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OF THE AIR FORCE**

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**Operations**

**AIR FORCE EMERGENCY  
MANAGEMENT PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This publication implements Department of Defense Directive (DoDD) 3020.44, *Defense Crisis Management*; Department of Defense Instruction (DoDI) 3020.52, *DOD Installation Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) Preparedness Standards*; DoDD 3150.08, *DoD Response to Nuclear and Radiological Incidents*; DoDI 3150.10, *DoD Response to US Nuclear Weapon Incidents*; and DoDI 6055.17, *DoD Installation Emergency Management (IEM) Program*. This publication supports DoDI 2000.21, *Foreign Consequence Management (FCM)*; DoDD 2060.02, *DoD Combatting-Weapons of Mass Destruction (C-WMD) Policy*; Air Force Policy Directive (AFPD) 10-8, *Defense Support of Civil Authorities (DSCA)*; DoDD S-5100.44, *Defense and National Leadership Command Capability (DNLCC)*, AFPD 10-26, *Counter-Chemical, Biological, Radiological and Nuclear (CBRN) Operations*; AFPD 10-24, *Air Force Critical Infrastructure Program (CIP)*; AFPD 10-2, *Readiness*; DoDD 3020.26, *Department of Defense Continuity Programs*; DoDD 5100.46, *Foreign Disaster Relief (FDR)* and DoDI 6200.03, *Public Health Emergency Management Within Department of Defense*.

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*.

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## **SUMMARY OF CHANGES**

This documents 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.

3.5.2.7. Establish an Air Force Emergency Management Working Group (EMWG) charter which shall primarily supports three corporate governance structures: DoD EMSG, Air Force Security Enterprise and Mission Assurance, and the Air Force Civil Engineer.

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.
  - 3.9.6. Develop medical self-assessment checklists.
- 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.

Deborah Lee James  
Secretary of the Air Force

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

- PPD-8, *National Preparedness*, 30 March 2011
- HSPD-5, *Management of Domestic Incidents*, 28 February 2003
- National Response Framework (NRF)*, Second Edition, May 2013
- National Incident Management System (NIMS)*, December 2008
- DoDD 2060.02, *Department of Defense (DoD) Combatting-Weapons of Mass Destruction (WMD) Policy*, 19 April 2007
- DoDD 3020.44, *Defense Crisis Management*, 04 June 2007
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- DoDD S-5100.44, *Defense and National Leadership Command Capability (DNLCC)*, 9 July 2008
- DoDD 3020.26, *Department of Defense Continuity Programs*, 9 January 2009
- DoDD 5100.46, *Foreign Disaster Relief (FDR)*, 6 July 2012
- DoDD 5160.05E, *Roles and Responsibilities Associated with the Chemical Biological Defense Program (CBDP)*, 9 November 2008
- DoDI 2000.21, *Foreign Consequence Management (FCM)*, 10 March 2006
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- DoDI 3150.09, *The Chemical, Biological, Radiological, and Nuclear (CBRN) Survivability Policy*, 17 September 2008
- DoDI 3150.10, *DoD Response to US Nuclear Weapon Incidents*, 02 July 2010
- DoDI 6200.03, *Public Health Emergency Management Within the Department of Defense*, 5 March 2010, (Change 2, 2 October 2013)
- DoDI 6055.17, *DoD Installation Emergency Management (IEM) Program*, 13 January 2009 (19 November 2010)
- Joint Publication (JP) 3-27, *Homeland Defense*, 29 July 2013
- AFI 10-2603, *Emergency Health Powers on Air Force Installations*, 13 October 2010
- AFPD 10-2, *Readiness*, 6 November 2012
- AFPD 10-8, *Defense Support of Civil Authorities (DSCA)*, 15 February 2012
- AFPD 10-24, *Air Force Critical Infrastructure Program (CIP)*, 6 January 2012
- AFPD 10-26, *Counter-Chemical, Biological, Radiological and Nuclear (CBRN) Operations*, 26 September 2007 (Change 1, 23 April 2013)

AFMAN 33-363, *Management of Records*, 1 March 2008

***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)