
This publication establishes the Air Force Emergency Management (AFEM) Program use of an all-hazards approach to integrate plans and organize, train, and equip forces to prepare for, respond to, recover from, and mitigate the full spectrum of incidents. The AFEM Program focuses on maintaining and restoring mission capability as a way of assuring mission continuation and resiliency.

This policy directive establishes the AFEM Program that will use the Air Force Incident Management System (AFIMS) to respond to incidents. The AFEM Program complements the National Preparedness Goal and Presidential Policy Directive (PPD) 8, *National Preparedness*. 
Summary of Changes

This document has been substantially revised and must be completely reviewed. Major changes include updates to terminology consistent with doctrine and clarification of organizational roles and responsibilities to manage the AFEM Program.

1. Overview

1.1. Mission assurance and resiliency through protection of Air Force personnel and resources is essential to ensure successful operations on Air Force installations. This AFPD addresses activities promoting an all-hazards approach for protection against, response to, recovery from, and mitigating of threats, hazards, and incidents at Air Force installations worldwide.

1.2. The primary mission of the AFEM Program is to maintain and restore operational capability, save lives, and minimize the loss or degradation of resources in an all-hazards environment at AF installations worldwide. The ancillary missions of the AFEM program are to support homeland defense and civil support operations and to provide support to civil and host nation authorities.

1.3. Air Force organizations use AFIMS for incident preparedness, response, recovery, and mitigation. The Air Force supports federal emergency preparedness and incident management programs consistent with military operations. AFEM policies, guidance and procedures focus on operational requirements and incorporate them according to the National Response Framework, federal statutes, DoD guidance and host-nation agreements. Air Force organizations coordinate preparedness, response, and recovery requirements and capabilities with Federal, State, local, and tribal governments; other US and foreign military organizations, Combatant Commanders (COCOM), Chief of Mission (COM), host-nation partners; and international and non-governmental organizations utilizing an all-hazards approach in conjunction with a risk management process.

2. Policy. The Air Force establishes, maintains, sustains and improves preparedness through the following:

2.1. Integrated and measurable operational standards for determining the requirements for equipment, training, manpower, ancillary resources, and installation performance criteria to conduct and sustain emergency management (EM) operations.

2.2. Exercises and evaluations including threat-based assessment of unit capabilities for meeting home-station and expeditionary operational standards; conducting integrated response operations under expected threat or hazard conditions; and recovery, restoration and sustainment of mission capability.
2.3. Reporting and notification capabilities satisfying applicable Federal, DoD, Joint Service, COCOM, COM, Host Nation and Air Force requirements.

2.4. Emergency management constructs incorporated into appropriate Air Force Concepts of Operations, training and education courses as well as emergency management capabilities and tasks incorporated into Service Core Function Master Plans (CFMP).

2.5. Planning, programming, and budgeting for all emergency management requirements in training, exercises, evaluation, manpower, and equipment.

3. Roles and Responsibilities.

3.1. Commanders and civilian equivalents at all levels will:

3.1.1. Organize, train and equip personnel to conduct and sustain emergency management operations for continuation of air base operations.

3.1.2. Incorporate emergency management concepts, tactics, techniques, and procedures, into home-station and expeditionary programs, planning, operations and exercises worldwide. Although not an all-inclusive list, programs incorporating EM concepts include integrated defense, critical infrastructure, antiterrorism, logistics, transportation and physical security.

3.2. Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) will:

3.2.1. Provide incident response guidance to recover human remains (to include those remains contaminated by Chemical, Biological, Radiological and Nuclear (CBRN) materials) and associated personal effects and coordinate storage and handling procedures.

3.2.2. Serve as the focal point for victim and family assistance services for all emergency management activities.

3.2.3. Through the Air Force Services Agency, provide a template for installation shelter-stocking activities.

3.3. Deputy Chief of Staff for Intelligence, Surveillance and Reconnaissance (AF/A2) develops policy and provides guidance for planning, programming, training and budgeting resources necessary to ensure Air Force capabilities to collect, analyze, produce and disseminate all-source intelligence information to prepare for, respond to and recover from the direct and indirect consequences of adversary attacks or terrorist incidents involving conventional or CBRN weapons.

3.4. Deputy Chief of Staff for Operations, Plans and Requirements (AF/A3/5) will:

3.4.1. Oversee the development of homeland defense, defense support of civil authorities policy and operational standards, as outlined in AFPD 10-8, Defense Support of Civil Authorities and AFPD 10-2, Readiness.

3.4.2. Provide functional expertise to ensure synergy between the AFEM Program and Air Force operations, plans and requirements.

3.5. Deputy Chief of Staff for Logistics, Installations and Mission Support (AF/A4/7), will:
3.5.1. The Director of Logistics (AF/A4L), under the authority, direction, and control of the AF/A4/7, will provide subject matter expertise from all applicable logistics functional areas in the development of emergency management policy, guidance, and oversight.

3.5.2. The Civil Engineer (AF/A7C), under the authority, direction, and control of the AF/A4/7, will:

3.5.2.1. Serve as the Air Force lead for the AFEM program. Develop and synchronize AFEM policy with Headquarters Air Force, Joint Staff and DoD guidance and governance.

3.5.2.2. Develop policy and provide guidance for incident management and AFEM Program integration with homeland defense, civil support, mission assurance, integrated defense, critical infrastructure protection, continuity of operations, antiterrorism, emergency preparedness, foreign consequence management and EM activities.

3.5.2.3. Develop AFEM exercise requirements and evaluation criteria for inspection guidance.

3.5.2.4. Develop and provide AFEM ancillary training to military and civilian personnel, dependents and contractors.

3.5.2.5. Program and budget for resources to organize, train, equip and exercise forces in support of AFEM.

3.5.2.6. Provide designated Air Force representation to the DoD Emergency Management Steering Group (EMSG) according to DoDI 6055.17.


3.5.2.8. Provide functional emergency management expertise to support operational analysis, equipment, accession training, professional military education, training, exercises, science and technology, modeling and simulation, research, development and acquisition.

3.5.2.9. Provide functional expertise to support the development of DoD, Joint Service and International standards and doctrine for EM.

3.5.3. The Director of Security Forces (AF/A7S), under the authority, direction, and control of the AF/A4/7, will align antiterrorism, law enforcement, integrated defense policy and operational standards with the AFEM Program.

3.6. Deputy Chief of Staff for Strategic Plans and Programs (AF/A8) ensures Air Force strategic plans and fiscal guidance are instituted through corporate plans, programs, manpower and equipment requirements necessary to conduct the AFEM program.

3.7. Deputy Chief of Staff for Studies and Analyses, Assessments and Lessons Learned (AF/A9) ensures Air Force analysis, assessment and lessons learned applicability for plans, programs, operational concepts, education, training and exercises at all Air Force levels.
3.8. The Strategic Deterrence and Nuclear Integration Office (AF/10) will align nuclear mission and operational standards with the AFEM Program.

3.9. The Air Force Surgeon General (AF/SG) will:
   3.9.1. Develop policies to address medical aspects of the AFEM Program.
   3.9.2. Incorporate EM considerations into medical plans, programs, requirements and budgets.
   3.9.3. Provide medical expertise to support the development of Air Force policies and procedures and associated medical response capabilities for the AFEM Program.
   3.9.4. Oversee medical aspects of emergency management.
   3.9.5. Provide functional expertise to integrate medical response capabilities and ensure medical forces are properly organized, trained and equipped to support emergency management, to include support of health risk assessment activities and patient treatment.

3.10. The Chief Information Officer and Chief of Information Dominance (SAF/CIO A6) plans, programs and budgets for an integrated, interoperable and network centric communications infrastructure for the all-hazard threat environment.

3.11. The Inspector General (SAF/IG) will:
   3.11.1. Develop guidance for AFEM Program exercises and evaluations modeled after the Homeland Security Exercise and Evaluation Program (HSEEP) and according to DoDI 6055.17.
   3.11.2. Review inspection criteria developed from all functional areas to assess unit emergency response and recovery capabilities compatible with inspection policy.

3.12. Assistant Secretary of the Air Force for Acquisition (SAF/AQ) and Headquarters, Air Force Materiel Command pursue technologies to support emergency management and incorporate EM requirements into research, development and acquisition programs.

3.13. Air Force Office of Special Investigations establishes and integrates policies for reporting counterthreat operational information to Air Force commanders.

3.14. MAJCOM, ANG, Field Operating Agencies and Direct Reporting Units develop plans, policies and procedures and budgets resources to organize, train and equip forces to conduct the AFEM Program consistent with unit mission and the all-hazard threat environment.

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Secretary of the Air Force
Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

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**Adopted Form**

AF Form 847, *Recommendation for Change of Publication*

**Abbreviations and Acronyms**

AF—Air Force  
AFI—Air Force Instruction  
AFIMS—Air Force Incident Management System  
AFMAN—Air Force Manual  
AFEM—Air Force Emergency Management  
AFPD—Air Force Policy Directive  
AFRIMS—Air Force Records Information Management System  
ANG—Air National Guard  
CBRN—Chemical, Biological, Radiological and Nuclear  
COCOM—Combatant Commanders  
COM—Chief of Mission  
DoD—Department of Defense  
DoDD—Department of Defense Directive  
DoDI—Department of Defense Instruction  
EM—Emergency Management  
EMSG—Emergency Management Steering Group  
EMWG—Emergency Management Working Group  
HSPD—Homeland Security Presidential Directive  
JP—Joint Publication  
NGO—Nongovernmental Organizations  
NIMS—National Incident Management System  
NRF—National Response Framework  
MAJCOM—Major Command  
PPD—Presidential Policy Directive  
RDS—Records Disposition Schedule

**Terms**

**Air Force Incident Management System (AFIMS)**—A methodology designed to incorporate requirements of Homeland Security Presidential Directive 5 (HSPD-5), the National Incident
Management System (NIMS), National Response Framework (NRF), and Office Secretary of Defense guidance while preserving the requirements of the expeditionary Air Force. AFIMS provides the Air Force with an incident management system consistent with the NIMS single comprehensive approach to incident management. It includes a core set of concepts, principles, terminology, and technologies covering the incident command system, emergency operations centers, training, qualification and certification, and the management of resources.

**All-Hazards Approach**—A methodology to develop emergency management strategies for all different types of potential incidents. “All-hazards” include any incident, natural or manmade that warrants action to protect the life, property, health, and safety of military members, dependents, and civilians at risk, and minimize any disruptions of installation operations.

**Air Force Emergency Management (AFEM) Program**—The single, integrated Air Force program to coordinate and organize efforts to prepare for, respond to, recover from, and mitigate incidents and emergencies using an all—hazards approach.

**Homeland Defense**—The protection of United States sovereignty, territory, domestic population, and critical defense infrastructure against external threats and aggression or other threats as directed by the President. Also called HD. (JP 3-27).

**National Incident Management System (NIMS)**—A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations (NGOs), and the private sector to work seamlessly to prevent [as it pertains to hostile/intentional acts,] protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment. (NIMS)

**Preparedness**—The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent [as it pertains to hostile/intentional acts], protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and coordination among government, private-sector, and NGOs to identify threats, determine vulnerabilities, and identify required resources. Within NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management. (DoDI 6055.17)

**Risk Management**—A continual process or cycle where risks are identified, measured, and evaluated; countermeasures are designed, implemented, and monitored to see how they perform, with a continual feedback loop for decision-maker input to improve countermeasures and consider trade-offs between risk acceptance and risk avoidance. (DoDI 6055.17)