation programs through continuous evaluation and assessment.

8.2. EM PR Guidance.

8.2.1. The objective of the unit EM PR is to enhance an organization's ability to execute its assigned mission.

8.2.2. Accomplish PRs in accordance with the CCIP and document findings and corrective actions according to AFI 90-201.

8.2.3. Utilize AFI 90-201 and commander's guidance for formal replies, routing, and suspense dates for correcting deficiencies.

8.2.4. R&EM Flights program funding for any necessary travel expenses associated with conducting PRs on GSUs.

8.3. Self-Assessment Communicator (SAC).

8.3.1. The following link has the unit's SAC **https://mict.us.af.mil/MyMICTView.aspx**. Unit EM representatives use the SAC to perform self-assessments according to the installation CCIP. Highlight program-critical and non-critical items through the EMWG. These programs provide a focus for a unit's EM representative's efforts and increase trend analysis value.

8.3.2. Units with open items will annotate in MICT, develop a corrective action plan, and establish an estimated completion date to resolve the deficiency. **(T-3)**. Unit EM representatives track open deficiencies until closed.

Section 8B—Self-Assessment

8.4. Self-Assessment. R&EM will conduct a flight self-assessment in accordance with the Commander's Inspection Program **(T-3)**, and the unit commander's responsibility in accordance with AFI 10-2501 **(T-1)**. Coordinate the flight self-assessments with the appointed Civil Engineer Squadron (CES) unit self-assessment monitor in accordance with AFI 90-201. **(T-1)**. Elevate deficiencies through the BCE to the EMWG for resolution.

Section 8C—Exercise Support and Planning

8.5. Exercise Support. Evaluate EM capabilities by coordinating cross-functional drills with other base agencies.

8.5.1. EM personnel involved in exercise planning must attend a HSEEP training course. **(T-1)**. A HSEEP training course is an intermediate-level training course incorporating exercise guidance and best practices from HSEEP.

8.5.2. HSEEP is a capabilities and performance-based exercise program providing standardized policy, methodology, and terminology for exercise design, development, execution, evaluation, and improvement planning. IAW DoDI 6055.17, installation exercise evaluation teams must have a staff of SMEs who are familiar with the Readiness Inspection Phase 1 and 2 IAW AFI 90-201 and HSEEP-V3. **(T-1)**.

8.6. Exercise Planning Process. The R&EM Flight supports the installation CCIP by providing evaluators and training as requested by the WIT. They work with the installation WIT as SMEs in the development of "Executing the Mission" exercises according to AFI 90-201. The CES has a team of exercise evaluators to test and evaluate civil engineer capabilities (e.g., utility repairs, firefighting operations, EM/CBRN reconnaissance and surveillance, etc.).

8.6.1. The following steps facilitate developing and tracking unit exercise objectives IAW AFI 90-201 and the CCIP.

8.6.1.1. Step 1. Define the capabilities to evaluate. Before providing exercise objectives, know the BCE's priorities about what CE capabilities need evaluating. Identify capabilities to evaluate, CE OPRs, and the type of exercise best for the evaluation. **Table 8.1** shows sample exercise capabilities.

Table 8.1. Sample Exercise Capabilities.

Step 1–Determine Capabilities To Be Tested	Type of Exercise				
	CE OPR	Major Incident	Natural Disaster	Executing the Mission	Terrorist Use of WMD
Active CBRN Response	CEX			X	X
Manage EOC	CEX	X	X	X	X
Provide Aircraft Rescue	CEF	X		X	
Activate/Operate CES UCC	CEO	X	X	X	
Provide Spill Response	CEI	X		X	
Emergency Utility Repair	CEO	X		X	

8.6.1.2. Step 2. Identify the critical tasks associated with each identified capability. Knowing what actions need evaluating for each capability keeps focus on the evaluation. If not identified, document the tasks before the evaluation. **Table 8.2** shows sample critical exercise tasks.

Table 8.2. Sample Critical Exercise Tasks.

Step 2– Identify Critical Tasks	OPR	Task 1	Task 2	Task 3	Task 4	Task 5
CE Exercise Capability						
Coordinate WMD response with FES/BE	CEX	Integrate into the IC planning cell	Establish plan to identify WMD	Determine entry to identify hazard	Initiate recovery plan	Inform ESF 5
CRP Adequacy	CEO	Activate CES UCC	Execute applicable CES tasks	Perform resource management		
Employ EM emergency response vehicle to the scene to support IC	CEX	Make initial contact	Conduct pre-op check	Ensure correct inventory	Employ vehicle safely to site	Properly setup on-scene
Expedient facility repairs	CEO	Perform site assessment	Conduct safety assessment	Isolate damaged utilities	Identify resources	

8.6.1.3. Step 3. Tailor specific, measurable, attainable, realistic, and task-oriented (SMART) objectives. The objectives should identify the conditions, actions required, and standards. **Table 8.3** shows sample SMART objectives.

Table 8.3. Sample SMART Objectives.

Step 3–Objectives	Exercise OPR	Exercise	SMART Objective
CE Exercise Capability		Terrorist Use of WMD	
Coordinate WMD Response with FES/BE	CEX		At the request of the IC, integrate into the ICP planning cell to develop an IAP using tenants from the IEMP 10-2 within the operational period.
Employ EM Emergency Response Vehicle to Support IC	CEX		Given the activation of the EOC during a contingency/disaster, employ the EM emergency response vehicle at the request of the IC or Operations Superintendent within the operational period.
Firefighting/Rescue Operations	CEF		At the request of the IC perform firefighting and rescue operations as part of the Operations Section according to applicable National Fire Protection Association standards, local procedures, and F&ES checklists within the operational period.

8.6.1.4. Step 4. Identify the trends from the objectives. The installation exercise office should have an established process to track discrepancies. However, it is important for unit exercise planners to have visibility on how well CES met exercise objectives. Analyze CES exercise trends and any changing conditions. This will help determine if the evaluation needs to be repeated in future exercises. **Table 8.4** shows sample exercise trend objectives.

Table 8.4. Sample Exercise Trend Objectives.

Step 4– Trends From the Objectives	**OPR**	**NE – Not Evaluated MC – Mission Capable PMC – Partially Mission Capable NMC – Not Mission Capable**				
CES Exercise Capability		Major Incident Response Exercise (Apr 15)	Natural Disaster Response Exercise Hurricane (May 15)	Active Shooter (Oct 14)	Terrorist WMD (Dec 14)	HAZMAT (Jan 15)
Coordinate WMD Response with FES/BE	CEX	NE	NE	NE	PMC	MC
CRP Adequacy	CEO	NMC	NMC	PMC	MC	MC
Employ EM Emergency Response Vehicle To Support IC	CEX	MC	NE	NE	MC	MC
Expedient Facility Repairs	CEO	NE	MC	NE	NE	PMC

8.6.2. Develop a process to track corrective actions for reportable deficiencies and observations. Work closely with the CES self-assessment monitor to develop corrective actions and elevate issues to the BCE if help is required to close open action items.

8.7. Resources. Additional Assessments and Exercise Resources are available in **Table 8.5**

Table 8.5. Assessments and Exercise Resources.

Homeland Security Exercise and Evaluation Program (HSEEP-V3)
FEMA Independent Study Course, (IS-120c), *An Introduction to Exercises*

WARREN BERRY, Lt. Gen, USAF
DCS/Logistics, Engineering & Force Protection

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

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Abbreviations and Acronyms

ACE—Adaptive Communications Element

ADLS—Advanced Distributed Learning Service

AEF—Air and Space Expeditionary Force

AETC—Air Education and Training Command

AF—Air Force

AFCEM—Air Force Certified Emergency Manager

AFCEC—Air Force Civil Engineer Center

AFE—Aircrew Flight Equipment

AFI—Air Force Instruction

AFIMS—Air Force Incident Management System

AFIMSC—Air Force Installation and Mission Support Center

AFMAN—Air Force Manual

AFMETCAL—Air Force Metrology and Calibration

AFOSI—Air Force Office of Special Investigations

AFPAM—Air Force Pamphlet

AFPD—Air Force Policy Directive

AFQTP—Air Force Qualification and Training Packages

AFR—Air Force Reserves

AFRIMS—Air Force Records Information Management System

AFS—Air Force Specialty

AFSC—Air Force Specialty Code

AFTO—Air Force Technical Order

AFTTP—Air Force Tactics, Techniques, and Procedures

AFUTL—Air Force Universal Task List

AHTA—All Hazards Threat Assessment

AHRPT—All Hazard Response Planning Team

ANG—Air National Guard

ARB—Augmentation Review Board

ARC—Air Reserve Component

ARIS—Automated Readiness Information System

ART—Air Reserve Technician/AEF Reporting Tool

AS—Allowance Standard

AT—Anti-terrorism

ATO—Anti-terrorism Officer

BAS&E—Base Support and Expeditionary Site Planning

BCE—Base Civil Engineer

BE—Bioenvironmental Engineer

BEEF—Base Engineer Emergency Force

BEPO—Base Emergency Preparedness Orientation

C2—Command and Control

CAT—Crisis Action Team

CBRN—Chemical, Biological, Radiological, and Nuclear

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

CC—Commander

CCA—Contamination Control Area

CCIP—Commander's Inspection Program

CCS—Contamination Control Station

CE—Civil Engineer

CEO—Civil Engineer Operations Flight

CEF—Civil Engineer Fire Emergency Services Flight

CES—Civil Engineer Squadron

CEX—Civil Engineer R&EM Flight

CFETP—Career Field Education and Training Plan

CFR—Code of Federal Regulations

CJCSI—Chairman Joint Chiefs of Staff Instruction

CM—Consequence Management

COP—Common Operational Picture

CRP—Contingency Response Plan

DAF—Department of the Air Force

DCA—Defense Critical Assets

DHS—Department of Homeland Security

DoD—Department of Defense

DoDI—Department of Defense Instruction

DoDM—DoD Manual

DRF—Disaster Response Force

DRRS—Defense Readiness Reporting System

DTRA—Defense Threat Reduction Agency

EE—Expeditionary Engineering

EM—Emergency Management

EMST—Emergency Management Support Team

EMWG—Emergency Management Working Group

EOC—Emergency Operations Center

EOD—Explosive Ordnance Disposal

EPCRA—Emergency Planning and Community Right-to-Know Act

ESL—Equipment and Supply Listing

ESF—Emergency Support Function

FEMA—Federal Emergency Management Agency

F&ES—Fire and Emergency Services

FPCON—Force Protection Condition

FSS—Force Support Squadron

GPO—Government Printing Office

GSU—Geographically Separated Unit

HAZMAT—Hazardous Material

HHQ—Higher Headquarters

HSEEP—Homeland Security Exercise and Evaluation Program

IAP—Incident Action Plan

IAW—In Accordance With

IC—Incident Commander

ICP—Incident Command Post

ICS—Incident Command System

ID—Integrated Defense

IDWG—Integrated Defense Working Group

IEM—Installation Emergency Management

IEMP—Installation Emergency Management Plan

IG—Inspector General

IHT—In-House Training

IMA—Individual Mobilization Augmentee

IPE—Individual Protective Equipment

IRMP—Integrated Risk Management Process

IS—Independent Study

ISM—Installation Spectrum Manager

JACKS—Joint Acquisition CBRN Knowledge System

JDRS—Joint Deficiency Reporting System

JP—Joint Publication

JSA—Job Safety Analysis

Lbs—Pounds

LIMFAC—Limiting Factors

LEPC—Local Emergency Planning Committees

LRS—Logistics Readiness Squadron

MAA—Mutual Aid Agreement

MAAWB—Mission Assurance Assessment Workbook

MAJCOM—Major Command

MC—Mission Capable

MICT—Management Internal Control Toolset

MOA—Memorandum of Agreements

MOU—Memorandum of Understanding

MSG—Mission Support Group

MTF—Medical Treatment Facility

NE—Not Evaluated

NGB—National Guard Bureau

NIMS—National Incident Management System

NMC—Not Mission Capable

OCONUS—Outside the Continental United States

OEM—Office of Emergency Management

OJT—On-the-Job Training

OPLAN—Operational Plan

OPR—Office of Primary Responsibility

PMC—Partially Mission Capable

POC—Point of Contact

PPE—Personal Protective Equipment

PR—Program Review

PTP—Proficiency Training Plan

QRC—Quick Reaction Checklist

R&EM—Readiness and Emergency Management

R&S—Reconnaissance and Surveillance

RA—Resource Advisor

RFI—Request For Information

SAC—Self-Assessment Communicator

SCN—Secondary Crash Net

SF—Security Forces

SFS—Security Forces Squadron

SIPRNET—Secret Internet Protocol Router Network

SMADS—Strategic Mission Assurance Database System

SMART—Specific, Measurable, Attainable, Realistic, and Task-Oriented

SME—Subject Matter Expert

SMT—Shelter Management Team

STS—Specialty Training Standard

TA—Task Assets

TCA—Task Critical Assets

TDY—Temporary Duty

TM—Technical Manual

T.O.—Technical Order

TWG—Threat Working Group

UCC—Unit Control Center

UDM—Unit Deployment Manager

UFC—Unified Facilities Criteria

UJTL—Universal Joint Task List

UMD—Unit Manning Document

USAF—United States Air Force

USC—United States Code

UTC—Unit Type Code

UTM—Unit Training Manager

VSCOS—Vehicle Support Chain Operation Squadron

WIT—Wing Inspection Team

WMD—Weapons of Mass Destruction

WMP—War and Mobilization Plan

Terms

Air Force (AF) Emergency Management (EM) Program—The single, integrated AF program implementing the mission, vision, strategic goals, and objectives along with the management framework of the AF EM program to prevent, prepare for, respond to, recover from, and mitigate the direct and indirect consequences of an emergency or attack. The Director of Civil Engineers, AF/A4C, manages the AF EM program. (AFI 10-2501).

Certified—A term signifying successful requirements completion and achievement of specific knowledge, skills, and abilities in an occupational specialty.

Chemical, Biological, Radiological, and Nuclear (CBRN) Consequence Management (CM)—Actions taken to plan, prepare, respond to, and recover from CBRN incidents. Also called CBRN CM. (JP 3-41).

Community Profile—The "intended audience" for planning purposes. Information about the people and place the IEMP 10-2 is designed to protect, respond to, and help with recovery. (AFMAN 10-2502). The demographic information data related to personnel categorization, population density, distribution, areas of concentration, seasonal and/or event populations. Demographic information includes the jurisdictional boundaries of the installation, as well as, supporting property and infrastructure information, to include utility systems, transportation networks and capacity, transit systems, flood control, building codes, information technology systems and capacity, and the necessary power and data requirements for each system and the associated components. (AFI 10-2501).

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. (DoD). A situation requiring military operations in response to natural disasters, terrorists, subversives, or as otherwise directed by appropriate authority to protect U.S. interests. See also contingency contracting source. (JP 5-0).

Emergency Action Zone—Easily discernible zone boundaries identifying installation locations requiring identified emergency response actions by planners, emergency responders, C2 personnel, and base populace. Sometimes used in conjunction with the SF patrol or defense sectors.

Facility—A real property entity consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land. (JP 3-34).

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. (DHS). (DoD Dictionary of Military and Associated Terms).

Homeland Security—Homeland security, as defined in the National Strategy for Homeland Security, is a concerted national effort to prevent terrorist attacks within the U.S., reduce America's vulnerability to terrorism, and minimize the damage and recover from attacks. The DoD contributes to homeland security through its military missions overseas, homeland defense, and support to civil authorities. (JP 3-27).

Host Nation—A nation receiving the forces or supplies of allied nations, coalition partners, or North Atlantic Treaty Organization's to be located on, to operate in or to transit through its territory. Also called HN. (JP 3-57).

Individual Protective Equipment (IPE)—In CBRN operations, the personal clothing and equipment required to protect an individual from chemical, biological, and radiological hazards and some nuclear hazards. Also called IPE. (JP 3-11).

Mutual Aid Agreement (MAA)—Written agreement between agencies, organizations, or jurisdictions signifying 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," "MOUs," "MOAs," "letters of agreement," "cooperative assistant agreement," "intergovernmental compacts," or other similar agreements, written or verbal, constituting an agreed reciprocal assistance plan for emergency services for sharing purposes.

Natural Disaster—An emergency situation posing significant danger to life and property that result from a natural cause. Also, see domestic. (JP 3-29).

Risk Management Plans—Risk management plans are developed in advance addressing reduced emergency response capability through control measures describing both the probability and consequence of the potential risk. These components include predicting the consequence of the identified risk and the probability of the incident occurring based on historic response data.

Specialty Training Standard (STS)—An AF publication describing an AFS in terms of tasks and knowledge an Airman in the specialty may be expected to perform or to know on the job. Also identifies the training provided to achieve a 3-, 5-, or 7-skill level within an enlisted AFS. It further serves as a contract between AETC and the functional user to show the overall training requirements for an AFSC taught in formal schools and correspondence courses. (See AFI 36-2651).

Threat Working Group (TWG)—An AT and Force Protection advisory body for the commander. Key functions include analyzing threats and providing recommendations to command concerning AT, potential FPCON changes, and other measures based upon potential threats to facilities or personnel. (DoDIO-2000.16v1_AFI10-245-O).

Attachment 2

IN-HOUSE TRAINING (IHT) PROCEDURES

A2.1. Introduction. The purpose of this attachment is to assist flights with the development of a comprehensive capabilities based training plan. While this attachment standardizes IHT across the career field, it allows flights to customize training plans to fit the specific needs and site requirements of each installation and MAJCOM/AFIMSC.

A2.1.1. Proficiency training provides an opportunity for all EM personnel, whether they are active duty, guard, reserve, or civilian, to update and maintain their technical and professional skills. When accomplished correctly, proficiency training provides returns on investment training, higher productivity, better teamwork, improved quality, increased initiative, enhanced motivation, and an imaginative approach to the job, inspiring innovation and creative problem solving.

A2.1.2. All EM personnel require a standardized common knowledge and skill set which is interoperable across the enterprise. This attachment outlines the best way to achieve those results.

A2.2. Research. The starting point for an effective IHT program is reviewing publications containing career field training requirements such as the CFETP, AF Form 1098, Air Force Qualification and Training Packages (AFQTPs), AFI 10-210, and EM Proficiency Training Plan (PTP). Focus the training program on local requirements (mission, local threats, and duty specific training) and acknowledge/identify the strengths and weaknesses within the R&EM Flight.

A2.2.1. The 3E9X1 CFETP is a comprehensive education and training document identifying the life-cycle education and training requirements, training support resources, and minimum requirements for the 3E9X1 EM specialty. Use these requirements as a starting point to develop a robust IHT program.

A2.2.2. The AF Form 1098 identifies additional EM proficiency task requirements for maintaining qualification in the individual's duty position. AF Form 1098s are established by the career field manager, AFIMSC/IZPE, or unit level Functional Area Manager and lay out task requirements for maintaining the designated proficiency training.

A2.2.3. The AFQTPs are instructional packages, either paper or web-based, and aid in qualification in a duty position, program, or on a piece of equipment. AFQTPs can greatly enhance the flight's IHT program by providing standardized training materials used throughout the career field.

A2.2.4. AFI 10-210 governs the Prime BEEF program. Within this guidance, 3E9X1 home station training requirements are identified by topic, frequency, and training source. This reference is a valuable source to locate the core Prime BEEF wartime/contingency standards emergency managers need to focus on.

A2.2.5. The EM PTP provides emergency managers with a clear path to success and instills continuity into all facets of the career field's training program.

A2.3. Identify the Workload. Once training requirements are identified, determine how much time is needed annually to accomplish the training. This depends on the recurring items, concepts needing more time for review, and how much time is needed to perform a practical application.

A2.3.1. Develop an IHT schedule to meet the established objectives. Assign instructors based on flight personnel knowledge, skills, and abilities. Coordinate joint and cross-functional training with outside agencies. Obtain monthly and annual training schedules from the following agencies: FES, EOD, BE, SF, ARC units on the installation, and local EM offices and response agencies. Combining EM proficiency training with these other agencies can aid in the development and validation of cross-functional checklists and cohesive response processes which increases confidence and interoperability. **Table A2.1** provides examples of combined training activities. Provide the final training schedule to EMST members, FES, ARC EM and BE personnel who may benefit from participating in the training.

Table A2.1. Example Combined Training Activities.

Participate with FES during HAZMAT training/exercises
Integrate into EOD/SF night vision goggle classes
Sample analysis exercises with BE
Participate and use the EM emergency response vehicle during local exercises and/or SF/EOD response exercises
During EOD robot operations, provide CBRN detection equipment for suspected CBRN threat and participate in improvised explosive device or HAZMAT response exercises
Coordinate with SF and AFOSI for scene preservation, evidence handling, and chain of custody procedures

A2.3.2. Proficiency training enhances flight personnel's ability to perform wartime duties. Consider manning, mission needs, competing squadron, and installation activities. Ensure flexibility to react to unforeseen circumstances like natural disasters, exercises, mobilizations, incidents, and so forth. Implement The schedule can be implemented after it is built and approved. The goal is to set aside at least one day each week to focus on IHT scheduled items. Use the report located on AFCEC's R&EM Flight SharePoint site to project IHT and have the unit commander sign for approval.

A2.4. Identify Training Sources. Proficiency training may be in-residence, exportable, or OJT. Exercises and annual CE bivouacs provide additional venues for EM proficiency training. Valuable training also occurs on a daily basis through everyday interactions with other on or off-base agencies. Examples include staff meetings, Prime BEEF days, conferences, exercises, TDYs, and real-world responses. Capture this training in the training records. In-house training, upgrade training, and outside training experiences work hand-in-hand in the development of the knowledge, skills, and abilities of flight members.

A2.4.1. EM personnel will set aside proficiency training time to effectively respond and manage capabilities within the flight. **(T-1)**. Flight leadership is encouraged to attend training as much as possible or attend on a topic specific basis.

A2.5. Training Scenarios. Functional drills provide an opportunity to stay current on capabilities and improve proficiency in a risk free environment. Scenarios reinforce and improve the knowledge, skills, and abilities reviewed during IHT. The goal is to allow personnel to formulate plans, select and use equipment, manage personnel, and direct operations to respond to a situation before there is an actual need.

A2.5.1. Trainers establish and define training objectives and standards to all flight members before the start of each drill. Each drill should include demonstration of notification procedures, equipment selection/load-out, response, safety briefing, C2, proper use of PPE, research, after-action, and situational reports.

A2.5.2. When possible, conduct drills with other response agencies. This reinforces roles and responsibilities relating to combined efforts, resources, and team dynamics. Consider weekends and non-duty hours for conducting joint training/exercises as these times are often detached from flying operations or other daily activities preventing units such as SFS or FES from being able to participate.

A2.5.3. Accomplish Specialty Training Standard **(**STS) items during training events. Scenarios can provide the flexibility to employ STS line items differently and frequently throughout the scenario.

A2.6. IHT Tool. AFCEC/CXR established this workbook-based tool to assist R&EM Flights with determining, facilitating, and scheduling training requirements. The tool provides a series of tabbed spreadsheets to include AF Form 1098, Prime BEEF, and additional training requirements. An integrated schedule generator populates requirements and displays upcoming training requirements. This tool is located on AFCEC's R&EM Flight SharePoint site.

Attachment 3

EXAMPLE UNIT EMERGENCY MANAGEMENT CONTINUITY PLAN

Table A3.1. Example Unit EM Continuity Plan.

Unit EM Continuity Plan
This plan implements AFI 10-2501 as supplemented. It outlines duties, responsibilities, and procedures of the unit EM program. The program encompasses all individuals; military, civilian, contractors; and offices assigned to ____ (unit) ____. This document is a living plan that will be executed as needed.
1. Program Management and Responsibilities.
1.1. The Commander, ____(unit)____, has overall responsibility for the unit EM program report and will:
□ Appoint two individuals as unit EM program representatives to manage the program □ Review the status of the unit EM program through the unit's EM program report and through periodic self-assessments □ Appoint an appropriate number of knowledgeable individuals to the WIT to evaluate the unit's ability to support the IEMP 10-2 and other installation plans, as tasked □ Appoint a sufficient number of individuals to operate the UCC when tasked to support 24-hour operations if tasked in the IEMP 10-2 □ Ensure appointed individuals are scheduled for and attend EM training □ Attend scheduled EMWGs, as required
1.2. ____ (name of unit EM Rep) ____ will be appointed as the unit EM program representative and will manage the ____ (unit) ____. The EM Representative will:
□ Complete on-line unit EM representative training upon assignment and before local EM program representative training □ Attend local EM program representative training within 60 days of assignment □ Submit unit EM program report within 5 duty days after the end of the reporting quarter □ Conduct semi-annual EM self-assessments □ Coordinate, through the ____ (unit) ____R&EM Flight , an annual PR □ Brief the ____ (unit) ____ Commander on matters regarding the EM program either at unit staff meetings or by individual appointment □ Disseminate and document EM information program material at least quarterly to unit personnel □ Brief newly assigned unit personnel on EM information □ Coordinate with the unit scheduler to secure EM training for required personnel
1.3. The UDM is responsible for ensuring all unit personnel assigned to deployable UTCs are fully trained and qualified. Once personnel are tasked to deploy, the UDM ensures personnel complete the CBRN Awareness on-line training and are scheduled to attend CBRN Survival Skills training.
1.4. The unit scheduler uses the ARIS–Unit Scheduler module to secure training for unit personnel for CBRN and EM classes.
1.5. The UCC manager is responsible for the operation of the UCC. The UCC manager will:
□ Conduct an annual review of UCC checklists and update UCC checklists as required

□ Ensure UCC manning is sufficient to conduct 24-hour operations □ Ensure requirements listed in AFMAN 10-2502 are met and any deficiencies are identified to the unit commander □ Operate out of the alternate UCC once per year as a minimum. □ Ensure all members assigned to the UCC complete UCC Operations computer based training, attend UCC Operations hands-on training, and participate in at least one exercise annually
2. Information Program.
2.1. The unit EM program representative ensures all newly assigned military and civil service personnel to "XX" CES and "XX" MSG staff positions attend "Right Start" through BEPO or contractors receive new-hire orientation.
2.2. The unit EM program representative conducts specific EM orientation to newly assigned personnel as part of unit in-processing. The briefing consists of:
□ Unit hazards, natural and man-made □ Unit shelter-in-place program, lockdown, facility evacuation, bomb threats, recall rosters, and exercises response procedures □ Unit mobility program
2.3. Disseminate EM information program material quarterly to all "XX" CES (military, civilian, and contractor) and "XX" MSG staff positions.
3. Unit Specific Implementing Instructions.
3.1. Unit personnel review implementing instructions at least annually and modify checklists as needed.
3.2. When activated, the EOC/UCC reviews checklists applicable to the situation and makes modifications as needed. This review is annotated as the last line entered in the Activities Log.
3.3. Specialized teams (e.g., EMST, Damage Assessment Teams) maintain implementing instructions in support of all tasked functions.
3.4. The EMST provides a list of suggested changes to the EM Section for any checklists used during tasked operations. The EM Section reviews suggested changes, modifies checklists as needed, and maintains a working set for the EMST.
3.5. Damage Assessment Teams modify checklists as needed.
4. EM Program Report.
4.1. During the last month of the reporting period, the unit EM program representative begins reviewing the EM program report.
4.2. The unit EM program representative requests and reviews all letters of appointment of "XX" CES and "XX" MSG staff DRF members for changes and updates information on the EM program report as needed. Review the following letters of appointment:
□ Unit EM Program Representative □ UCC □ EOC □ CAT
4.3. The UDM, along with the unit EM program representative, reviews UTC information and CBRN conducted training.
4.4. The unit security manager reviews the security clearances of members assigned to the EOC and CAT.

4.5. The unit EM program representative provides checklist review information to EOC members, CAT, UCC manager, and specialized team leaders.
4.6. When completed, the signed quarterly report is posted on the IEM collaboration site.
5. Self-Assessment.
5.1. If CCIP allows, twice a year (during the months of March and September), the unit EM program representative conducts a unit EM self-assessment on "XX" CES and "XX" MSG staff using the MICT SACs. Information is entered into MICT via the appropriate SAC. The unit EM program representative notifies the "XX" BCE of any significant deficiencies.
6. Training and Documentation.
6.1. The R&EM Flight documents all EM training conducted using ARIS. Use sign-in rosters for all training conducted and file according to the current EM file plan.
6.2. The unit EM program representative posts a copy of all ADLS training certificates on the EM collaboration site. The unit EM program representative will use the following naming convention when posting certificates: [Team Name] [Last Name, First Initial] [Date of Training] (i.e., EOC SmithA 20190707).

Attachment 4

EMERGENCY MANAGEMENT PLANNING AND MANAGEMENT CAPABILITY STANDARDS

Table A4.1. Core Service: IEMP.

Definition	
Provides comprehensive guidance for emergency response to physical threats resulting from major incidents, natural disasters, severe weather, conventional, terrorism, and CBRN attacks.	
Standard	
Develop an IEMP 10-2 addressing the hazards and physical threats to the installation as defined in the IRMP. Plan development includes research, compiling proposed changes, writing/re-writing the draft plan, coordination, adjudication, distribution, and the tasked checklist review process.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
1	3E971 or civilian equivalent
References	
Universal Joint Task List (UJTL) Link(s)	
Air Force Universal Task List (AFUTL) Link(s)	
AFTTP	
AFMAN	AFMAN 10-2502
Other	AFI 10-2501, DoDI 6055.17

Table A4.2. Core Service: EMWG.

Definition	
The EMWG synchronizes AF policy and programs into the installation corporate structure and ensures installation implementation of EM and Counter-CBRN related concepts, training, and guidance passed from the MAJCOM or AFIMSC/IZPE.	
Standard	
On a quarterly basis, plan, facilitate, and produce minutes for the installation EMWG. The MSG commander chairs the EMWG unless designated otherwise by the installation commander or functional equivalent. Incorporate in the EMWG local, state, tribal, federal and foreign national planning committees, councils, or groups as applicable. The EMWG also has as a sub-group, the AHRPT to assist with the IRMP to develop, and refine installation response protocols. **Note:** Where feasible, integrate the EMWG with the Integrated Defense Working Group (IDWG) facilitated by the SFS or functional equivalent.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
2	Any 3E9X1 and one 3E971 or civilian equivalent
References	
UJTL Link(s)	
AFUTL Link(s)	
AFTTP	
AFMAN	AFMAN 10-2502
Other	AFI 10-2501, DoDI 6055.17

Table A4.3. Core Service: Hazard Assessment.

Definition	
Identifies and characterizes the hazards and threats to the installation.	
Standard	
On an annual basis, coordinate with the AHRPT, installation TWG, IDWG, and other agencies to determine potential hazards to the installation and the threats they pose. Consider natural geological, natural biological, human accidental, human intentional, technological, and HAZMAT. This, combined with the other IRMP assessments is included in the IEMP 10-2 as the foundation for EM budgeting and procurement decisions and EM training. The AHRPT conducts these assessments under EMWG oversight.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
2	3E951 and 3E971 or civilian equivalents
References	
UJTL Link(s)	
AFUTL Link(s)	
AFTTP	
AFMAN	AFMAN 10-2502
Other	DoDI 6055.17

Table A4.4. Core Service: Capability Assessment.

Definition	
Identifies capabilities for response to a major incident, natural disaster, enemy attack, or terrorist incident.	
Standard	
On an annual basis, coordinate with the AHRPT, installation TWG, IDWG, and other applicable agencies to research and define capabilities for response to a major incident, natural disaster, enemy attack, or terrorist incident. Identify response resources and LIMFACS of mission-derived tasks with associated conditions and standards. This combined with the other IRMP assessments is included in the IEMP 10-2 as a foundation for EM budgeting and procurement decisions, EM training, and drill/exercise design. The AHRPT conducts this assessment under EMWG oversight.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
2	3E951 and 3E971 or civilian equivalents
References	
UJTL Link(s)	
AFUTL Link(s)	
AFTTP	
AFMAN	AFMAN 10-2502

Table A4.5. Core Service: Vulnerability Assessment.

Definition	
Determines the overall vulnerability of the installation to a major incident, natural disaster, enemy attack, terrorist incident, and identifies areas of improvement to withstand, mitigate, or deter the effects.	
Standard	
Annually, coordinate with the AHRPT, installation TWG, IDWG, and other applicable agencies to evaluate and determine the installation's vulnerability to a major incident, natural disaster, enemy attack, or terrorist incident. Identify areas of improvement to withstand, mitigate, or deter the effects. This combined with the other IRMP assessments is included in the IEMP 10-2 as a foundation for EM budgeting and procurement decisions, EM training, and exercise design. The AHRPT conducts this assessment under EMWG oversight. **Note:** Where feasible, integrate the annual IRMP with the installation IRMP facilitated by the SFS (or functional equivalent), toxic industrial materials/water vulnerability assessment facilitated by Bioenvironmental (or functional equivalent) and food vulnerability assessment facilitated by Public Health (or functional equivalent).	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
1	3E971 or civilian equivalent
References	
UJTL Link(s)	
AFUTL Link(s)	
AFTTP	AFTTP 3-2.83, *Multi-Service Tactics, Techniques, and Procedures for Installation Emergency Management*, 1 April 2013
AFMAN	AFMAN 10-2502
AFI	AFI 10-2501, AFI 10-245-O, AFI 31-101