

ATP 3-11.47
AFTTP 3-2.79

***CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR, AND
HIGH-YIELD EXPLOSIVES ENHANCED RESPONSE FORCE
PACKAGE (CERFP)/HOMELAND RESPONSE FORCE (HRF)
OPERATIONS***

APRIL 2013

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HEADQUARTERS, DEPARTMENT OF THE ARMY

FOREWORD

This publication has been prepared under our direction for use by our respective commands and other commands as appropriate.



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CERFP/HRF Operations

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Preface

Army Techniques Publication (ATP) 3-11.47/Air Force Tactics, Techniques, and Procedures (AFTTP) 3-2.79 provides tactical doctrine and tactics, techniques, and procedures in detail and sets the foundation for the tactical employment of the CERFP/HRF. This document—

- Outlines the HRF command and control (C2) and working relationships within the broader context of National Guard CERFP/HRF operations.
- Outlines the structure, element composition, capabilities, and planning considerations of the CERFP/HRF.
- Delineates the C2 relationship of the CERFP/HRF and the relationships to the joint force headquarters (JFHQ)—state and other potential higher headquarters.
- Discusses sustainment and support requirements for CERFP/HRF operations.
- Establishes baseline operational configurations and processes for the CERFP/HRF in response to a Tier 2 or Tier 3 support request.

The potential for terrorist activities directed against U.S. citizens and interests worldwide is a serious threat. To counter this threat, the U.S. government has implemented a number of measures to enhance the ability of the nation to prepare for, respond to, and recover from terrorist activities within the United States, its territories, and its possessions (federal, state, local, and tribal). The CERFPs/HRFs are task forces that were developed by the leadership of the National Guard Bureau and various states as measures implemented to support response to the threat against the homeland. While primarily designed for use at a chemical, biological, radiological, and nuclear (CBRN) incident site, CERFPs/HRFs are also available for use in natural or man-made disasters (all hazards).

The primary audience for ATP 3-11.47/AFTTP 3-2.79 is the middle and senior leadership of the Army and Air Force (officers in the rank of major and above who command National Guard forces in major operations and campaigns or serve on the staffs that support those commanders). It is also applicable to the enlisted and civilian leadership of the Army and Air Force.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable U.S., international, and (in some cases) host nation laws and regulations. Commanders at all levels ensure that their Soldiers operate according to the law of war and the rules of engagement. (See Field Manual [FM] 27-10.)

The CERFP and HRF can be prepositioned or respond to an incident using existing organic transportation and Army National Guard (ARNG)/Air National Guard (ANG) units in state active duty status or Title 32, U.S. Code (32 USC) status. These units are trained and equipped to integrate under the National Incident Management System to support the incident commander. The CERFP supports the incident commander by planning and exercising C2, casualty search and extraction in support of urban search and rescue tasks, ambulatory and nonambulatory mass casualty decontamination, emergency medical triage and patient stabilization, and fatality search and recovery. The HRF provides support to the incident commander by planning and conducting C2, security operations, and CERFP operations (when the CERFP is attached).

This document consolidates multiple sources and descriptions of the CERFP/HRF. It integrates the various historical CERFP/HRF validated concepts and guidance with the best practices gleaned from subject matter experts in the different operational areas of the currently fielded CERFP/HRF. This information is shared with key decisionmakers at local, state, and federal levels.

Notes.

1. The fatality search and recovery teams and religious support teams are not currently assigned to CERFPs/HRFs on a permanent basis. The fatality search and recovery teams are an additional capability that can be requested, when needed, to support the CERFPs/HRFs by conducting fatality search and recovery operations, while the religious support teams are an additional capability that can provide religious support during an incident. (See appendix A for more information on the fatality search and recovery team, and see appendix B for more information on the religious support team.)
 2. When addressing the CERFP/HRF, this manual will address the units according to the order of incident response.
 3. The CERFP and the HRF do not have an explosive ordnance capability assigned to them. CBRN incident site requests for explosive ordnance disposal or public safety bomb capability are to be forwarded through the incident commander to the joint task force (JTF)–state or JFHQ–state.
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ATP 3-11.47/AFTTP 3-2.79 uses joint terms where applicable. Selected joint, Army, and Air Force terms and definitions appear in the glossary and in the text. Terms for which this manual is the proponent publication (the authority) are marked with an asterisk (*) in the glossary. Definitions for which this manual is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized, and the number of the proponent publication follows the definition.

This publication applies to the Active Army, the ARNG, the ARNG of the United States, the U.S. Army Reserve, the U.S. Air Force, the ANG, the ANG of the United States, and the U.S. Air Force Reserve, unless otherwise stated.

The proponent for this publication is the U.S. Army CBRN School. The preparing agency is the U.S. Army CBRN School. Send comments and recommendations on Department of the Army (DA) Form 2028 (*Recommended Changes to Publications and Blank Forms*) directly to Commandant, U.S. Army CBRN School, ATTN: ATSN-Z, 14000 MSCoE Loop, Suite 270, Fort Leonard Wood, Missouri 65473 or by e-mail to <usarmy.leonardwood.mscoe.mbx.cdiddcddcbrndoc@mail.mil> or submit an electronic DA Form 2028.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

The term *state* does not refer exclusively to the 50 states of the United States, but also includes its territories and the District of Columbia.

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Chapter 1

Operations in Support of the Homeland

The President of the United States directed that one of ten primary and enduring Department of Defense (DOD) mission sets is to “defend the homeland and provide support to civil authorities.” The Homeland is a DOD area of operation that is unique and has special requirements. The defense of the homeland in the United States and territories is the top priority of the nation and the DOD. Throughout the history of the United States, the National Guard has responded to and defended our nation against all enemies—foreign and domestic. The Preamble to the Constitution indicates that the federal government will “provide for the common defense” of the homeland and interests abroad. The Constitution and the history and heritage of the United States have always given the National Guard a role in national defense. The terrorism incidents on 11 September 2001 resulted in a new urgency to this mission. Today, governors rely on the National Guard to respond to emergencies and disasters when other local and state capabilities are overwhelmed or when specific technical assistance is needed. The National Guard and other DOD forces also protect and defend critical national infrastructure and resources that are important to our way of life as Americans. This chapter discusses the history of homeland security and homeland defense, the state and federal dual mission, National Guard response elements, and state and federal support. Other national and DOD CBRN response capabilities are also discussed in this chapter.

HOMELAND DEFENSE, HOMELAND SECURITY, AND DSCA

1-1. The *homeland* as defined in Joint Publication (JP) 1-02 is the physical region that includes the continental United States, Alaska, Hawaii, United States possessions and territories, and surrounding territorial waters and airspace. The evolving threats to the homeland, along with the requirements of the Defense Support of Civil Authorities (DSCA) mission, demand that the National Guard continue to develop response capabilities that address CBRN threats and hazards. This includes threats to critical infrastructure (private and government) that could affect governance; transportation; energy distribution; production of goods; and availability of services, food, commerce, and communications.

1-2. In the homeland, DOD conducts homeland defense and DSCA—DOD missions that support the national homeland security enterprise led by the President and the Department of Homeland Security. The DOD must be capable of conducting homeland defense and DSCA operations while simultaneously conducting other operations in support of preventing conflicts.

1-3. DSCA is support that is provided by the U.S. military, DOD civilians, DOD contract personnel, DOD component assets, and National Guard forces (when the Secretary of Defense, in coordination with the governors of the affected states, elects and requests to use those forces in 32 U.S.C. status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities or from qualifying entities for special events (JP 1-02).

1-4. Federal, state, local, and tribal governments recognize and monitor the planning for, the response to, and recovery from CBRN attacks. The Defense Planning Guidance, fiscal years 04–09, stated that the “United States is facing an increasingly dynamic strategic environment that includes ruthless, resourceful, and highly adaptive potential adversaries able to employ asymmetric capabilities. These adversaries are likely to exploit increasingly powerful means of destruction... [and are] investing in advanced military technologies, such as CBRN weapons, and ballistic or cruise missiles and unmanned aerial vehicles to

deliver them. There are also indications that potential adversaries are developing novel, asymmetrical operational concepts for employing these advanced technologies.”

1-5. The September 2002 *National Security Strategy of the United States of America* established the precept, “Minimizing the effects of weapons of mass destruction use against our people will help deter those who possess such weapons and dissuade those who seek to acquire them by persuading enemies that they cannot attain their desired ends.” The 2002 *National Military Strategy of the United States of America* goes on to read, “... of special concern are terrorism, the use or threatened use of weapons of mass destruction, and information warfare. These three risks in particular have the potential to threaten the homeland and the population directly.... U.S. Armed Forces as a whole should be multi-mission capable; interoperable among all elements... and able to coordinate operations with other agencies of government and some civil institutions.”

1-6. On 30 July 2003, the Secretary of Defense issued a memorandum for the Chief, National Guard Bureau, on guard bureau initiatives that specifically states, “... strive to adapt the National Guard Bureau to better support the [Global War on Terrorism], homeland defense and homeland security. Seek ways to strengthen National Guard Bureau’s relationship with the Joint Staff, U.S. Northern Command, United States Pacific Command, and the Office of the Secretary of Defense–Homeland Defense. My intent is to enhance our ability to employ forces to meet the nation’s homeland defense needs.”

1-7. During March 2004, the U.S. Northern Command commander signed a memorandum for the Chairman, Joint Chiefs of Staff that says, “We support the National Guard Bureau’s initiative to institute National Guard Bureau CERFP task forces regionally throughout the United States. This plan would provide trained and ready units to locate, extract, and decontaminate casualties, as well as perform medical triage and emergency treatment.” (See appendix C for more information on the medical element.)

1-8. The September 2006 *National Strategy for Combating Terrorism* recognizes CBRN incident response as one of the six objects of addressing weapons of mass destruction. It states, “Once the possibility of a weapons of mass destruction attack against the United States has been detected, we will seek to contain, interdict, and eliminate the threat. We will continue to develop requisite capabilities to eliminate the possibility of a weapons of mass destruction operation and to prevent a possible follow-on attack. We will prepare ourselves for possible weapons of mass destruction incidents by developing capabilities to manage the range of consequences that may result from such an attack against the United States or our interests around the world.”

1-9. In the aftermath of Hurricane Katrina, federal and state officials struggled with fatality recovery. At one point, the DOD took over fatality search and recovery operations. Also in 2005, an Air Force agile civil support risk assessment and review of the Air Force CBRN master plan identified a mortuary affairs shortfall in response to a contingency CBRN incident, while a review called for capabilities to provide CBRN consequence management in support of civil authorities. The Air Force Deputy Chief of Staff for Personnel partnered with the National Guard Bureau Deputy Chief of Staff for Personnel to develop search and recovery teams that could respond specifically to a CBRN mass fatality incident. The ANG took the lead and established ten fatality search and recovery teams by converting existing unit type codes. In 2008, the Chief of the National Guard Bureau identified a gap in fatality management within the National Guard CERFP capability, leading to the alignment of 17 fatality search and recovery teams composed of ANG personnel (3 military occupational specialties) trained in search and recovery. This capability was identified as a potential complement to National Guard Bureau CERFP teams. These teams, once trained, comprise the fatality search and recovery team of the CERFP.

1-10. Paragraph 4.1 of Department of Defense Instruction (DODI) 2000.18 states, “The DOD components in the continental United States have the responsibility, as specified in U.S. law, to support and assist U.S. civil authorities, as directed, in consequence management activities for natural and man-made disasters, to include CBRN-related incidents on U.S. territory.”

1-11. Within the 2010 *Quadrennial Defense Review Report*, the Secretary of Defense directed DOD to “Field faster, more flexible consequence management response forces” by restructuring chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) consequence management response force and standing up ten National Guard HRFs. The Secretary of Defense directive in the report resulted in

the establishment of a DOD CBRN response enterprise consequence management that has the following major components:

- DOD CBRN consequence management forces composed of National Guard civil support teams, CERFPs, and HRFs under the command authority of the governor of the supported states.
- DOD federal forces under the command of U.S. Northern Command or U.S. Pacific Command in direct support to the lead federal agency. HRFs are assigned to each Federal Emergency Management Agency (FEMA) region and provide C2, a CBRN assistance support element, and a CBRNE task force in support of a CBRNE incident.

1-12. Homeland security and homeland defense are complementary components of the *National Security Strategy*. *Homeland security* is the concerted national effort to prevent terrorist attacks within the United States; it reduces America's vulnerability to terrorism, major disasters, and other emergencies and minimizes the damage and recovery from attacks, major disasters, and other emergencies that occur (JP 3-28). *Homeland defense* is the protection of U.S. sovereignty, territory, domestic population, and critical defense infrastructure against external threats and aggression or other threats as directed by the President (JP 3-27). Missions are defined as homeland defense if the nation is under concerted attack from a foreign enemy. The DOD leads homeland defense and is supported by other federal agencies. The DOD supports the nation's homeland security effort, which is led by the Department of Homeland Security. A review of the relationship between homeland defense, homeland security, and DSCA is located in JP 3-28. This publication focuses primarily on the aspects associated with homeland security, DSCA, and National Guard civil support.

1-13. The employment of military forces to conduct operations within the homeland is constrained by laws and policies. This unique environment must be understood by commanders before an event to shape activities before and during execution. The National Guard plays a predominant and unique role in homeland defense and DSCA operations, whether under the mission command of the state governor or federalized in 10 USC status under the mission command of the President of the United States, Secretary of Defense, and supported combatant commander. A unity of effort between state- and federal-led responses is required for operating in the homeland.

NATIONAL GUARD DUAL STATE AND FEDERAL MISSIONS

1-14. State National Guard forces are commanded or directed by their respective governors, but they can be mobilized federally on the order of the president. In each support role, the National Guard has a specific chain of command. The governor commands or directs the National Guard when performing training or duty in state active duty or under 32 USC. In 10 USC status, the National Guard is a federal military asset under the control of the President and may be assigned to support any combatant commander. The CERFPs/HRFs may be deployed in state active duty, 32 USC, or 10 USC authority. When operating outside its state, CERFP/HRF will be under the authorities and agreements of the Emergency Management Assistance Compact (EMAC), memorandums of agreement and/or memorandums of understanding.

1-15. When federal military and National Guard forces are employed simultaneously in support of civil authorities in the United States, the designation of a dual-status commander is the usual C2 arrangement. When a CERFP or HRF is operating on state active duty or 32 USC status under a dual-status commander, C2 is maintained through state authorities. The 10 USC status CBRN response enterprise forces under dual-status commanders are maintained through federal authorities. The dual-status commander serves as a link between two distinct and separate chains of command (federal and state) to facilitate a unity of effort.

1-16. The CERFP/HRF assignment is a dual mission assigned to the ARNG modified table of organization and equipment and ANG manning document units. Units that have assigned CERFP/HRF tasks also continue to perform their assigned primary mission. The mission and tasks related to supporting a response to a CBRN incident are often an additional skill set above and beyond their primary military occupational specialty/Air Force specialty code skills. They must maintain proficiency in both sets of tasks.

EMERGENCY RESPONSE CRITERIA FOR EMPLOYMENT

1-17. HRFs are designed to respond to major CBRN incidents and fill the gap between state and federal response teams. Criteria for response are determined by respective governors or the President. Requests must be validated mission assignments.

1-18. The National Guard CBRN response enterprise (civil support teams, CERFPs, and HRFs) comprises a significant portion of the total DOD life-saving capability to mitigate the impact of domestic major or catastrophic CBRN events. The National Guard CBRN response enterprise is part of a larger DOD national response capability, and the Chief of the National Guard Bureau will synchronize the deployment of the National Guard response enterprise with supporting/supported JFHQ-states, Office of the Secretary of Defense, and the joint staff.

1-19. Requests for National Guard support can be received from the state and federal agencies specified in the emergency management plans. The processes for requesting and validating requests for assistance must be clearly delineated and understood.

1-20. During suspected or known CBRN events, the Chief of the National Guard Bureau coordinates with the Assistant to the Secretary of Defense for Homeland Defense and Americas' Security Affairs and joint staff provost marshal division (J-34) to obtain Secretary of Defense approval of the employment of the National Guard CBRN response enterprise in T-32 and the overall level of response (total number of civil support teams, HRFs, and CERFPs) that will be alerted and deployed. During suspected or known CBRN events, it is expected that the civil support teams, HRFs, and CERFPs within the affected FEMA region will alert and deploy initially in state active duty.

1-21. State and regional requests for assistance are validated through established JFHQ-state and/or incident command system emergency response channels. Requests for assistance normally follow established emergency management procedures in which local officials contact the state emergency management agency. The authority to alert and deploy the National Guard in state active duty, including the CERFP/HRF, rests with the governor (through the adjutant general). If the CERFP/HRF is to operate under 10 USC authority, the defense coordinating officer or other designated representative of the combatant commander makes this validation. If a request for CERFP/HRF is received, the National Guard Coordination Center identifies available assets to satisfy the request and notifies the JFHQ-state of the appropriate state to activate the forces in 10 USC authority following Secretary of Defense approval. The National Guard Coordination Center coordinates the activation and deployment of requested forces with the state and the requesting combatant commander.

1-22. In the absence of a validated mission assignment, commanders and other officials may still employ CERFPs/HRFs for immediate response activities to save lives, prevent human suffering, or mitigate property damage. For forces in 10 USC status, DODD 3015.18 provides that, upon a request for assistance from a civil authority, under imminently serious conditions and if time does not permit approval from a higher authority, federal military commanders and certain other DOD officials may provide an immediate response by temporarily employing the resources under their control to save lives, prevent human suffering, or mitigate property damage within the United States. However, these federal forces may not subject civilians to military power that is "regulatory, prescriptive, proscriptive, or compulsory."

1-23. Department of Defense Directive (DODD) 3025.18 also recognizes the authority of state officials to direct a state immediate response using National Guard personnel under state C2, including personnel in 32 USC status, according to state law. However, National Guard personnel may not be placed in or extended in 32 USC status to conduct state immediate-response activities.

1-24. *Immediate-response authority* is defined as the temporary authority of a DOD official to employ resources under their control (subject to any supplemental direction provided by higher headquarters) and to provide those resources to save lives, prevent human suffering, or mitigate great property damage in response to a request for assistance from a civil authority, under imminently serious conditions when time does not permit approval from a higher authority with the United States. Immediate-response authority does not permit actions that would subject civilians to the use of military power that is regulatory, prescriptive, proscriptive, or compulsory.

1-25. The authority of state officials is recognized to direct a state immediate response using National Guard personnel under state C2 (including personnel in 32 USC status) according to state law, but National Guard personnel may not be placed or extended in 32 USC status to conduct state immediate-response activities.

1-26. Governors may use units and other elements of the HRF for an all-hazards response as required, but the designation of *HRF* is used within the HRF construct (such as a CBRN event).

CERFP WITHIN THE INCIDENT COMMAND SYSTEM

1-27. The CERFP integration into the incident command system at a CBRN incident is essential to ensure coordinated planning and information sharing. The fundamental incident command system structure remains the same for all incidents, allowing for an incident command with four sections (operations, logistics, planning, and finance). During large-scale operations, the CERFP can be assigned as a branch within the operations section. As a branch organization, specific responsibilities assigned to individual CERFP elements could be established as group functions. In smaller scale incidents, responsibilities and tasks could be assigned within a group or sector of operations.

HRF WITHIN THE INCIDENT COMMAND SYSTEM

1-28. The HRF generally operates in direct support of the JTF-state commander and directly coordinates within the incident command system, taking assignments from the JTF-state commander in support of, and coordination with, the incident commander responsible for the CBRN incident response. The integration into the incident command system at a CBRN incident is essential for the HRF to maximize the capabilities and efficiencies of CBRN response forces. Because the HRF normally deploys for catastrophic events, the HRF liaise with and support the larger unified command structure. The assignment and structure of the incident command system is situation-driven. The fundamental incident command system structure remains the same for all incidents, allowing for an incident command with four sections (operations, logistics, planning, and finance). During large-scale operations, the HRF can be assigned as a branch within the operations section. As a branch organization, specific responsibilities assigned to individual HRF elements could be established as group functions. In smaller-scale incidents, responsibilities and tasks could be assigned within a group or sector of operations. If the HRF C2 element is not deployed, the CERFP C2 element would assume this mission. The CERFP C2 element would coordinate liaison with higher headquarters and supported elements.

1-29. All incident command system activities are compliant with the National Incident Management System because it provides a systematic, proactive approach to guide departments and agencies at governmental, nongovernmental, and private sector levels to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity to reduce the loss of life, property, and harm to the environment. The National Incident Management System works hand in hand with the *National Response Framework* and provides the template for incident management, while the National Response Framework provides the structure and mechanisms for the national level policy for incident management.

STATE-TO-STATE AGREEMENTS

1-30. The EMAC is a federal legislative ratified agreement between the states that provides form and structure to interstate mutual aid. EMAC legislation was approved by Congress in 1996 as Public Law (PL) 104-321. The EMAC applies to National Guard personnel in state active duty or 32 USC authority, but not in 10 USC authority.

1-31. The CERFP/HRF may be deployed across state boundaries in state active duty or 32 USC authority based on verbal or written agreements between affected governors without enacting the EMAC. States are encouraged to develop specific state-to-state compacts, memorandums of understanding, and memorandums of agreement outside the EMAC to facilitate regional CERFP/HRF support and response. Establishing habitual supporting relationships permits advanced and detailed planning and preparation,

facilitating a more effective response. These agreements may be established through long-range planning and negotiation.

1-32. As the states establish compacts, memorandums of understanding, and memorandums of agreement, many key issues can be addressed. The CERFP/HRF C2 is conducted according to provisions of the EMAC, memorandum of understanding, and memorandum of agreement and the applicable operation plan or operation order. Other key issues addressed in the operation plan or operation order include CERFP/HRF sustainment requirements and the reimbursement of expenses.

1-33. In the absence of formal or informal agreements, the governor of an affected state may request assistance through the joint information exchange environment for the deployment of CERFP/HRF. When a CERFP/HRF is requested from another state, the supported and supporting states must notify the National Guard Coordination Center of their actions. It is important for states without a CERFP/HRF to understand the capability and support requirements of a CERFP/HRF.

FEDERAL SUPPORT

1-34. The federal government and its agencies are asked to provide additional assistance when state and local response forces have exceeded or exhausted their capabilities due to the magnitude of the situation or the requirement for specific technical capabilities.

1-35. The National Response Framework describes the processes used to provide this support to state and local agencies. The National Response Framework establishes a principal federal officer whose responsibilities include conducting an initial situation assessment, developing an action plan for federal response, and monitoring actions and activities of interagency responders. The principal federal officer ensures that incident management efforts are maximized through effective and efficient coordination. For emergencies declared under Public Law 92-288 (commonly known as the Stafford Act), the federal coordinating officer serves as the primary federal coordinator for disaster response and recovery while the state coordinating officer represents the state.

1-36. The defense coordinating element, lead by the defense coordinating officer, consists of DOD operations and liaison personnel, including state emergency preparedness liaison officers that regularly work with adjutant generals and the JFHQ-state operations directorate of a joint staff (J-3) or the director of military support, formerly the plans, operations, and military support officer. The defense coordinating officer is the DOD on-site representative who coordinates federal military support to civilian agencies through the principal federal officer and emergency support functions leaders at the joint field office.

1-37. The unified combatant commands maintain a network of federal emergency preparedness liaison officers assigned in each state and federal region from the various services. They also designate a defense coordinating officer for each region and, as needed, a state coordinating officer for each state. Although assigned to their regional planning authority, emergency preparedness liaison officers routinely work closely with the adjutant general to support state emergency management. These officers help coordinate mutual support between the Services, the unified combatant command, and their assigned state. They facilitate 10 USC military support for the principal federal officer within the state and are knowledgeable of available military assets and state requirements.

1-38. The U.S. Northern Command also operates a standing joint forces land component, U.S. Army North. U.S. Army North subordinate command, JTF–civil support has the mission to save lives, prevent injury, and provide critical life support during a CBRN response in the United States and its territories and possessions. JTF-civil support headquarters is composed of military and supporting civilian personnel and has the capability to provide C2 of DOD 10 USC forces deployed to a CBRN incident site.

NATIONAL GUARD BUREAU SUPPORT

1-39. The Chief, National Guard Bureau, is a principal advisor to the Secretary of Defense through the Chairman of the Joint Chief of Staff on matters involving nonfederalized National Guard forces and through other DOD officials as outlined in DODD 5105.77, the National Guard Bureau, or as determined by the Secretary of Defense. For more information on the roles and responsibilities of the Chief, National Guard Bureau, see DODD 5105.77 or Army Regulation (AR) 130-5.

1-40. The National Guard Bureau is the channel of communications for matters between the National Guard and the DA, the Department of the Air Force, and several states. In addition to the other roles outlined in DODD 5105.77, the Chief, National Guard Bureau—

- Prescribes the training discipline and training requirements for the ARNG and the ANG and the allocation of federal funds for the training of the ARNG and ANG.
- Ensures that units and members of the ARNG and the ANG are trained by the states according to the approved policies and programs of the secretaries of the Army and Air Force.
- Participates in global force management, force employment, and force reset matters concerning domestic homeland defense and DSCA and other matters impacting National Guard forces when under command of their governors.
- Administers, consistent with the policies of the Secretary of Defense and the Chairman of the Joint Chiefs of Staff, joint programs and functions as necessary to effectively integrate National Guard resources and capabilities into DOD joint functions.

ROLES AND RESPONSIBILITIES

1-41. The National Guard Bureau National Guard Coordination Center consolidates information from the state National Guard joint operations centers to maintain situational awareness of the response and operations in support of the state according to the National Response Framework and the National Incident Management System. The National Guard Coordination Center, as directed, distributes the consolidated assessments and activities of the National Guard employed by the states to the Assistant Secretary of Defense for Homeland Defense, U.S. Northern Command, U.S. Pacific Command, U.S. Army Forces Command, U.S. Army North, the Air Force Office of Homeland Operations, and the Air Force North National Security Emergency Preparedness office who currently dispatch and employ federal forces to support validated defense coordinating officer requirements. This communication helps preclude many direct queries of response forces from diverse federal and state agencies.

INFORMATION MANAGEMENT

1-42. The DSCA missions require that DOD CBRN organizations communicate and share information and data analyses with state incident command system responders and partners. The National Incident Management System and supporting guidelines establish the basic requirements and standards for information sharing in the domestic, nonhomeland defense environment. See AR 25-2 for more information on information management.

1-43. The Chief, National Guard Bureau, has initiated aggressive action to streamline the organizational structure, processes, and analytical capabilities at the National Guard Bureau and at each of the JFHQ in the states, territories, and the District of Columbia to effectively respond to homeland defense and homeland security requirements. Key components of this strategy are to provide—

- Continuous and accurate situational awareness of National Guard operational capabilities and activities at state and/or territory and incident levels and enhanced vertical and horizontal information sharing and collaboration capabilities to facilitate mission planning and resourcing.
- Fully integrated, trusted information sharing and a collaboration environment supporting the National Guard, combatant commanders, and key interagency homeland defense and homeland security stakeholders.

Note. The purpose of this strategy is to facilitate and promote a unity of effort.

COMMUNICATIONS AND NETWORK SYSTEMS

1-44. CERFP/HRF communications should be interoperable with incident command system responders and partners, capable of supporting voice, data, and video according to supported local incident command standards to effectively contribute to unified actions. CERFP/HRF communications and information technology network systems facilitate the centralized planning and coordinated employment of casualty search, medical triage, mass decontamination, casualty assistance, and force protection forces and

capabilities. HRFs/CERFPs include communications and information technology systems that are to plan and manage the phasing of the commander and incident commander's critical information requirements; process mission reports; distribute information, data, and reports; and facilitate information sharing that leads to decisions among partners that ensure the synchronization of responder efforts in a dynamic civil support environment. (See appendix D for more information on the decontamination element.)

1-45. Standard military satellite communications, ultra-high frequency/very high frequency communications systems are the primary means of DOD support for civil support/consequence management domestic operations. CERFP/HRF communications must be interoperable with incident command system responders and partners, capable of supporting voice, data, and video according to supported local incident command standards to most effectively contribute to unified actions. Planning and exercising the integration of spectrum resource allocation with federal, state, tribal, and local responders is also important for the synchronization of responder planning.

TRANSITION TO TITLE 10, U.S. CODE STATUS

1-46. The CERFP/HRF employment varies from mission to mission. During the course of a response, a CERFP/HRF may transition from state active duty or 32 USC to 10 USC status. The CERFP/HRF C2 should be cognizant of multiple factors to effectively continue operations. These factors include—

- **Military justice authority.** The CERFP/HRF personnel in state active duty or 32 USC status are subject to state military justice authorities. Those serving under 10 USC status are subject to the Uniform Code of Military Justice.
- **10 USC logistics support.** The CERFP/HRF receives logistics support from DOD resources, the Department of Health and Human Services, and the incident command system.
- **10 USC support.** The CERFP/HRF becomes a DOD asset. They receive guidance from a military headquarters identified in an applicable operation order.

1-47. While operating in 10 USC status, other functional areas may also be impacted. These could include administrative support, work priorities, rules for the use of force, and medical support. The *Posse Comitatus Act* applies to the CERFP/HRF under 10 USC status authority within the United States. When anticipating federal activation, CERFP/HRF C2 elements consult the assigned judge advocate regarding the ramifications of transitioning from state active duty or 32 USC to 10 USC status under the specific authority anticipated.

1-48. The transition from state active duty or 10 USC status to 32 USC status involves—

- **Duty release.** The command reverts to the state upon release from duty under 10 USC status.
- **Mission completion.** Upon mission completion and the release of control by the military on-scene commander, the CERFP/HRF immediately contacts the higher command for further guidance and instruction. In most cases, the CERFP/HRF is ordered to redeploy.
- **Redeployment.** The CERFP/HRF returns to the home station and conducts post operation activities when ordered to redeploy.
- **National Guard civil support.** The National Guard civil support is support provided by the National Guard of the several states while in state active duty or 32 USC status to civil authorities and for designated law enforcement activities.

1-49. The National Guard duty authorities are state active duty, 32 USC, or 10 USC status. These authorities determine the restrictions under which National Guard forces operate as discussed in chapter 2. Figure 1-1 provides a comparison of National Guard civil support and DSCA. Table 1-1 shows potential CERFP/HRF duty statuses.

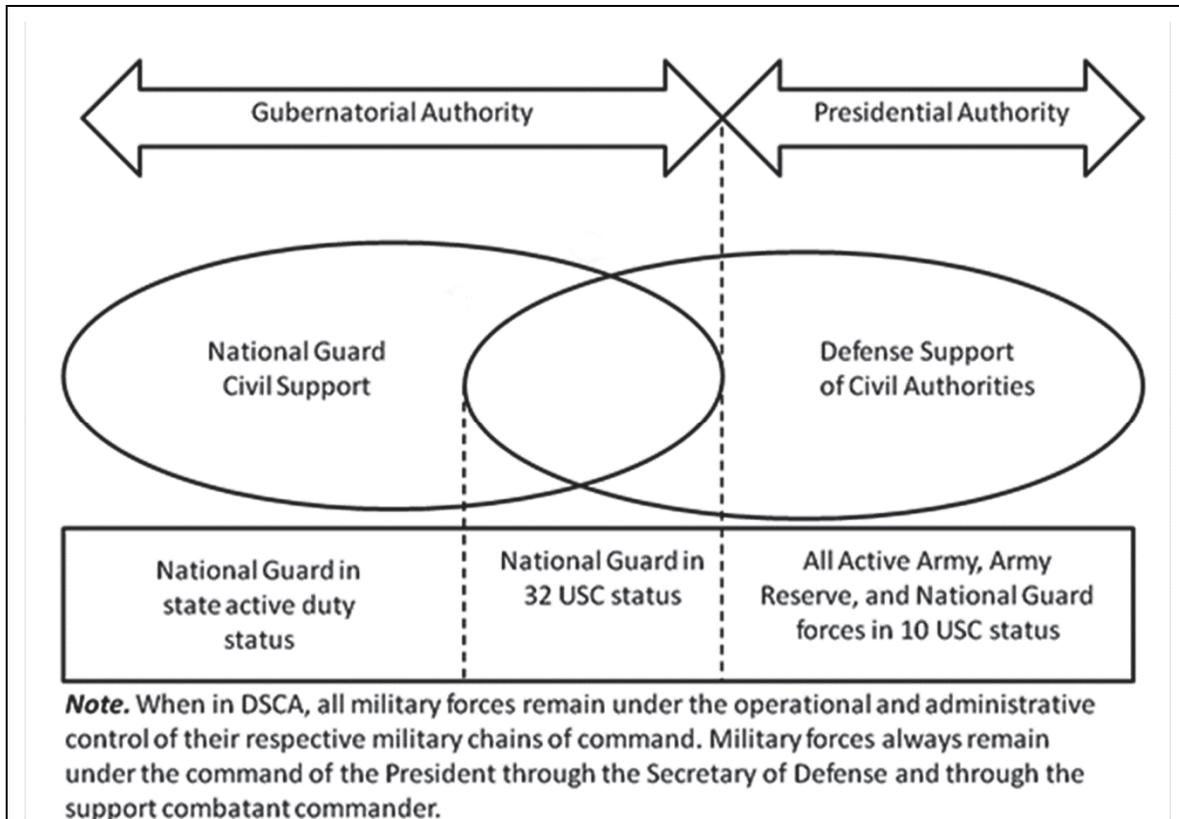


Figure 1-1. National Guard civil support and DSCA comparison

Table 1-1. CERFP/HRF duty statuses

<i>Functional Area</i>	<i>State Active Duty</i>	<i>32 USC</i>	<i>10 USC</i>
Command authority	Governor	Governor	President
Location of duty	State	United States/territories	Continental United States/outside the continental United States
Funding	State	Federal	Federal
Mission types	Training and state authorized missions	Training and other authorized missions	Federally authorized missions and training
Military discipline	State military code	State military code	Uniform Code of Military Justice
Support to law enforcement	Yes, within authority extended by state law	Yes, within authority extended by state law	Yes, according to the <i>Posse Commitatus Act</i> and/or other federal authority
Liability	State	Federal	Federal

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Chapter 2

Organizations and Roles

Leveraging existing ARNG and ANG units, the National Guard Bureau and designated states have organized, trained, and equipped HRFs/CERFPs to provide specialized capabilities that may be requested by local, state, and federal authorities. This specialized training and task organizing of existing forces ensures that the National Guard is ready to conduct lifesaving operations in contaminated and/or collapsed structure-confined space environments. Specifically, HRFs/CERFPs provide support to the incident command system for casualty search and extraction; emergency medical triage, treatment, and patient stabilization; and mass casualty decontamination. This chapter outlines the mission and organization of HRFs/CERFPs.

CERFP OVERVIEW

2-1. The CERFP is composed of traditional National Guard units that are task-organized to provide specialized CBRN consequence management capabilities to local, state, and federal authorities. These task forces receive additional special training and equipment to plan and conduct casualty search and extraction; emergency medical triage, treatment, and patient stabilization; mass casualty decontamination; and fatality search and recovery operations in support of the incident command system. These tasks are in addition to the primary military occupational specialty or Air Force specialty code, and proficiency is maintained in both. Units assigned to the CERFP continue to perform their assigned primary mission. The training and tailoring of existing National Guard forces into specific CBRN response organizations ensures preparedness, response, and flexibility for the mission. When requested, the CERFP responds to an incident of state or national level significance to provide the C2 and capabilities to support the incident action plan objectives. Security is also required to provide cordon and entry control point support, law enforcement-related duties, and other mission-related duties as manpower allows for supporting additional mission requirements. Security is not a dedicated component of the CERFP, but it can be provided from the HRF, the state response force, or other ARNG or ANG resources. (See appendix E for more information on the search and extraction element.)

CERFP ROLES AND RESPONSIBILITIES

2-2. The CERFP plans and conducts C2; casualty search and extraction; ambulatory and nonambulatory decontamination; emergency medical triage, treatment, and patient stabilization; and fatality search and recovery. When directed, the CERFP can be pre-positioned or respond using organic transportation to an incident to support the incident command.

2-3. The states maintain overall responsibility for ensuring that the CERFP is trained, validated, exercised, and prepared to respond in support of incidents at civil and military locations. The CERFP can be tailored for specific mission requirements and may operate under the JFHQ-state, JTF-state, or a response force assigned to a federal response organization (10 USC status). Following an incident, there are two primary concerns that exist—the initial response and augmentation of Tier 1 unit capability to meet the challenges posed by multiple locations or large-scale incidents involving mass casualties from CBRN hazards. For those regions that have adequately trained and equipped personnel, the challenge lies in sustainment and sufficient numbers of personnel to meet CBRN consequence management support requirements. Very specialized units from civil and military organizations are regularly requested to help fill these technical gaps or provide augmentation to existing capabilities of first-response organizations when responding to small incidents. The CERFP capabilities are specifically tailored to augment, support,

or relieve existing local, state, and federal capabilities and to fill the void where none of those resources are present.

2-4. The CERFP deploys upon notification of a validated request for support and sets up decontamination operations after arrival at the incident site. The CERFP has the capability to set up multiple decontamination lanes. Single- and dual-lane configurations use less setup time. Tier 1 initial rescue personnel may need relief and considerable augmentation and support. Large-scale incidents and multiple-location incidents may need CERFP capabilities for many hours or days, as Tier 1 and 2 responders move in and out of potentially contaminated areas. Contaminated and uncontaminated incident casualties are recovered from collapsed structure environments and may or may not need medical treatment and decontamination before being evacuated.

2-5. The CERFP supports civil and military requirements that are essential to the defense of the United States, are in response to CBRN incidents outlined in the *National Strategy for Homeland Security*, and provide civil support outlined in DODD 3025.18. The CERFP further implements the concepts originated in Defense Reform Initiative Directive 25.

2-6. If the JTF-state is deployed, the CERFP is under the C2 of the HRF or JTF commander. The JTF-state includes consequence management capabilities in addition to the CERFPs needed to accomplish a DSCA and CBRN consequence management mission.

2-7. CERFP commanders must be prepared to independently deploy any or all of the CERFPs capabilities outside the normal unit configuration to support incident commander needs or objectives.

CERFP ELEMENTS AND SUPPORTING TEAMS

2-8. A CERFP is modular in structure, with four operational components and, when assigned, an ANG fatality search and recovery team. Operational components include—

- A C2 element.
- A search and extraction element (an ARNG engineer company or an ANG civil engineering squadron).
- A medical element (an ANG medical group).
- A decontamination element, preferably an ARNG CBRN company.
- An ANG fatality search and recovery team (ANG force support squadron, sustainment services flight).

2-9. If the required modified table of organization and equipment and unit-manning document structure do not exist within the state, states can assign the mission to an alternate unit as a temporary measure while the state pursues manpower actions to satisfy a longer-duration assignment requirement. The assignment of modified table of organization and equipment and unit-manning documents from an adjoining state may be used. If elements of the CERFP are from more than one state, a memorandum of agreement, a clear chain of command, and activation authority may be established. The CERFP mission may be reassigned by the National Guard Bureau to another state that possesses the required forces if the required force structure does not exist within the state, the required force structure cannot be converted from the current force structure of the state, and support cannot be obtained from a neighboring state.

2-10. The CERFP C2 accomplishes required incident response coordination actions with the incident command system, civil support team, JTF-state, JFHQ-state, or combatant commanders and JTF-civil support chain of command unless or until an HRF is assigned to provide that C2 and liaison mission. Additional organizations that may be attached to the JTF-state and can provide direct support to the CERFP include a firefighting element, air and ground casualty transportation assets, and ANG medical support teams. Civil support teams work in conjunction with CERFP, but are not an organic element of the team package. The JFHQ-state may establish processes for administrative and logistics requirements that are necessary for maintaining training certifications, orders, travel arrangements, and equipment maintenance and storage venues.

CERFP C2 ELEMENT

- 2-11. The C2 battalion or squadron headquarters—
- Ensures C2 of CERFP response elements.
 - Establishes the area of operations.
 - Shares incident operations information with the CERFP.
 - Provides CERFP area of operations safety and element rotation planning. (See figure 2-1, page 2-4.)

Note. Sustainment operations planning and situation reports incorporate religious support team support into the CERFP incident action plan.

MEDICAL ELEMENT

- 2-12. The ANG medical element support provides—
- Triage, injury identification, and triage tagging.
 - Emergency medical treatment and casualty management until evacuation (cold zone).
 - Patient tracking and accountability (cold zone).
 - Medical support during decontamination, as needed.
 - Medical surveillance and treatment as required for CERFP personnel.
 - Trained medical support within each search and extraction element.

SEARCH AND EXTRACTION ELEMENT

- 2-13. The ARNG engineering unit or ANG civil engineering unit provides—
- Confined-space operations.
 - Structural-collapse operations.
 - Rope rescue operations.

DECONTAMINATION ELEMENT

- 2-14. The ARNG CBRN company provides—
- Ambulatory and nonambulatory decontamination operations.
 - Technical decontamination operations.
 - Warm-zone monitoring, as directed.
 - Casualty movement from the casualty collection point through the decontamination line to the medical log-in point.

FATALITY SEARCH AND RECOVERY TEAM ELEMENT

- 2-15. The fatality search and recovery team—
- Searches for fatalities in a CBRN environment.
 - Recovers fatalities in a CBRN environment, which includes locating, collecting, documenting, temporarily staging, and transporting fatalities.

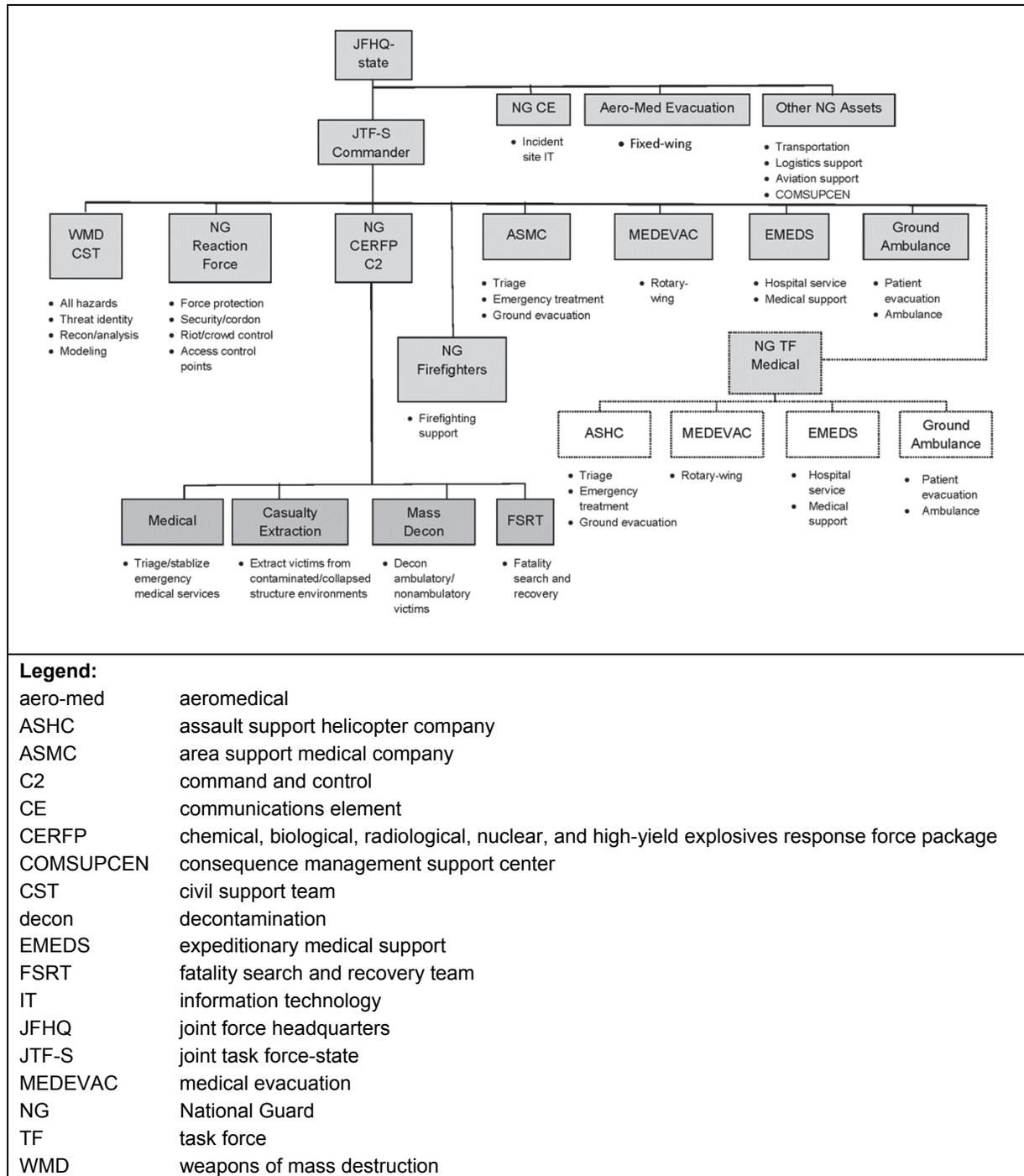


Figure 2-1. Notional CERFP within a JTF-state organization

2-16. Logistics support functions of the CERFP are supported by the National Guard Bureau current operations and the logistics directorate of a joint staff (J-4) and are coordinated, managed, and accountable through state logistics assets. Upon notification of a CERFP support request and alert or recall, the National Guard Consequence Management Support Center is also contacted to provide support for CERFP nonstandard equipment.

CERFP EMPLOYMENT

2-17. Several validated concepts frame CERFP operations. The following are some of these concepts:

- National response operations are organized and supported using a tiered response of local, state, and federal responders (Tier 1, 2, or 3). The CERFP is normally employed as an element of the state response under National Guard JFHQ administrative control.
- The CERFP (state active duty or 32 USC status) operates within the state emergency management incident command system in a supporting modular configuration (C2 plus casualty search and extraction, C2 plus decontamination team, C2 plus medical team) when requested through the state emergency management system.
- The CERFP operates as an element of a geographic combatant command JTF. If federalized (10 USC status), the JTF of the supported combatant commander (JTF-civil support or appropriate JTF) exercises operational control of the assigned CERFP.
- Multiple CERFPs are required to sustain and maintain continuous operations.
- Some degree of perimeter security is needed to allow the CERFP commander time to quickly set up without external interference from victims seeking aid or assistance.

2-18. For large-scale operations and some continuous operations, an HRF may be deployed when multiple weapons of mass destruction-civil support teams and/or CERFPs are operating at the same incident. Establishing and maintaining a unity of effort throughout these operations is vital. CBRN enterprise elements (HRF, CERFP, weapons of mass destruction-civil support team) may be deployed for response modes (no-notice, stand-by, predeployment situations). HRFs normally deploy in situations that involve catastrophic incidents or operations that extend over large areas for long periods of time.

HRF ROLES AND RESPONSIBILITIES

2-19. The HRF is composed of traditional National Guard Soldiers as a part of the CBRN task force that conducts CBRN consequence management response in support of civil authorities to save lives, mitigate human suffering, and maintain public confidence to alleviate CBRN incident effects. The HRF alerts, assembles, and is ready to deploy within 6 hours. Once complete, the HRF transitions operations to civil authorities and redeploy.

2-20. The HRF is composed of traditional National Guard Soldiers and Airmen who are task-organized from existing National Guard units to provide C2 maneuvers, area operations, and specialized CBRN consequence management capabilities to local, state, and federal authorities. These units are provided with special training and equipment to plan and conduct casualty search and extraction; emergency medical triage, treatment, and patient stabilization; and mass casualty decontamination in a contaminated or uncontaminated environment in support of the incident command system. The HRF has additional full-time manning of some positions to increase responsiveness and readiness.

2-21. When requested, the HRF responds to an incident of state or national level significance to provide the C2 and assets to support incident action plan objectives. A casualty assistance support element is also required to provide protection, cordon and entry control points, and additional manpower for activities (moving casualties in the CERFP area of responsibility). The casualty assistance support element is a dedicated component of the HRF. States may be required to deploy an additional security element (such as the National Guard response force) in support of CBRN consequence management.

2-22. The states maintain overall responsibility for ensuring that the HRF is trained, validated, exercised, and prepared to respond in support of CBRN incidents. The HRF can be tailored for specific mission requirements and may operate under the JFHQ-state, JTF-state, or a response force assigned to a federal (10 USC status) JTF. Following attacks like those of 11 September 2011, there are two emergency response gaps that exist—the initial response and the augmentation of Tier 1 unit capability to meet the challenges posed by multiple locations or large-scale incidents involving mass casualties from CBRN hazards. For those regions that have adequately trained and equipped personnel, the challenge lies in sustainment and sufficient numbers of personnel to meet CBRN consequence management support requirements. Specialized units from civil and military organizations are regularly requested to help fill technical gaps or provide augmentation to existing capabilities of first-response organizations when responding to relatively

small events. The capabilities of the HRF are specifically tailored to augment, support, or relieve existing local, state, and federal capabilities and to fill the void where none of those resources are present. The CBRN task force elements of the HRF retain individual identity when operating as an HRF. The HRF or CERFP commander has discretion on the use of subordinate units or elements. The intent is that the CERFP remains intact. The operational elements are not separated unless approved by the HRF and/or CERFP commander, usually in response to specific needs of the incident commander.

HRF HIGHER-HEADQUARTERS RELATIONSHIPS

2-23. The position of the HRF within a JTF-state and JFHQ-state organization and command structure is depicted in figure 2-2, page 2-7.

HRF TASK ORGANIZATION

2-24. The HRF is modular in structure with a C2 element and five operational elements. The operational elements include a security element, a CERFP C2 element, a search and extraction element, a medical element, and a decontamination element. In addition to supporting the voice and data information exchange requirements for CBRN operations, the organic CE of the HRF C2 element manages communication security/information security, including cyber and electronic security measures to ensure uninterrupted operations and to prevent the loss of sensitive information. Communication security must be provided to the CE by a supporting communication security account manager.

HRF C2 ELEMENT

2-25. The HRF C2 closely resembles an ARNG brigade model and provides C2, issues orders, conducts deployment operations, establishes an area of operations, establishes communications, and conducts incident response operations.

2-26. The HRF C2 accomplishes the required incident response coordination actions with the incident commander, weapons of mass destruction-civil support team, CERFP, other HRFs, JTF-state, JFHQ-state, or the combatant commanders/JTF-civil support chain of command. Additional organizations that may be attached to the JTF-state and that can provide direct support to the HRF include a firefighting element, air and ground casualty transportation assets, medical support teams, and a communications element. Weapons of mass destruction-civil support teams work in conjunction with the HRF, but are not an organic element of the team package. The JFHQ-state may establish processes for administrative and logistics requirements that are required for the maintenance of training certifications, orders, travel, and equipment maintenance and storage

CBRN ASSISTANCE SUPPORT ELEMENT

2-27. The casualty assistance support element provides support to HRF elements in the form of protection and casualty assistance support as directed. While the main effort is to support the CBRN task force, the casualty assistance support element may be required to provide limited protection for the HRF C2 element. The area of operations for a casualty assistance support element may consist of the cold, warm, and hot zones of an incident site. The casualty assistance support element can also provide manpower to assist with litter bearing and casualty movement. (See appendix F for more information on the CBRN support element.)

2-28. If additional protection is required in the cold zone, the HRF commander may request National Guard response force deployment. The National Guard response force is an integral element of the JTF-state and is available to support the HRF, but not an element of the HRF. If additional assistance is required in the contaminated area (warm or hot zone), the HRF commander may request support from another HRF. The casualty assistance support element is not one of the same units assigned to support the National Guard response force mission.

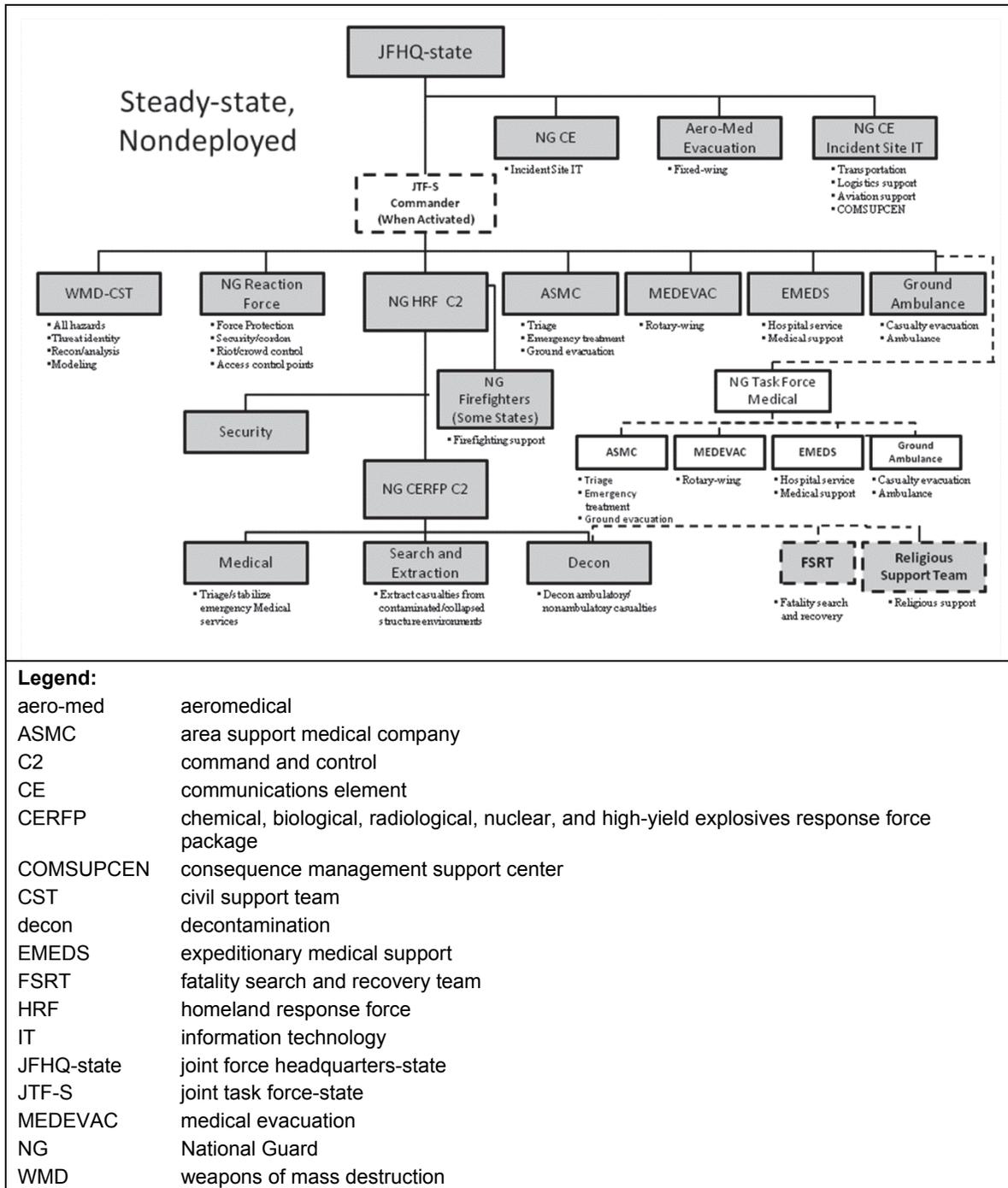


Figure 2-2. Notional CERFPF within a JFHQ-state organization

PROTECTION

2-29. The HRF commander is responsible for the protection of task force personnel and equipment and coordinates with the incident commander to ensure that protection needs are met. Risk assessments of potential threats to responding HRFs and property are conducted during mission planning.

2-30. The casualty assistance support element deploys with individual weapons. They are stored according to the rules for use of force. No crew-served weapons are required when deploying. Memorandums of understanding and memorandums of agreement between states address the rules for use of force with consideration regarding the storage of ammunition and the use of weapons. It is recommended that the rules for use of force be standardized within each HRF region.

2-31. The state rules for use of force guidance applies to National Guard members who are deployed in support of a CBRN consequence management mission and are operating in a 32 USC status or state active duty status. In the event of 10 USC federalization, the specific combatant commander rules for use of force or the Chairman of the Joint Chiefs of Staff rules for use of force will apply. Commanders need to be prepared to conduct the necessary rules for use of force retraining that a change in status may need. The casualty assistance support element serves in support of the HRF and provides limited protection to the CERFP/HRF C2 elements. The casualty assistance support element is usually not directly engaged in law enforcement duties. The adjutants general are responsible for establishing the rules for use of force and arming criteria for the National Guard.

EMPLOYMENT

2-32. During a major catastrophe, supported states follow normal EMAC and memorandum of agreement procedures and coordinate with the National Guard Bureau, neighboring states, and the federal government for assistance. HRF units take preemptive actions to prepare for deployment if situational awareness indicates that other states may need assistance. The primary method of a unit responding to an incident is ground transportation with organic vehicles. If air transportation is needed, it is coordinated through the JTF-state to the National Guard Bureau and then through DOD to a transportation command.

2-33. The HRF most likely assembles and mobilizes under 32 USC status authority, responding to the governors of the affected states, through the EMAC process. In extreme situations, units may be mobilized as part of a federal response and become 10 USC assets.

2-34. Although the mission has been validated, other questions may arise. JFHQ-state and JTF-state commanders must ensure that National Guard assets are used for appropriate, feasible DSCA missions that have an expected outcome which justifies the risk of their employment.

2-35. If the JTF-state is deployed, the CERFP/HRF is then under the C2 of the JTF commander. The JTF-state includes consequence management capabilities and the CERFP/HRFs needed to accomplish a DSCA and CBRN consequence management mission.

2-36. The search and extraction element, with integrated medical personnel, locates and removes casualties from confined space and/or collapsed-structure environments. The casualty assistance support element assists the search and extraction and medical elements with the movement of casualties from the point of extraction to the casualty collection point. The medical element performs initial triage and prioritizes nonambulatory casualties for the decontamination lanes. The decontamination element conducts patient movement from the casualty collection point to the decontamination site log-in station and manages ambulatory and nonambulatory decontamination monitoring and processing from the warm zone to the cold zone. It is at this point that medical element teams can provide emergency medical treatment and stabilization in the cold zone while awaiting evacuation by incident command assets. Medical support is required from the hot zone through the warm zone to ready evacuees for transportation to the cold zone.

2-37. At predetermined intervals, the fatality search and recovery team can be inserted downrange into the incident site for the search, recovery, and movement of contaminated remains to a collection point in the warm zone.

2-38. In the event of a CBRN mass casualty event, the first 72 hours are critical for local, state, tribal, and federal response forces. Pending the size and lethality of the event, resources from local, state, and federal agencies may be leveraged to ensure that a seamless, comprehensive response is formed and dedicated to save lives and initiate recovery operations as soon as possible.

2-39. Initially, the civil support team may not support an HRF, but coordinates with the JFHQ-state/JTF-state. Subsequently, one or more civil support teams may be allocated as operational control to the HRFs and then validate follow-on requests for additional assessment requirements coming from civilian

authorities or incident commanders in that area. The civil support teams follow their own unit procedures and coordinate tactical control with the incident command in regard to deployments. Stand-alone CERFPs from other states may deploy independently or as part of an HRF. Once deployed, the HRF reports to the JFHQ-state/JTF-state of the supported state. The HRF is then task-organized to meet mission requirements. Regional HRFs deploy and report to a JFHQ-state/JTF-state of the supported state.

2-40. The supporting state may mobilize additional forces to support the HRF in concert with the supported state (for example, in line with EMAC or memorandum of agreement). These units may be the National Guard response forces, fatality search and recovery teams, religious support teams, or other logistics or sustainment units as required.

2-41. Governors of states with an HRF may use HRF units and elements for an all-hazards response as required. In this status, they are not defined as an HRF; at this point, they are another unit being used for all-hazards situations. This may be in state active duty or 32 USC status based on the proper authority for the event; however, if an HRF is used outside of the assigned state, it is subject to memorandums of agreement, memorandums of understanding, EMACs, or other agreements to determine the legal status of the forces. The HRF unit and elements are still subject to recall as an HRF and are required to meet the N-hour timelines.

2-42. Several conditions frame the operations of the HRF. These include—

- National response operations that are organized and supported using a tiered response of local, state, and federal responders (Tier 1, 2, or 3). The HRF is normally employed as an element of the state response under JFHQ C2.
- Multiple CERFPs or an HRF that may be required to sustain and maintain continuous operations.
- HRF employment that varies from mission to mission. During the course of a response, an HRF may be deployed under 10 USC status by the President.
- The CERFP/HRF being under operational control (when federalized [10 USC status]) to the supported combatant commander (JTF-civil support or appropriate dual status JTF).

ALERT AND RESPONSE

2-43. For the CERFP/HRF to alert and assemble as designed, a catastrophic incident must have occurred as designated by the governor or proper federal authorities. Governors intending to proactively gain authority to alert the HRF must work with the proper State Emergency Management Agency and FEMA authorities to validate the mission before the HRF can be mobilized under 32 USC 502(f) status. In turn, FEMA and the National Guard Bureau inform the DOD of the federal nature of the mission request and obtain Secretary of Defense approval for funding. If that event designation has not been achieved and the governor still intends to use their capabilities, the HRF would then alert and deploy in state active duty authority. If the governor does deploy the HRF in state active duty status and the disaster is subsequently identified as a federal CBRN incident, applicable laws and regulations would determine if state active duty would be retroactively reimbursed with federal funds.

RESPONSE MODES

2-44. The HRF may be used in response modes that are driven by intelligence or the magnitude of the event, as dictated by state or federal civilian and military authorities. These modes are—

- **No-notice.** This is the standard response when an incident occurs. Support is requested; and the CERFP/HRF is notified, assembled, and deployed. This response method is the least preferred and the most challenging. CERFP/HRF personnel may be out of the area and must assemble and then move to the incident. It also results in the slowest response.
- **Standby.** The standby response mode allows a quicker response than a no-notice response, but still uses movement time and the funding to place people on orders. The two standby-response modes are:
 - HRF personnel have been notified that an event has occurred or is imminent (based on intelligence) and are prepared to receive notification of deployment.

- Personnel are placed on orders and assembled at the home station, but they do not deploy.
- **Predeployed.** This response is usually used for national special-security events. HRFs are placed on orders, assembled, and moved to a location near the event. This mode has the advantage of being the most responsive and allows deliberate planning and prior coordination. However, it is time- and manpower-intensive and it is not sustainable for long periods of time. The long-term monitoring of personnel may be required based on the exposure to hazmat. Units and elements may not redeploy until contaminated equipment is properly disposed of according to military and civilian regulations.

OPERATIONAL PHASES

2-45. Figure 2-3, page 2-11, describes the DOD CBRN response by operational phase during natural disasters and civil emergencies. The purpose of this support is to be timely, effective, and efficient to save lives, reduce human suffering, and mitigate property damage. Concept of Operation Plan 3500 and Concept of Operation Plan 3501 use the six-phase construct of shape, anticipate, respond, operate, stabilize, and transition while JP 5-0 uses the six-phase construct of shape, deter, seize the initiative, dominate, stabilize, and enable civil authorities. Both constructs are represented in figure 2-3. (See appendix G for more information on operations conducted by the CERFP/HRF during these phases.)

OPERATIONS SUPPORT

2-46. CERFPs/HRFs usually work through the JTF-state, the JFHQ-state, and the Consequence Management Support Center to identify and coordinate the backfill of mission equipment readiness Category A and B equipment items. The Consequence Management Support Center is prepared to provide immediate service and sustainment support for nonstandard and commercial, off-the-shelf equipment as requested. If employed in a federal status, the CERFP/HRF logistics sustainment support is incorporated into the combatant commander's or the joint forces land component commander's operation plan and operation order processes.

2-47. The CERFP/HRF forces prepare for interaction with vetted media sources during response and lifesaving operations. CERFP/HRF commanders ensure that members of the media are supported by state and federal public affairs personnel. While these interactions can be important, interviews and filming requests are scheduled and coordinated through the established state or federal joint information center as outlined in the incident action plan.

2-48. The U.S. Property and Fiscal Office in each state and the surgeon, chaplain, public affairs, communications, operations, intelligence, and logistics staffs prepare to support the operational employment of the CERFP/HRF.

2-49. Geographically dispersed response areas affect communications systems, spans of control, and support requirements. CERFP/HRF commanders carefully evaluate their capabilities, resources, and mission tasks and are careful to not overextend response resources.

2-50. The U.S. Northern Command, U.S. Pacific Command, or other supported combatant commanders must prioritize airlift capabilities for CBRN forces beyond their authorized distance to move by ground.

2-51. The supported state—

- Verifies capability requests from the State Emergency Management Agency against EMACs and executes existing EMACs, memorandums of understanding, and memorandums of agreement.
- Establishes new EMACs for capability shortfalls.
- Requests support for shortfall capabilities from the National Guard Coordination Center via the joint information exchange environment and a request for assistance according to local procedures.

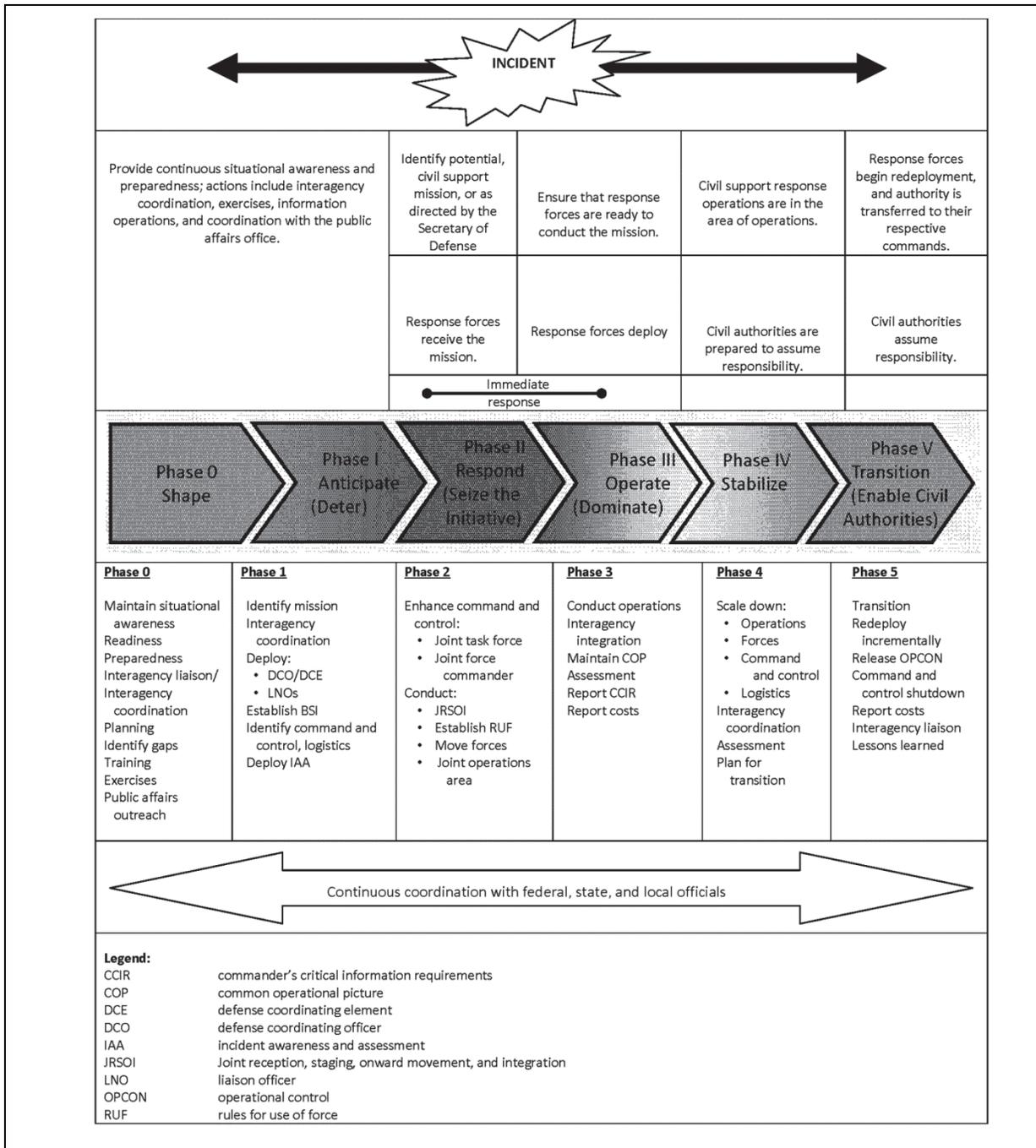


Figure 2-3. CBRN enterprise response force relation to DSCA

- Ensures that the governor's declaration of emergency authorization is received from the Office of the Secretary of Defense.
- Ensures that a deployment order is issued for designated CBRN assets according to the incident command system.
- Ensures that units alert, assemble, prepare, and deploy according to the unit procedures, standard operating guidance, and deployment order.

- Ensures that weapons of mass destruction-civil support teams alert, marshal, and deploy upon the notification of a CBRN incident and serve as the initial DOD CBRN liaison officers at the incident site.
- Ensures that the CERFP (if assigned) alerts, marshals, and deploys in response to CBRN incidents.
- Ensures that the JFHQ-state and JTF-state establish the joint reception; staging, onward movement; and integration process if the process is not identified in the HRF regional response plan for arriving units. The joint reception; staging, onward movement; and integration evolves and expands from Phase III to Phase IV of the operation.
- Ensures that, once established, the JTF-state conducts battle handover to the JFHQ-state joint operations center.

2-52. The supporting state—

- Contacts the supported state for situational awareness and EMAC status (such as the decision to execute an EMAC, memorandum of understanding, or memorandum of agreement).
- Receives authorization from the State Emergency Management Agency to execute the mission. An authorization from the Office of the Secretary of Defense mobilizes designated units (civil support teams, HRF) according to mission requirements.
- Executes existing missions and identifies capability shortfalls to the supported state and National Guard Bureau.
- Ensures that the adjutant general directs designated units to mobilize and be prepared to deploy within the prescribed timelines.
- Coordinates direct liaison authorization for HRF and for direct liaison authorized liaison officers to JFHQ-state, JTF-state, and the incident commander.
- Issues a deployment order for designated CBRN assets according to mission requirements and upon coordination with the supported state. The deployment order contains instructions for deployment from the home station to the supported state, such as—
 - Transportation.
 - Routes.
 - Class III supplies.
 - Security.
 - In-state requirements.
 - Changes in rules for use of force.
 - Technical information regarding the CBRN incident.
 - Joint reception; staging, onward movements; and integration requirements of the supported state.
- Ensures that the HRF JFHQ-state coordinates movement of the HRF by ground or air based on the situation. Units prepare to deploy by ground if the incident site is less than 600 miles away.
- Coordinates the HRF direct liaison authorized to the JFHQ-state/JTF-state and the incident commander.
- Ensures that units alert, assemble, prepare, and deploy according to the unit procedures, standard operating guidance, and deployment order.
- Ensures that the JFHQ-state joint operations center provides situational awareness and situational understanding to the National Guard Coordination Center.

SAFETY

2-53. Operating in personal protective equipment (PPE) constitutes some of the more complex and difficult lifesaving activities that emergency responders may encounter. Some of these activities include performing the CERFP/HRF site setup, search and extraction, rapid injury stabilization in confined spaces, litter extractions from collapsed-structure environments, medical triage, the decontamination of contaminated nonambulatory personnel, and the medical stabilization of CERFP site patients. If element personnel and

leaders fail to execute their respective assignments in a safe and professional manner, the risk of injury to CERFP/HRF members or others is greatly increased.

2-54. The CERFP/HRF commander and element leaders have the primary responsibility to ensure that sound safety and force health protection practices are applied during site setup and while conducting CERFP/HRF operations. Safety and force health protection are stressed during mission briefings and evaluated during postmission, after action review critiques.

2-55. The CERFP/HRF safety officer ensures that safety measures and operations adhere to the established incident action and safety plans. The CERFP/HRF tactical operations center reviews each mission's risk assessment before committing CERFP/HRF members beyond the established warm-zone boundaries. The CERFP/HRF risk assessment is updated as the mitigation planning and incident commander tasks are accomplished.

2-56. If the incident commander has not developed a safety plan, the JTF-state commander or the CERFP/HRF commanders develop and distribute a safety plan according to the incident command system. (See appendix H.) It is essential that CERFP/HRF members operating in cold, warm, and hot zones recognize the high priority that is afforded to incident site safety. Personnel have a responsibility to identify unsafe acts and hazardous situations.

2-57. Commanders assess, evaluate, and decide when to accept prudent risk to create opportunities to achieve decisive results. Risk is an inherent aspect of command. The CERFP/HRF may be required to accept operational or tactical risk to increase support. The CERFP/HRF can mitigate tactical risks by—

- Shifting resources.
- Changing priorities.
- Phasing or sequencing operations.
- Reducing the tasks assigned to a subordinate element or the area of operations.
- Deciding where to assume risk when required.

2-58. Some high-risk situations may need CERFP/HRF commanders to exercise detailed C2, allowing for less flexibility at lower levels.

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Chapter 3

CERFP/HRF C2

C2 is a conduit for the coordination and continuity of operations during a CBRN incident. The elements work in a dual system, making themselves National Incident Management System-compliant, while maintaining military capabilities. More than any other component of the CERFP/HRF, C2 is prepared to deal with whom there is no preexisting or habitual relationship.

CERFP C2 ELEMENT

3-1. The CERFP C2 element provides valuable civil-military coordination information to other military response organizations. Requests for information from organizations outside the CERFP chain of command are directed to the JFHQ-state.

3-2. The CERFP C2 element is composed of personnel from ARNG or ANG units. Their responsibilities are to—

- Ensure that overall mission readiness is maintained to accomplish successful CERFP mission completion.
- Ensure that personnel and equipment are ready to deploy upon notification and that they seamlessly integrate into the local incident command system and the National Incident Management System.
- Ensure that the CERFP C2 element is prepared to execute and manage the recall of the CERFP.
- Coordinate adequate transportation for CERFP personnel and equipment.
- Ensure that the required individual and collective training are accomplished.
- Ensure that the equipment assigned to each CERFP element is onhand and mission-capable.
- Direct CERFP deployment.
- Coordinate interaction with the incident command and the military task force C2 chain to which the CERFP C2 element is assigned.
- Employ appropriate CERFP capabilities to accomplish the incident mitigation objectives of the incident commander.
- Perform joint intelligence preparation of the environment.
- Coordinate an information awareness assessment to ensure situational awareness of the threat environment.
- Maintain communications at the incident site with the incident commander, HRF, and/or JTF-state commander to ensure the synchronization of CERFP actions, including safety and support operations in the cold zone and staging area.
- Ensure that the C2 element redeployment planning of the CERFP establishes sequencing to provide closeout and other reports as required when the objectives of the incident commander are accomplished.

3-3. The CERFP C2 element integrates incident command system functions and DOD response planning to conduct continuous operations. It is composed of a commander and staff that cover administrative and finance, supplies and logistics, and operations and planning. Additionally, there is a safety officer; a liaison to the incident commander; and liaisons from subordinate CERFP elements, communications, and adequate personnel to conduct continuous operations. (See appendix I for more information on the phases of operations.)

HRF C2 ELEMENT

3-4. The HRF has C2 over multiple CBRN response forces over a dispersed geographic footprint and coordinates and synchronizes response operations with the required military units, elements, and incident command system entities. The HRF C2 element deploys in the cold zone far enough away to avoid possible contamination. The HRF C2 element is usually located away from CERFP elements. They have communications or a representative with the supported state, incident command center, JFHQ-state and/or JTF-state, and other higher-level organizations if appropriate. The HRF has communications with the CERFP, casualty assistance support element, and other CBRN units and elements as applicable to their area of operations. Each HRF C2 element includes planners who develop and synchronize CBRN plans in the FEMA region to which they are attached. In addition to CBRN operations, HRF C2 elements maintain communication security/information security, including cyber and electronic security measures to ensure uninterrupted operations and prevent the loss of sensitive information.

3-5. The primary responsibilities of an HRF C2 element include—

- Conducting intratheater deployment and redeployment of forces within the joint operations area.
- Conducting the mobilization of tactical units.
- Conducting tactical deployment and redeployment activities.
- Providing operational C2.
- Planning operations.
- Executing tactical operations.
- Conducting command post operations to support tactical operations.
- Managing information and data.
- Establishing information networks and systems.
- Providing interface or liaison among military and civilian organizations.
- Protecting the force.
- Providing operational logistics and personnel support.
- Requesting supplies.
- Conducting unit logistics package operations.
- Conducting personnel accounting.
- Providing medical treatment.

RESPONSIBILITIES AND RELATIONSHIPS

3-6. The CERFP/HRF is assigned to the state and is operationally committed to support an incident commander through the military chain of command. At the incident site, the CERFP/HRF operates in direct support of the civil authorities. In this role, the CERFP/HRF supports the goals and objectives developed by the incident commander in the incident action plan. As an incident expands, the scope and functions of the incident commander change. The CERFP/HRF on-site assets and the magnitude of the incident affect the C2 relationship during the incident response.

3-7. The chain of command for the CERFP/HRF depends on the duty status of the task force. The CERFP/HRF is organized and operates in state active duty or according to 32 USC status, under which the governor and the adjutant general provide C2 for deployed state military forces. If federalized, under 10 USC status, the CERFP/HRF is subject to employment according to applicable command relationships established by the supported combatant commander or JTF.

3-8. The supported JFHQ-state joint operations center tracks the movement and assigned missions of the CERFP/HRF through the HRF or stand-alone CERFP tactical operations center. During a response, the CERFP/HRF updates higher headquarters to ensure situational awareness.

3-9. To achieve and maintain readiness, the CERFP/HRF commander—

- Develops and communicates an annual operational training vision for the units assigned to the CERFP/HRF mission.
- Develops a CERFP/HRF mission-essential task list.

- Develops and submits a long-range training calendar to the adjutant general.
- Ensures that CERFP/HRF personnel accomplish individual training to established standards.
- Ensures that CERFP/HRF personnel focus training against the best assessment of the most likely and most dangerous threat tactics, techniques, and procedures and courses of action.
- Plans and conducts at least two annual collective training exercises to evaluate and improve the integration of CERFP/HRF capabilities and successfully accomplishes the required external evaluation and readiness to support the incident commander.
- Ensures that critical deficiencies identified during the training and evaluation process are corrected after each incident, with the corrections incorporated into the next scheduled training activity or training event.
- Provides an external evaluation completion report to facilitate the adjutant general validation of the state CERFP/HRF readiness to accomplish assigned missions.
- Submits required readiness reports through the Defense Readiness Reporting System for the state, National Guard Bureau, combatant commanders, Services, and DOD.

3-10. If a unit with the CERFP/HRF mission changes because of deployments or rotations, the state determines if a reevaluation is required. The National Guard Bureau domestic operations and force development division (J-37) provides a detailed training and evaluation plan for external evaluations.

3-11. Each CERFP/HRF receives additional training days for ARNG and ANG each year above the 39 statutory days. Given the joint ARNG and ANG organization of the CERFP/HRF, it is important that the C2 element plans and coordinates training times and resources to ensure that members participate in joint and interagency collective training (state homeland security, state emergency management, incident command system, JFHQ-state).

3-12. Lessons learned from training, exercises, and external evaluations are collected and incorporated into planning for future training cycles.

3-13. Operationally, the CERFP/HRF commander ensures that—

- Scheduling and participation in local, state, regional, and federal planning meetings to ensure unit participation in multijurisdictional full-scale exercises.
- The CERFP/HRF and its element and team capabilities, requirements, and mission are clearly understood by the supported organization (incident command, JTF-civil support, state emergency management).
- The CERFP/HRF National Guard and Reserve positions are mandated to maintain the CERFP/HRF training, equipment, medical formulary, resources, and deployment readiness.
- Security is available for incident operations. Habitual relations are developed before activation. CERFP/HRF operations without security may result in dangerous conditions for CERFP/HRF elements and team members and for other responders.
- A site safety plan is submitted to the incident commander.

3-14. Logistically, the CERFP/HRF commander ensures that—

- Scheduled periodic inventories and the rotation maintenance of medical supplies are accomplished; date-sensitive or perishable supplies are inventoried, stored appropriately, and monitored for expiration; and current inventories of mission equipment and consumable and expendable supplies are maintained.
- Calibration, services, and serviceability are maintained.
- Vehicle and trailer fleets are maintained, managed, and ready to deploy.
- Load plans are developed and maintained.

3-15. The CERFP/HRF commander is well versed on other National Guard capabilities and assets and should be prepared to request support through the incident command or higher military headquarters. Public affairs support is a frequently requested asset, whether for information on the National Guard or CERFP/HRF or assistance in dealing with the media. Commanders follow guidance from the incident commander and their state and coordinate efforts through the public information officer and joint information center.

3-16. The medical readiness of each member must be maintained. Members from CERFP/HRF elements and teams complete their tasks in established levels of PPE according to the operational requirements as set forth by the National Guard Bureau J-3.

3-17. A dedicated CERFP/HRF communication capability is essential for timely information flow between military units, task forces, and incident command system entities. C2 elements must be prepared to use an organic communication capability because the existing communication infrastructure may be destroyed or unusable.

3-18. Communications with DOD elements, incident command system entities, and government agencies for incident management are necessary for successful operations and incident site management.

3-19. The CERFP/HRF C2 element communicates with the supported-state JTF-state or joint operations center and the supporting-state joint operations center. The incident commander is the point of contact between the CERFP/HRF and other emergency agencies. Communications with the National Guard Coordination Center are processed through the supported state JTF-state.

LIAISON ESTABLISHMENT

3-20. Establishing and maintaining liaison officers with the incident commander, subordinate entities, JFHQ-state, and JTF-state are vital to the success of the CBRN consequence management mission. The HRF may provide liaison officers to the incident commander and the military chain of command (JFHQ-state, JTF-state, and JTF-civil support). The size and composition of the liaison officer team are determined by the HRF commander.

3-21. The incident command liaison officers are the bridge between the incident command staff and the CERFP/HRF C2 element. The liaison officers provide the information necessary to coordinate between the two entities. This coordination is done via data or voice communication.

3-22. HRFs establish and maintain liaison officers with the supported state (JFHQ-state or JTF-state) as soon as they are authorized. HRF liaison officers also—

- Coordinate joint reception; staging, onward movement; and integration and employment requirements for the CERFP/HRF.
- Advise the JFHQ-state/JTF-state on the capabilities, limitations, and appropriate or optimal employment of the HRF and other DOD CBRN units.

3-23. The JFHQ and JTF of the supported state authorizes direct coordination between the CERFP/HRF C2 element and the appropriate level within the incident command. Once authorized, the CERFP/HRF C2 element establishes and maintains liaison officers with the incident command until the transition of authority. CERFP/HRF liaison officers establish the timelines for task force arrival, operations, logistics locations, and other employment and sustainment considerations at the incident site. HRF liaison officers coordinate with the weapons of mass destruction-civil support team and CERFP commanders and the incident commander for situational awareness of the incident.

3-24. The JFHQ and JTF of the supported state provide liaison officers to the incident command for coordination of all-hazards support and the HRF for situational awareness and support.

3-25. The common operational picture for the HRF and states within the region allow real-time information sharing. Regionally, the HRF establishes which common operational picture is used to ensure the most effective method of information sharing.

CAPABILITIES AND PLANNING

3-26. Several conditions frame CERFP/HRF operations. They include the following:

- The CERFP/HRF capabilities can be requested by local, state, or federal officials to assist in the accomplishment of incident commander lifesaving objectives or to augment other planned or on-site response forces.

- The CERFP/HRF (state active duty or 32 USC status) operates within a supporting modular configuration when requested through the state emergency management system. (C2 plus search and extraction, C2 plus decontamination, C2 plus medical).

MISSION VALIDATION

3-27. When the CERFP/HRF commander receives the mission, it has already been validated through the JFHQ or joint operations center state. It is essential that accurate information is available to ensure that the request is understood, the mission is adequately defined, and the CERFP/HRF commanders have adequate information to develop the required unit risk assessments. While the mission has been validated, other questions may arise; and requests for information may be generated at that time.

PLANS AND ORDERS

3-28. The CERFP/HRF deployments may be to initiate mission execution according to established timelines or to prestage an HRF as a contingency capability during a special event. The decision for a CERFP/HRF deployment is an operational decision, ensuring that the deployment is appropriate and needed. It is the responsibility of the JFHQ-state that controls the CERFP/HRF to publish plans and orders.

3-29. The CERFP/HRF deployments are accomplished using an operation plan, warning order, or operation order according to the Joint Operation Planning and Execution System, JP 3-0, and JP 5-0. If more planning time is available, an operation plan with an effective conversion date to an operation order is used to deploy a CERFP/HRF capability. If less time is available, a warning order is issued and followed by an operation order within 24 hours. Intermittent fragmentary orders are used to modify or update operation orders. It is the responsibility of the JFHQ-state controlling the CERFP/HRF to publish plans and orders. To expedite the JFHQ deployment of the CERFP/HRF, orders may be issued verbally and confirmed in writing.

3-30. States coordinate the authorization of liaison officers and provide guidance to deploy and receive the CERFP/HRF. The state has the responsibility of issuing the deployment order. The JFHQ and JTF of the supported state has the responsibility for joint reception; staging, onward movement; and integration.

3-31. The deployment of the CERFP/HRF also initiates cost-capturing mechanisms. The commander is responsible for capturing information pertaining to personnel, vehicles, equipment used, and costs incurred that can be used for reimbursement in the event of a presidential declaration of disaster. This information is most likely included in a close-out report.

JOINT INTELLIGENCE PREPARATION OF THE ENVIRONMENT AND INCIDENT AWARENESS AND ASSESSMENT

3-32. The intelligence staff section (J-2), intelligence staff officer (G-2), or Air Force intelligence staff officer element of the CERFP/HRF headquarters should be qualified and responsible for providing the CERFP/HRF commander with the required intelligence and the incident awareness and assessment expertise and support. During CERFP/HRF operations, the primary tasks of the CERFP/HRF G-2, intelligence staff officer are incident awareness and assessment (including requests for the appropriate use of supporting military imagery capabilities) and joint intelligence preparation of the environment.

3-33. JFHQ J-2 personnel should be qualified and responsible for providing the CERFP/HRF and the adjutant general with intelligence and incident awareness and assessment expertise and support regarding the CERFP/HRF mission. JFHQ J-2 personnel also convey classified reports and information from the National Guard Bureau G-2 to the CERFP/HRF G-2, intelligence staff officer, or Air Force intelligence staff officer element when the HRF headquarters does not have the organic Joint Worldwide Intelligence Communications System or Secret Internet Protocol Router Network capability to receive reports and information at a given level of classification.

3-34. The National Guard Bureau J-2 provides state and territory JFHQ and the CERFP/HRF headquarters with timely reports (derived from intelligence community sources) on the current enemy tactics, techniques, and procedures for the employment of CBRN weapons and also provides indicators and warnings of imminent CBRN attacks against the U.S. homeland. The National Guard Bureau deploys a joint incident awareness and assessment team, when required, to assist the CERFPs/HRFs in providing the CERFP/HRF commander with robust intelligence and incident awareness and assessment expertise and support.

3-35. National Guard intelligence elements should not perform intelligence collection activities against U.S. persons and other human targets unless they are explicitly given that mission by the Secretary of Defense in compliance with intelligence oversight regulations and the privacy rights of U.S. persons. All information on U.S. persons that is not required for the CERFP/HRF mission or that has been incidental is deleted or transferred to agencies with the authority to retain the information.

ROLES AND RESPONSIBILITIES FOR SUPPORTING HIGHER HEADQUARTERS

3-36. The National Guard Bureau J-2—

- Transmits timely intelligence reports on the current enemy and also advisory tactics, techniques, and procedures for the use of CBRN weapons to the state and territory JFHQ and, when possible, directly to the CERFP/HRF J-2, intelligence staff officer, or Air Force intelligence staff officer elements.
- Transmits indicators and warnings regarding impending CBRN attacks on the U.S. homeland to state and territory JFHQ.
- Coordinates with the National Guard Bureau personnel directorate of a joint staff and with the force structure, resource, and assessment directorate of a joint staff to identify and plan for the resources required to deploy a joint incident awareness assessment team in support of an HRF.
- Coordinates with the National Guard Bureau J-37 to identify the joint mission-essential tasks that drive the individual and collective training of the HRF J-2, G-2, or Air Force intelligence staff officer elements to provide intelligence and incident awareness and assessment support to the HRF commander. The National Guard Bureau J-2 should be prepared to provide advice on the preparation of related portions of the training and evaluation outlines and on HRF individual and collective training plans.

3-37. The CERFP state and territory JFHQ-state—

- Ensures that the JFHQ-state J-2 personnel are trained to support the CERFP/HRF and the adjutant general in incident awareness and assessment, joint intelligence preparation of the environment, the handling of classified intelligence community reports, the disclosure of information to civil authorities, and intelligence oversight.
- Identifies, to the National Guard Bureau J-2, shortfalls in intelligence and incident awareness and assessment support capabilities so that the National Guard Bureau J-2 can work with CERFP/HRF states in coordination with other National Guard Bureau joint staff sections to identify possible means of addressing the shortfalls.

3-38. The HRF supporting the state and territory JFHQ-state—

- Ensures that the JFHQ-state J-2 personnel are trained to support the adjutant general in the handling of classified incident command reports, the disclosure of information to civil authorities, and intelligence oversight.
- Identifies, to the National Guard Bureau J-2, shortfalls in intelligence and incident awareness and assessment support capabilities so that the National Guard Bureau J-2 can work with the HRF supporting the states and territories in coordination with other National Guard Bureau joint staff sections to identify possible means of addressing shortfalls.

COORDINATING INSTRUCTIONS

3-39. Requests by law enforcement and other incident response partners for the support of National Guard intelligence assets are directed through normal JFHQ-state director of military support/DSCA channels. Such intelligence assets are considered to be subordinate to the agency partner mission and not the CERFP/HRF mission.

3-40. The CERFPs/HRFs and JFHQ-state coordinate with the National Guard Bureau J-2 for assistance in processing the proper-use memoranda for the domestic use of military imagery.

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Appendix A

Fatality Search and Recovery Team

Fatality search and recovery teams provide a lifesaving force multiplier since the deceased need to be removed and turned over to authorities. Having a trained, embedded team ensures that this responsibility does not take away from the primary mission of other elements. Conducting a dignified and technically executed search and recovery is also significant because the way casualties are treated has a profound and long-lasting effect on the mental health of responders and survivors. Fatalities at an incident site are handled according to local jurisdiction and the scope and tempo of the rescue operation. The fatality search and recovery team is a modular Air Force capability that operates with a CERFP or HRF as required.

ROLES AND RESPONSIBILITIES

A-1. The role of fatality recovery operations is supported by the fatality search and recovery team element. Fatality search and recovery team capabilities are detailed in Air National Guard Instruction (ANGI) 10-8101, JP 4-06, JP 3-41, Air Force Instruction (AFI) 34-242, TG 195, and National Guard Regulation (NGR) 500-1.

A-2. The CERFP/HRF deploys a fatality search and recovery team to an incident site according to the unit procedures. The task of the fatality search and recovery team is to conduct search and recovery of fatalities in a CBRN environment and to transport human remains to a designated collection point. Fatality search and recovery teams are not trained, equipped, or manned to independently identify, process, or decontaminate human remains.

A-3. The fatality search and recovery team may be activated by itself or as an element of the CERFP or HRF in response to a CBRN incident mass fatality operation that uses support to domestic local, state, or federal agencies. The primary role of the fatality search and recovery team is the search and recovery of fatalities from a CBRN environment to the on-scene human remains collection point. In its modular capability, multiple fatality search and recovery teams may be deployed to a single incident based on need. CERFP incident site fatality management includes the location, documentation, recovery, collection, temporary staging, and transport of fatalities to the designated fatality collection points within the incident site.

ORGANIZATION AND LEADERSHIP

A-4. The fatality search and recovery team consists of a C2 element and search and recovery personnel postured within ANG force support squadrons. The C2 element consists of an officer and an enlisted member, who provide a critical liaison communications capability between the C2 element lead and the fatality search and recovery team leader. The fatality search and recovery team member mix of sustainment services, flight airmen, and an officer provide the CERFP with the fatality recovery capability to conduct searches in a structurally stabilized area. They also provide documentation, temporary staging, removal, and transport of fatalities from the contamination or incident site to an on-site collection point for processing. Multiple fatality search and recovery teams may be tasked together or separately, depending on the nature and size of the incident. Figure A-1, page A-2, shows an organization chart and the hot-zone operations.

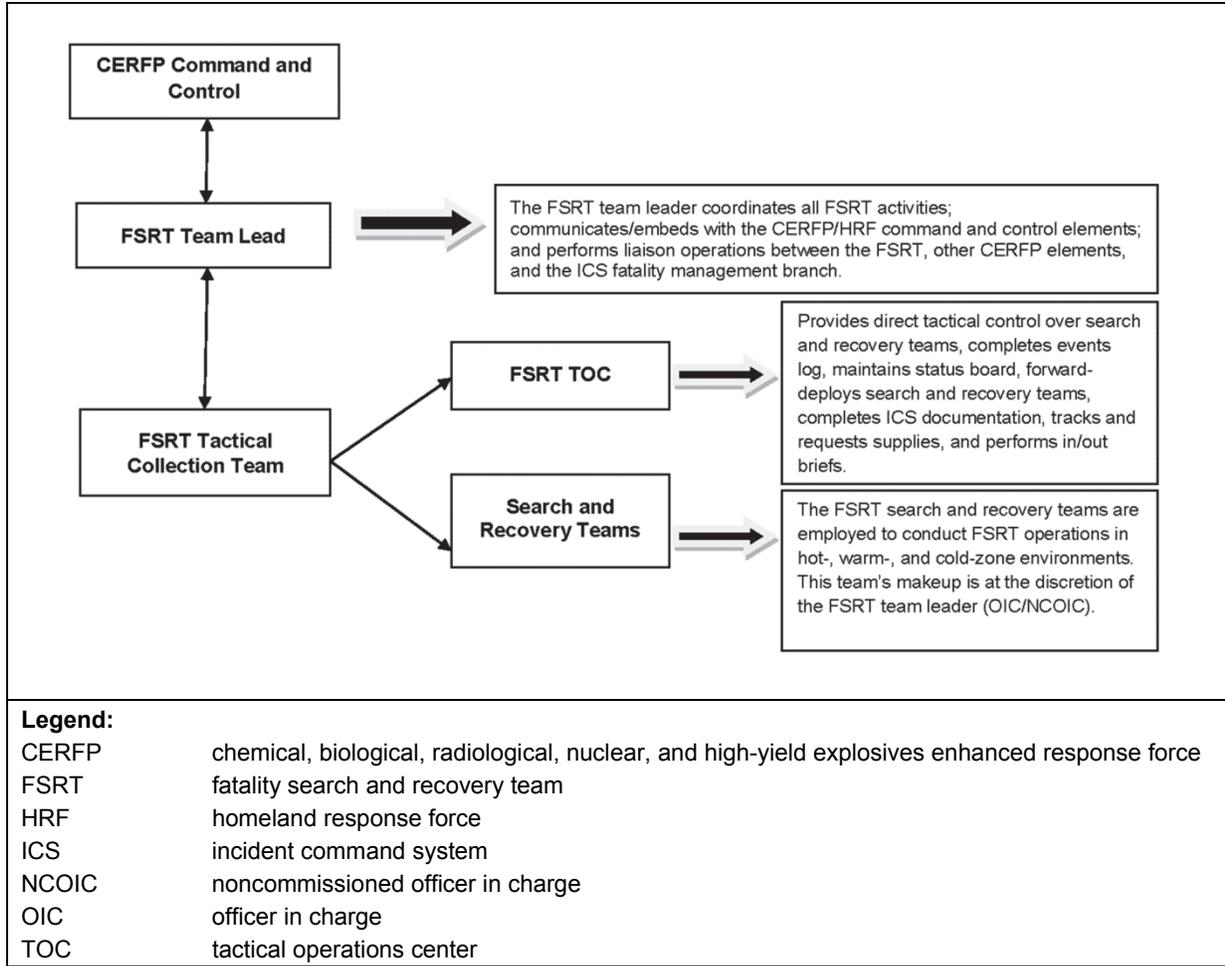


Figure A-1. FSRT organization chart and hot-zone operations

A-5. The fatality search and recovery team consists of the following:

- **Leader.** The leader coordinates fatality search and recovery team activities and communicates with the C2 element.
- **Tactical collection team.** The tactical collection team is employed to conduct operations in warm- and cold-zone environments. The tactical collections team makeup is at the discretion of the team leader.

A-6. The fatality search and recovery team leader can be embedded in the CERFP/HRF and fatality management branch tactical operations center to coordinate fatality search and recovery requirements. Primary communication between the team leader and the tactical collection team is necessary. Fatality search and recovery teams need the ability to communicate internally, directly with the search and extraction element, and with other elements. The leader receives and relays briefings before recovery operations, detailing the following:

- Situational awareness.
 - Environments.
 - Resources.
 - Communication and reporting procedures.
 - Known or estimated number of fatalities.
 - Legal authorities.

- Local recovery procedures.
 - Personnel safety.
 - CBRN and hazmat.
 - Threats.
 - Commander's critical information requirements.
 - Objectives.

CAPABILITIES AND PLANNING

A-7. The fatality search and recovery team capability includes the location, documentation, recovery, short-term storage, and transport of human remains from the recovery site to the on-scene fatality collection point prescribed by the fatality management branch. Upon notification, human remains can be recovered from the medical and decontamination processing point. Fatality search and recovery team operations consist of a fatality search and recovery team liaison officer based in the tactical operations center, a base of operations in the cold zone, recovery site operations, and a short-term or limited-capacity human remains collection point (which is used before decontamination of the human remains pouch).

LOCATIONS

A-8. The fatality search and recovery team is trained and equipped to operate in a CBRN environment in any climate, though some additional equipment is required to support operations in extreme heat, cold, high-altitude, or wet environments.

CONSTRAINTS

A-9. The fatality search and recovery team mission is limited by the number of personnel available to conduct operations. This places constraints on the expected throughput of remains by the incident commander. This issue may be further complicated due to adverse weather conditions that can raise stress levels, reduce work-rest cycles, and slow processing times.

A-10. Mission execution can be hampered by the disqualification of team members for medical screening reasons during operations. Fatality search and recovery team members are susceptible to post traumatic stress disorder symptoms due to handling high volumes of human remains. This situation reduces fatality search and recovery team capabilities for the period of time that personnel are disqualified. Fatality search and recovery teams receive pre- and postcritical incident stress management support by assigned religious support team personnel.

Note. Due to personnel limitations, the fatality search and recovery team operational site is limited to the immediate area of operations to ensure the maximum effectiveness of resources.

EMPLOYMENT CONSIDERATIONS

A-11. Fatality recovery includes interaction between CERFP/HRF elements. The fatality search and recovery team relies primarily on information reported from other elements through the tactical operations center to recover remains.

A-12. The fatality search and recovery team element depends on the incident command system and JTF for support during operations, including field feeding, lodging, and coordinated movement activities. When properly equipped, the staged fatality search and recovery team has self-sustaining capabilities but uses sustainment support for periods longer than 72 hours.

A-13. The search and extraction element is expected to discover fatalities during search and extraction operations. Search and extraction fatality discoveries are reported to the tactical operations center by a member of the search and extraction element to facilitate fatality recovery by the fatality search and recovery team. The search and extraction element may also need to move the fatality to facilitate the preservation of life or as otherwise directed by the incident commander. In these cases, the search and extraction element only moves fatalities to the extent necessary to continue operations to preserve

appropriate collection efforts by other responsible parties and to move fatalities that are located in confined spaces to an area accessible by the fatality search and recovery team. When reporting fatalities to the tactical operations center, the search and extraction element makes every effort to provide the location and to determine if the fatality is intact or dismembered.

A-14. Medical element personnel are embedded with the search and extraction element. They attempt to determine viable life and to make decisions based on available information regarding the status of a fatality at the incident site according to triage protocol. The medical element is expected to encounter casualties that expire during medical triage, decontamination, or follow-on medical processing and to make death determinations. Should a death occur during medical triage or follow-on medical processing, a notification is made through the tactical operations center to request fatality transport from the processing line by the available fatality search and recovery team. A competent medical authority or designee is responsible for making death determinations for fatalities.

A-15. Decontamination element personnel are expected to encounter fatalities during decontamination operations. Should a death occur during decontamination, a notification is made through the tactical operations center to request fatality transport from the processing line by the available fatality search and recovery team. Fatality search and recovery teams may also need assistance from the decontamination element in determining the decontamination requirement on the exterior of human remains pouches.

A-16. The fatality search and recovery team relies on the incident command fatality management branch for the effective transfer of remains and the clearing of temporary storage capabilities. This interaction is fundamental to the success of the fatality search and recovery team operation by ensuring that remains staging capabilities are not overwhelmed.

FATALITY SEARCH AND RECOVERY REQUIREMENTS

A-17. The fatality search and recovery team uses the ability to communicate by voice with the CERFP C2 element. The fatality search and recovery team uses the ability to communicate directly with search and extraction to support search and extraction efforts. The fatality search and recovery team reports and receives assignments from the CERFP tactical operations center. The fatality search and recovery team uses communication equipment that includes hands-free devices, is water-resistant, can be decontaminated, and has high-quality voice modulation and voice amplification when conducting operations with possible barriers and while wearing PPE. The search and extraction element uses voice communication for coordination with the CERFP C2 element and other organizations that work within the immediate environment.

A-18. Fatality search and recovery teams must interface with fatality management branch civilian entities according to the National Incident Management System and the incident command system. Fatality management operations, including search and recovery requirements, can vary as each jurisdiction may apply the incident command system differently. In most instances, it is the local or state medical examiner or coroner; but in some instances, an interim medical examiner or coroner representative may be established. DOD personnel note that the medical examiner or coroner have jurisdictional authority over the decedent only and work closely with law enforcement agencies that have jurisdictional authority over the crime scene. Fatality search and recovery teams are trained in search and recovery based on Air Force mortuary affairs tactics, techniques, and procedures. When providing search and recovery support to civilian authorities, Fatality search and recovery teams tailor the response based on the local jurisdiction.

A-19. Fatality search and recovery team operations may be deployed on-site as the responsible fatality recovery element at the discretion of the incident commander and the CERFP/HRF commander. Fatality search and recovery teams may be used as a mortuary augmentation force to an on-scene fatality management branch under the incident command system (such as a disaster mortuary operational response team, a medical examiner, or a county coroner) or as follow-on DOD 10 USC status mortuary affairs support.

A-20. Recovery is likely to become the primary mission in sustainment operations. Once the rescue operation transitions to recovery, it is expected that most personnel are to augment the fatality recovery operation to meet the incident commander's expectations. Fatality search and recovery teams have the ability to train and oversee augmentees in basic search and recovery operations.

PHYSICAL AND EMOTIONAL HEALTH

A-21. The physical and emotional health of personnel is a primary concern in fatality search and recovery team operations. Fatality search and recovery team members are continually monitored for physiological and psychological stress. If members show stress, it must be addressed immediately. It is recommended that members participate in emotional counseling and receive training to effectively cope with a mass fatality incident.

INTEROPERABILITY

A-22. The fatality search and recovery team deployment from the home station is coordinated with the JFHQ-state, JTF-state, the respective wing commander, and the CERFP/HRF commander. Integrating the fatality search and recovery team into the CERFP/HRF and the flow of operations requires the—

- CERFP/HRF tactical operations center to coordinate the phased employment of the fatality search and recovery team.
- CERFP/HRF, incident commander, and lead federal agency to coordinate safety and control measures.
- Leader to be added to the CERFP advance echelon.
- Fatality search and recovery team to provide mission planning support to the CERFP/HRF response and incident commander objectives.

A-23. It is important to understand that individual states have unique laws that relate to recovering, transporting, and processing fatalities. In most states, the medical examiner and coroner are liable for the operations associated with the identification, processing, and disposition of fatalities. Fatality search and recovery team members coordinate with the CERFP/HRF tactical operations centers to ensure that responders adhere to these requirements.

COLD-ZONE OPERATIONS

A-24. Fatality search and recovery team cold-zone tasks include base operations, temporary staging, team regeneration, warm-zone prestaging, and within-zone fatality transportation. The fatality search and recovery team base of operations houses the team leader and prestaged recovery equipment. The tactical collection team leader directs fatality search and recovery team tactical operations from the base operations location.

A-25. The fatality search and recovery team base operations location is determined by the CERFP with incident commander input, but may be established within the CERFP incident site in stand-alone operations. It can also be in a separate location from the CERFP incident site, depending on the location of a civilian fatality collection element.

WARM-ZONE OPERATIONS

A-26. Once directed, fatality search and recovery teams don the appropriate level of PPE (including equipment necessary to conduct warm zone tasks) and enter the site via designated entry and control points. Fatality search and recovery team warm-zone capabilities include temporary staging, fatality, effects recovery, and movement to a designated fatality collection point. Warm-zone operations depend on the incident site, but efforts are taken to set up away from the view of casualty processing. The first fatality search and recovery teams on-scene are responsible to set up operations. If possible, operations remain in place until equipment is decontaminated.

FATALITY RECOGNITION

A-27. It is expected that most fatalities are discovered during search and extraction operations in the warm zone. Fatality recognition during search and extraction operations is primarily based on the CBRN and atmospheric environment at the incident and may take any form that establishes the viability of life to the best ability of the qualified medical personnel who are with the search and extraction element.

A-28. Once a fatality is discovered, medical personnel or another responsible team member appropriately mark the fatality for future collection by the fatality search and recovery team element and notifies the tactical operations center with the grid location and fatality number.

FATALITY RECOVERY AND COLLECTION

A-29. Fatality search and recovery teams are capable of conducting tasks at a single location and conducting concurrent recovery tasks with search and extraction elements. Fatality search and recovery teams are not confined space-certified and are not able to recover remains from confined-space and collapsed-structure environments. For the teams to recover these remains, search and extraction elements need to be employed to extract fatalities and move fatalities that are located in confined spaces to an area accessible by the fatality search and recovery team.

A-30. Fatality search and recovery teams are capable of recovering intact and dismembered remains and personal effects. Fatality search and recovery teams recover remains based on the tactics, techniques, and procedures outlined in AFI 34-242 and Air Force handbook (AFH) 10-247. When providing search and recovery support to civilian authorities, fatality search and recovery teams tailor the response based on the local jurisdiction.

A-31. Recovered fatalities are turned over to the fatality management branch under the incident commander as soon as possible. This transfer includes the remains reference number. It is attached to the remains bag to ensure that collected photographs and data can be matched up with the remains after the information is transferred during the chain of custody.

TEMPORARY STAGING

A-32. The fatality search and recovery team has the capability to temporarily stage remains in warm and cold zones for a limited time with adequate refrigerated storage capability. Cold-zone temporary staging is only to be used when no other on-scene civilian human remains storage is available. In these cases, the fatality search and recovery team maintains the capability to temporarily stage remains, while awaiting transportation from the off-site civilian human remains collection element.

A-33. Warm-zone temporary staging may be employed if no existing warm-zone staging is present or known to exist at the time that the first remains are located. Warm-zone temporary staging of remains provides a critical capability to collect and stage remains while awaiting the decontamination of the human remains pouch. Decontamination is performed out of the sight of survivors.

FATALITY TRANSPORT

A-34. Fatality search and recovery teams have the responsibility for remains transport within the incident site warm and cold zones. The fatality search and recovery team does not transport remains off-site. If needed, transportation from cold-zone temporary staging is provided by the supporting agency.

Appendix B

Religious Support Team

JP 1 states that military commanders are responsible for providing for the free exercise of religion of those under their authority. Religious support teams are assigned to the C2 elements to provide timely and comprehensive religious support for task force members. Religious support teams bring unique specialty and counseling skills to a CBRN incident that can mitigate the devastating effects on task force team members and other civilians operating in hot, warm, and cold zones. JP 1-05 defines the concept of religious affairs as consisting of two major capabilities of chaplains:

- *Religious advisement* is the practice of informing the commander on the impact of religion on joint operations including, but not limited to: worship, rituals, customs and practices of U.S. military personnel, international forces, and the indigenous population (JP 1-05).
- *Religious support* is a chaplain facilitated free exercise of religion through worship, religious and pastoral counseling services, ceremonial honors for the dead, crisis intervention, and advice to the commander on matters pertaining to morals, ethics, and morale as affected by religion (JP 1-05).

SUPPORT PRACTICES

B-1. Religious support team tasks and proficiencies are broadly described as providing direct religious support to assigned personnel and advising the command on the appropriate strategic, operational, and tactical universal joint task list responsibilities that relate to religion and religious support. This support includes spiritual care, pastoral care, morale assessment, behavioral health preventative care assistance, intervention, assessment, treatment, and the referral of task force members suffering from CBRN incident fatigue and stress-related issues. Commanders ensure that personnel within their command are ready to face impending dangers and stress factors associated with continuous consequence management and incident command support operations. Serious stress factors can include acute emotional reactions, accumulative stress reactions, survivor guilt, and provider fatigue.

B-2. Religious support teams consist of a chaplain and chaplain's assistant who are trained to assist the CERFP commander in addressing the effects of sustained casualty search and extraction emergency medical triage, the treatment of nonambulatory and ambulatory casualties, and the recovery of fatalities during consequence management operations.

ROLES AND RESPONSIBILITIES

B-3. Religious support teams are involved in disaster ministry, including planning and support before, during, and after the incident. Specifically, the Chaplain Corps mission is accomplished through the religious support functions of nurture the living, care for the wounded, and honor the dead. These mission sets are applicable to echelons of religious support team response to CBRN incidents.

NURTURE THE LIVING

B-4. In preparation for DCSA operations, religious support teams develop and provide religious support activities to strengthen and sustain the spiritual and emotional resilience of CERFP members. During JTF-state and CERFP response operations, religious support teams bring hope and strength to those who have been wounded or traumatized in body, mind, or spirit.

B-5. Religious support teams assigned in support of the CERFP mission are trained to operate in CBRN incident site areas, including hot, warm, and cold zones. However, the unit procedures for the religious support team are to operate primarily in the cold zone. The cold zone is where communication among the CERFP C2 element, the incident command, nongovernmental organizations, first responders, and family members is achieved. Selected religious support teams (with proper training, certification, equipment, and command direction) may also be tasked to provide limited religious support in the warm zone. Religious support team warm-zone activities could include hot-zone casualty reception and support to medical triage, mass casualty decontamination, and mortuary affairs operations. It is not recommended that religious support teams enter the hot zone, but they should be prepared to provide religious support to those personnel operating within the hot zone.

CARE FOR THE WOUNDED

B-6. Religious support teams provide religious support through spiritual and emotional care, comfort, and hope to the casualties classified as critically injured, expectant, or dying. This focus of religious support affirms the sanctity of life, which is at the heart of the religious support team. Through ministry of presence, the religious support team provides personnel with courage, comfort, and faith in the face of death.

HONOR THE DEAD

B-7. Our nation honors military, fire and rescue, and law enforcement first responders who have died in giving service to others. Religious support teams honor the dead through funerals, memorial services, ceremonies, rites, and rituals that emphasize the worth and value of the individual. Religious support teams conduct these services and ceremonies, fulfilling a vital role in rendering tribute to those who have paid the ultimate price while serving the nation in the defense of freedom (see FM 1-05 for more information).

AUTHORITY

B-8. The First Amendment of the U.S. Constitution guarantees the free exercise of religion. Chaplains traditionally accompany U.S. forces to assist joint force commanders in providing for the right of free exercise of religion to personnel. (10, USC, Sections 3547 and 6031 provide authority for religious support team activity.) Religious support teams deploy during CERFP operations for the primary purpose of providing religious support to authorized DOD personnel, operating under the authority of the incident commander, who are conducting cold, warm, and hot zone operations.

B-9. The Establishment Clause of the U.S. Constitution and current DOD legal guidance prohibit chaplains from providing religious support to civilians. However, during catastrophic, large-scale disasters, local and state capabilities (including spiritual care) may be overwhelmed. In these situations, Religious support teams may serve as a liaison to nongovernmental organizations and faith-based organizations when directed by the joint forces command.

B-10. Religious support teams normally do not provide religious support to persons not affiliated with responding military forces. However, incidental support may be provided to nonmilitary persons during the execution of an authorized mission when the following criteria are met:

- The support is individually and personally requested in an emergency situation, whereby the need is immediate, unusual, and unplanned.
- The needs are acute. Acute needs are those which are of short duration, prone to rapid deterioration, and in need of urgent and immediate care. The necessary provision of last rites is the clearest, but not the only example of such needs.

- The requested support is incapable of being reasonably rendered by clergy members who are unaffiliated with military response forces. Time, distance, and the state of communications may require that such a determination be made on the spot by the chaplain, based on the information available at the time.
- The support is actually incidental. Such support incurs no incremental monetary cost and does not significantly detract from the primary role of the religious support team.

B-11. The religious needs of non-DOD-authorized personnel would normally be met by civilian ministers operating in the area. The American National Red Cross assumed this responsibility in the past, but more recently, the task has been delegated to another organizations.

B-12. In the joint operational area, additional restrictions may be imposed by the joint forces command. The imposition of such restrictions could hold significant implications for clergy access to temporary morgues or medical treatment facilities. In some cases, the JFHQ, JTF commander, or incident commander may ask the religious support team to serve as a liaison with local, faith-based organizations and clergy to ensure that the religious and emotional needs of non-DOD personnel are properly addressed.

RELIGIOUS SUPPORT TEAM CONSIDERATIONS

B-13. The religious support team operates from the CERFP/HRF C2 elements. The chaplain serves the commander as a personal staff officer to plan, synchronize, and coordinate comprehensive religious support and advisement within the area of operations. Comprehensive religious support includes pastoral acts, rites, services, ceremonies, sacraments, ordinances, worship, pastoral counseling, and trauma event management. The JTF religious support team is the immediate technical supervisor for assigned or attached religious support teams.

B-14. Commensurate with the commander's guidance and other DSCA mission requirements, specific religious ministry support missions are conducted to support personnel and JFHQ and JTF-state operation plans. Mission requirements may involve the application of chaplain specialty skills and activities.

B-15. Operationally, religious support teams would be assigned to unit C2 elements to provide timely and comprehensive religious support for unit members and integration with injured civilians. Religious support teams may also be assigned to specific mission sets as determined by the National Guard Coordination Center or the JTF commander. Religious support teams bring critical incident stress management specialties and counseling skills to the CERFP at a CBRN incident that enables unit commanders to mitigate short- or long-term stress effects on unit members who are operating in the cold, warm, and hot zones of a CBRN incident site.

B-16. Religious support team support provides spiritual care; pastoral care; morale assessment; behavioral health preventive care and intervention assistance, assessment, and treatment; and the referral of JTF-state and CERFP members who demonstrate fatigue and critical-incident, stress-related symptoms. During mission analysis and course-of-action development, commanders ensure that personnel are ready to face the reported hazards, traumatic injuries, and stress factors associated with continuous consequence management support operations (Oklahoma City bombing, World Trade Center collapse). Acute emotional reactions, accumulative stress reactions, survivor guilt, and provider fatigue are serious stress factors that can affect mission capabilities and CERFP readiness.

B-17. A religious support team supporting a CERFP (32 USC status or state active duty) operation is composed of a chaplain and chaplain's assistant who are trained to support the CERFP C2 element in addressing the stresses associated with sustained casualty search and extraction, medical triage, treatment, the decontamination of severely injured persons, and the recovery of fatalities during CBRN civil support operations.

RELIGIOUS SUPPORT TEAM REQUIREMENTS

B-18. Religious support teams use voice communications with CERFP/HRF C2 elements and with other CERFP elements to manage religious support team assets in the area of operations. The religious support team also needs to coordinate directly with faith-based organizations and other nongovernmental agencies to coordinate support for assigned team members.

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Appendix C

Medical Element

Medical element personnel are responsible for minimizing health risks and providing the emergency treatment of CBRN-related injuries for CERFP/HRF personnel and the civilian population. The medical element is one of four operational elements within each CERFP. When deployed as part of or with an HRF, emergency treatment may expand to include HRF personnel, especially the casualty assistance support element while in direct support of the CERFP. Certain positions in the medical element conduct operations in hot, warm, and cold zones. Specifically, the medical element coordinates with the casualty search and extraction element to provide situational-dependent, emergency medical triage and emergency medical care in a contaminated or collapsed-structure environment. The medical element can be deployed modularly with C2 support in the event of an all-hazards disaster.

ROLES AND RESPONSIBILITIES

C-1. The mission of the medical element is to conduct mass casualty medical triage, initial stabilization for transport, and force health protection for CERFP/HRF members. Treatment priorities for the CERFP medical element include the—

- Treatment of CERFP/HRF personnel and other response force personnel.
- Treatment of casualties who are being processed and evacuated through the CERFP/HRF area of operations.
- Treatment of others as directed or required (it is not the intent of this team to be a general medical resource at the disaster site).

C-2. The medical element may be required to work in coordination with disaster medical assistance teams under the auspices of the National Disaster Medical System. The assignments and capabilities of disaster medical assistance teams are described in the National Response Framework. The local medical systems and the National Disaster Medical System are the primary providers of general medical care to disaster patients. The CERFP medical element provides initial stabilization and prepares casualties who need additional medical treatment for transport and evacuation to definitive care. This is to be the standard practice under the CERFP concept of operations and the incident action plan to ensure the sustainment of the CERFP mission that supports the incident commander. Decontaminated casualties who show no signs and symptoms can be provided medical care in an appropriate civilian or military treatment facility. Casualties processed by the CERFP are tracked through the CERFP area of operations by using a tracking and accountability system.

ORGANIZATION AND LEADERSHIP

C-3. Figure C-1 is an example of an organizational chart for the medical element.

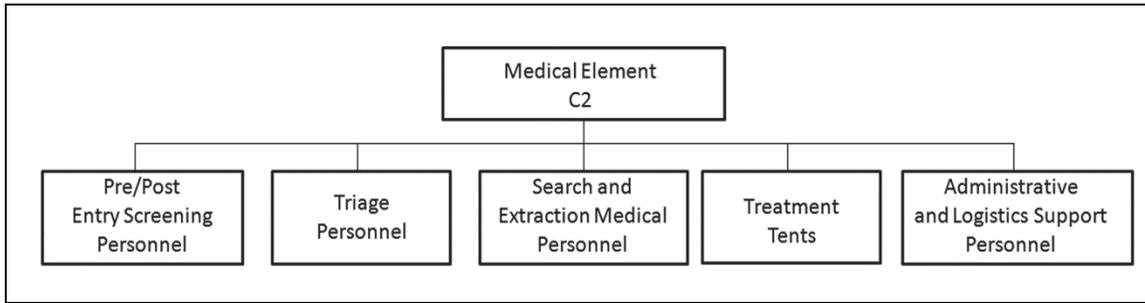


Figure C-1. Notional medical element organization

C-4. The medical element leader is responsible for managing and supervising the medical function of the CERFP. The medical element leader reports directly to the CERFP commander, the HRF, or other task force commander. The medical element leader—

- Advises the incident planning section on medical issues for incident action plan development and supervises the implementation of medical-specific tasks when the incident action plan is approved.
- Provides personnel to address the coordination of medical activities with the incident commander’s general staff positions (operations, planning, logistics, administrative/finance) and the CERFP C2 element.
- Ensures that medical personnel maintain situational awareness of mission changes.
- Supervises medical specialists and ensures adherence to safety procedures.
- Maintains required medical records and reports.
- Liaisons with other incident response medical entities.
- Performs additional tasks or duties as assigned by the CERFP C2 element, HRF C2, or other task force commanders.
- Briefs medical personnel on the incident, hazards, and CERFP mission.
- Briefs the incident commander, if requested, on the health risks associated with the incident.

CAPABILITIES AND PLANNING

C-5. To properly treat patients and CERFP/HRF responders, the medical element must be composed of qualified ANG medical personnel. For sustained operations (more than 24 hours), the medical element needs to be augmented by follow-on medical forces. Air Force specialty code substitutions are according to unit code mission capability statements and the Wartime Mobilization Plan 1.

C-6. The medical element can be deployed in a variety of environments, including CBRN-contaminated and natural-disaster environments. Medical element operations consist of phases to ensure timely and effective mission support. The medical element participates in CERFP/HRF primary staff actions, such as—

- Incident action plans.
- Operation orders.
- Strategic and tactical mission updates.

MEDICAL REQUIREMENTS

C-7. The medical element may need direct access to resources (telemedicine, the medical control center, the Centers for Disease Control and Prevention, the regional hospital services status). The medical element coordinates with the CERFP C2 element for communication requirements.

C-8. The medical element uses voice and data communications with other CERFP/HRF elements to adequately perform triage in hot and warm zones. Communications are needed to—

- Report and track the casualty line status.
- Report and track the number of persons processed.
- Report and track the medication and supply status.
- Access inventory and patient databases.
- Research CERFP C2 element safety issues.

C-9. In addition to these reports and tracking requirements, the medical element also needs to print assessments and charts that accompany casualties which are transported to hospitals. In the hot zone, personnel use hands-free devices that are water-resistant, can be decontaminated, and have high-quality voice modulation and voice amplification when conducting operations with possible barriers and while wearing PPE. The medical element uses voice communications with the CERFP C2 element and other agencies and organizations working within the immediate environment for coordination.

Note. Medical element databases should comply with the Health Insurance Portability and Accountability Act.

C-10. Medical element tasks include—

- Medical triage.
- The initial stabilization of casualties for transport.
- Medical search and extraction.
- Guidance to the CERFP commander.
- Force health protection for CERFP/HRF members.

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Appendix D

Decontamination Element

The CERFP decontamination element provides decontamination capabilities for mass casualty, ambulatory, nonambulatory, and technical decontamination after a CBRN incident.

ROLES AND RESPONSIBILITIES

D-1. The CERFP decontamination element responds to and provides mass casualty decontamination for CBRN incidents and support to local, state, and federal agencies who manage the consequences of the incident. It is critical for the decontamination element to maintain fluid operations because they are the transitional point between the search and extraction and medical elements.

ORGANIZATION AND LEADERSHIP

D-2. Decontamination can deploy as part of the HRF, as a CERFP, or to augment or relieve in place a decontamination element in another FEMA region. If deployed as an HRF, the decontamination element works closely with the casualty assistance support element for site security.

SUSTAINMENT

D-3. The decontamination element deploys with supplies to process casualties. Environmental conditions and long-term operations use proper work-rest cycles for assigned personnel and may use additional response assets (CERFPs or a chemical-biological incident response force) to sustain extended operations. For a large-scale CBRN event, an additional CERFP is notified to respond as a relief in place.

PERSONAL EFFECTS COLLECTION/AID AND LITTER SUPPORT

D-4. The personal effects collection section is manned by decontamination personnel. Medical personnel do the initial medical assessment, and then decontamination personnel assign a number to the casualty and collect personal belongings (tagged with a matching number) and place them in an onion bag. Personal belongings are placed in the hazardous-waste site according to the incident commander's guidance. Additional information is collected in the cold zone. Decontamination personnel then direct ambulatory casualties to ambulatory tents or perform litter carry for nonambulatory casualties.

AMBULATORY CASUALTIES

D-5. A casualty who is triaged as ambulatory is physically and mentally capable of walking and performing self-decontamination. These individuals are instructed by the decontamination personnel through the entire process and are assisted only when necessary. If the individual becomes injured or mentally distressed to the point at which they are not able to continue the process, they are moved to the nonambulatory lane.

NONAMBULATORY CASUALTIES

D-6. A casualty triaged as nonambulatory cannot walk through the ambulatory line for whatever reason (injury, illness, physical or mental incapacitation). Decontamination is conducted by the decontamination element, and the patient is moved by litter through the decontamination corridor. Care is exercised with each individual casualty to prevent further injuries.

TECHNICAL DECONTAMINATION

D-7. Technical decontamination is the most flexible of the decontamination lanes. The technical decontamination lane is used to decontaminate military and civilian responders as needed. The personal effects of casualties are processed through technical decontamination as required or instructed by the incident commander.

MOBILE DECONTAMINATION TRAILER/RAPID RESPONSE

D-8. The mobile decontamination system can be used for ambulatory, nonambulatory, and technical decontamination operations. It can be set up and functional with minimal manpower and can be used as a stand-alone decontamination site or used to replace one lane within the decontamination site. The mobile decontamination trailer can be used for rapid-response decontamination for small-scale CBRN events or when time is of the essence.

LOG-OUT STATION

D-9. The log-out station records the casualty number and identifies the casualty as ambulatory or nonambulatory; additional information may be required by the incident commander. Personnel track the number of outgoing casualties to ensure that personnel entering the decontamination lane have exited and are transported to the medical station.

MAINTENANCE (POWER AND WATER)

D-10. Without electricity and water, the CERFP mass casualty decontamination site cannot operate. Upon arrival at the incident site, decontamination element maintenance personnel run the hoses and electric lines required to make the site operational. Throughout the mission, these personnel are ready to troubleshoot problems as they arise and maintain the equipment that provides these valuable services. Maintenance tasks include—

- Establishing a water source (hydrant, tanker, other industrial water supply).
- Running water lines to decontamination lanes.
- Establishing and monitoring solid and liquid waste sites (as outlined by the incident commander).
- Coordinating for the removal of solid and liquid waste.
- Running electric lines to decontamination components.
- Maintaining pumps and generators.

SUPPLY AND LOGISTICS

D-11. The logistics section is responsible for establishing, tracking, and maintaining logistics support for the decontamination operation before, during, and after incident. This support includes, but is not limited to, equipment resupply, fuel, batteries, and health and welfare items.

DECONTAMINATION REQUIREMENTS

D-12. The decontamination element uses voice communications to communicate internally and to report the status to the CERFP C2 element. They use hands-free (with high-quality voice modification), water-resistant equipment that can be decontaminated.

D-13. Factors that are considered for decontamination element employment, upon receipt of the mission, include—

- **Response time.** Units maintain proper accountability and contact with CERFP members to ensure quick recall once they are alerted. It is expected that advance echelon personnel will depart within 4 hours of the alert, with the main body departing within 6 hours of the alert.
- **Maneuver.** Determine the route and alternate routes to the incident location.
- **Agent.** Determine the type of decontamination required and the contact time.

- **Location.** Space availability determines the type of set decontamination configuration.
- **Injury type and number.** Ambulatory versus nonambulatory patients and throughput may determine the type of setup.
- **Water source.** Significant amounts of water are needed for continuous operations. Drawing from a hydrant is the preferred method; however, the use of water tankers or water blivets may be used with adjustments in configuration and attachments.
- **Temperature.** Cold weather increases the potential for hypothermia for patients. Temperature also has adverse effects on equipment. Cold weather significantly degrades operations due to wet equipment freezing and slick areas developing where water accumulates. Heat raises the body temperature of individuals wearing PPE, increasing their potential for heat-related injuries and degrading their ability to sustain operations for extended periods of time.
- **Wind direction.** The wind direction affects site selection and setup. Site selection and setup need to occur upwind of the hot zone.
- **Security.** Perimeter security is required for entry and exit into the decontamination area and entry control points.
- **Hazardous-waste disposition.** The removal of solid and liquid waste is coordinated through the incident command according to local, state, and federal regulations.
- **Equipment.** The decontamination element uses detection equipment to check for chemical and radiological contamination on patients and military and civilian responders while they are in the decontamination line.

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Appendix E

Search and Extraction

The organization of the National Guard CERFP and HRF includes a search and extraction element. This capability is focused on the response to a CBRN incident and differs from traditional urban search and rescue capabilities such as FEMA task forces. The search and extraction element is designed to respond quickly with a relatively light equipment package and to operate at structural-collapse incidents or ordinary construction incidents as described in National Fire Protection Association (NFPA) 1670. This section describes ordinary construction as being comprised of light frame, unreinforced masonry, and reinforced masonry. The search and extraction element conducts tasks in a CBRN-contaminated environment while wearing PPE up to Level C as described in 29 Code of Federal Regulations (CFR) 1910.120. The authority having jurisdiction is defined in NFPA 1670 for CERFP/HRF in-state, active duty status or 32 USC is the Chief, National Guard Bureau.

ROLES AND RESPONSIBILITIES

E-1. The role of the search and extraction element is to support local, state, and federal agencies by conducting casualty search and extraction operations and extraction operations in a CBRN-contaminated environment. The element can conduct light operations, which includes rescues at incidents involving light-frame and heavy-wall construction, low- and high-angle rope rescues, and limited confined-space operations. Confined-space operations may be limited by the equipment (mandatory 5-minute escape, self-contained breathing apparatus ability) required to conduct initial site entry per Occupational Safety and Health Administration (OSHA) 1910.120(c)(5)(ii). Additionally, elements of the CERFP can conduct basic operations in a nonstructural collapse or nonstructural entrapment environment.

ORGANIZATION AND LEADERSHIP

E-2. The search and extraction element configuration is flexible and can be determined by mission requirements. The search and extraction element consists of element leadership and subordinate squads and teams, with a medic in each squad. Depending on the situation, coordination with additional resources (behavioral health care professionals, religious support teams) may be required in operations involving civilians.

CAPABILITIES AND PLANNING

E-3. The search and extraction element is a light, mobile, highly trained rescue element that is capable of moving rapidly to a disaster scene to locate and extract casualties. The element is designed to support local emergency response agencies during the first 24 to 72 hours (Tier 2 response) of operation. During the rescue phase, life safety is typically the primary incident commander concern. Medical personnel (emergency medical technician B, minimum) embedded in the search and extraction element are trained to operations Level 1 instructional-collapse, confined-space, and rope rescue according to NFPA 1670. Depending on the situation, the employment of heavy equipment (mounted power tools and wheeled and tracked vehicles) can be restricted. The search and extraction element is equipped to operate within a CBRN hot zone. The search and extraction element typically receives direction in the hot zone from local agencies, although internal reporting requirements and directives can be expected to remain in place. It is feasible that extraction personnel work hand in hand with local authorities; firefighters; hazmat teams; and other local, state, and federal agencies. Recovered casualties can be delivered to decontamination assets or casualty collection points that are established by the incident commander. As life safety concerns diminish, the rescue phase of operations transitions to the recovery phase, encompassing nonemergency operations carried out by responders to retrieve property or human remains. Recovery operations are typically supported by additional federal resources.

E-4. The CERFP search and extraction element is capable of conducting light structural-collapse search and rescue. The team uses tools and techniques to quickly secure a structure and enters it to locate and rescue casualties or items of national significance. The element maintains the unique capability of operating in a hazardous environment that requires up to Level C PPE.

E-5. Operational safety concerns may include—

- Site assessment and site safety plans.
- Modified work and rehabilitation cycles.
- Environmental monitoring techniques.

E-6. If contamination is suspected, an initial site assessment is conducted by qualified personnel (such as the weapons of mass destruction-civil support team or civilian hazmat team) before the deployment of CERFP elements or teams into the warm or hot zone. CERFP personnel do not enter the warm or hot zone if it is determined that Level C PPE is insufficient for personal protection.

E-7. While it is important to describe capabilities under the National Incident Management System-compliant terminology, it is fully understood and accepted that search and extraction element capability was designed to augment state and local emergency response assets. Limited resources are available to respond to atypical, catastrophic incidents by Tier 1 and 2 response agencies, particularly if the incident includes CBRN release or weapons of mass destruction use. Examples of this atypical response are the mega tornado outbreak seen in Oklahoma in 1999, the 11 September 2001 attacks in New York City, and the Haiti earthquake of 2010. These incidents included widespread damage that impacted Tier 1 response assets; while responsive, mobile, and nonstandard, Tier 2 assets demonstrated that they can affect incident outcomes by saving lives, property, and the environment. When deployed, the search and extraction element reports through appropriate channels to the local incident commander and provides a unique capability to local and state response agencies.

E-8. The search and extraction element does not operate in an unknown, contaminated environment. Standards and procedures for hazmat operations meet existing regulatory guidelines and follow safe operating practices for contaminated environments.

E-9. No single federal, state, or local government agency has the capability to respond independently and mitigate the consequences of a large disaster or incident. The search and extraction element may be required to conduct operations at multiple locations.

PLANNING

E-10. Upon arrival at the incident site, the CERFP search and extraction element—

- Provides input to the site safety plan.
- Coordinates with weapons of mass destruction-civil support team and hazmat teams or other support agencies for containment identification.
- Formalizes posture and risk assessment for employment.
- Sets up and maintains an initial emergency decontamination line to allow the emergency decontamination of the search and extraction element members.
- Facilitates the rapid deployment of search and extraction assets if an existing decontamination site is not in place by other agencies for use. Emergency decontamination is used for responders in the absence of the technical decontamination line.

E-11. Domestic incidents often use extensive searches of multiple city blocks to complete site assessment and identify additional casualties. This mission is well suited for search and extraction elements because of their light equipment and smaller vehicles. Other sections of the CERFP task force (such as the decontamination element) can be used for search and extraction element operations, provided that the incident does not need their capabilities elsewhere. Search and extraction elements implement search assessment marking systems according to NFPA 1670 or incident commander directives.

LOCATION

E-12. Clearing the area for the area of operations is critical. Site analyses factors help determine the area of operations location and size.

E-13. The search and extraction element may need structural engineer support for collapsed structures. The search and extraction element deploys with a minimal amount of building material and relies on the incident command system or military channels for resupply.

E-14. Sustainment operations need an intermittent resupply of expendables. They may also need area lighting for nighttime operations. The search and extraction element may use heavy machinery and wheeled and tracked mounted equipment at a collapse sight.

SEARCH AND EXTRACTION OPERATIONS

E-15. The search and extraction mission uses specialized equipment in the hot zone to communicate with other teams operating in the hot zone as needed and depending on operational necessity.

E-16. The search and extraction element communicates at the incident site via hands-free devices that are water-resistant, can be decontaminated, and have high-quality voice modulation and voice amplification when conducting operations with possible barriers and while wearing PPE. The search and extraction uses voice communication for coordination with the CERFP C2 element and other agencies and organizations that work within the immediate environment.

E-17. Members of the search and extraction element can conduct the following tasks:

- Level I rope rescue per NFPA 1006, Section 6.1.
- Level I confined-space rescue per NFPA 1006, Section 7.1.
- Level I structural-collapse rescue per NFPA 1006, Section 9.1.

E-18. Team leaders (a minimum of five members per search and extraction element) can conduct the following tasks:

- Level II rope rescue per NFPA 1006, Section 6.2.
- Level II confined-space rescue per NFPA 1006, Section 7.2.
- Level II structural-collapse rescue per NFPA 1006, Section 9.2.

E-19. The search and extraction element is trained and equipped to provide the following operational capabilities according to NFPA 1670:

- Rope rescue at the operations level.
- Structural-collapse search and rescue at the operations level, with the exception that the search and extraction element is not expected to meet the following requirements:
 - Operations level for vehicle search and rescue.
 - Operations level for trench and excavation search and rescue.
 - Operations level for machinery search and rescue.
 - Confined-space search and rescue at the operations level.
 - Water search and rescue at the awareness level.

E-20. The search and extraction element leaders ensure the operational readiness and availability of mission equipment sets (shoring materials, hand-tools, rope equipment, visual inspection and listening devices, air monitoring equipment).

E-21. As required (following the CERFP or incident commander's situation update briefings), the search and extraction element leader has the responsibility of tailoring CERFP extraction mission planning assumptions based on the new information. The safety of search and extraction element members is paramount. Mission planning support is provided by the requesting and supported organization.

E-22. The search and extraction element operates in support of local incident command objectives. The incident command safety inspectors and other emergency responders located at the incident may or may not have completed structural surveys of collapsed or confined areas in which extraction operations are

conducted; therefore, an assigned safety officer performs safety officer (under the direction of the incident command safety officer) duties. Standards and procedures for hazmat operations are according to existing regulatory guidelines and safe operating practices for CBRNE-contaminated environments. The incident may affect single or multiple locations, each of which may be a disaster scene or a hazmat inhalation threat.

E-23. The search and extraction element uses a site safety plan generated by the supported incident command organizational structure or the established safety structure designated by the CERFP commander.

E-24. Operational concerns that need to be included in the site safety plan include—

- Site assessment.
- CERFP work-rest cycle development and implementation.
- Medical surveillance.

E-25. Upon arrival at the incident site, the search and extraction element coordinates with the incident commander or the incident commander's operations and planning sections to provide technical expertise on how to most effectively employ the element. The search and extraction element may be tasked to develop a search plan specifically for their team according to the incident action plan that is already in place. Search and extraction element leaders can begin their planning process when the CERFP C2 element has received the incident commander's objectives for CERFP support and the search and extraction element leaders know the specific objectives for their element.

E-26. While the search and extraction element remains a critical mission set, there are many employment factors and references (unit procedures, NFPA, Code of Federal Regulations [CFR]) that are considered before and during deployment to an incident site. They include, but are not limited to—

- **Site analysis.** When conducting a site analysis, consider the following:
 - **Weather.** Weather is a critical consideration, and plan flexibility is needed. Wind direction affects the location and proximity of the area of operations and the decontamination corridor. Humidity and temperature can positively or negatively affect search and extraction elements. Extreme humidity and temperature reduce the duration time of team member exposure to CBRN hazards and the amount of time that the element can remain in PPE. CBRN hazards react to humidity and temperature. The higher the temperature of a liquid, the higher its vapor pressure. Humidity can depress an agent, causing it to lie dormant, ultimately deceiving hazard detection.
 - **Terrain.** Terrain analysis is critical for the advanced party to identify key locations so that each element and team can establish the area of operations. The location of the area of operations reduces potential obstacles, low areas, and limited access and egress.
- **Hazards.** The search and extraction element avoids, protects, and mitigates hazard effects to reduce risk. The following must be considered when dealing with hazards:
 - CBRN hazards can be the most lethal hazard at an incident.
 - Utilities (gas, water, electricity) need to be controlled or terminated before deploying to the incident site.
 - The severity of the collapse dictates deployment to the incident site.
 - Engulfment, entrapment, and exposure to a hazardous atmosphere in a confined space are hazards in a collapsed-structure incident.
 - Secondary detonation, explosion, or collapse after the initial incident are possible hazards.
- **Risk.** The search and extraction element avoids, protects, and mitigates hazard effects to reduce exposure and PPE and to more clearly define the parameters of acceptable versus unacceptable risks:
 - **Acceptable risks.** Acceptable risks are risks that team members have the capability of mitigating by actions or procedures alone (for example, the potential of a collapse).
 - **Unacceptable risks.** Unacceptable risks are risks that the teams do not retain the capability to avoid, protect, or mitigate against the effects of the given hazard (for example, exceeded operational exposure limits).
- **PPE.** The potential CBRN hazards determine the PPE level. Search and extraction personnel, at a minimum, wear gloves, a hard hat, safety glasses, elbow and knee pads, and steel-toed boots

per the unit procedures and the site safety plan. In a CBRN environment, wear appropriate PPE according to the site safety plan.

- **Time.** To maximize the effectiveness of manpower and equipment, rotations are scheduled according to established work-rest cycles, weather conditions, and the incident action plan. For continuous operations, a second or third search and extraction element is required.

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Appendix F

Casualty Assistance Support Element

The casualty assistance support element provides protection and support to the CERFP/HRF C2 elements. The primary role for the casualty assistance support element is to facilitate the throughput of the CERFP decontamination team, casualty control, and movement operations. Their duties transition between casualty movement, protection, and crowd control within the CERFP/HRF area of operations based on the situation. Priority is always given to protecting CERFP/HRF personnel.

ROLES AND RESPONSIBILITIES

F-1. The casualty assistance support element provides direct support to the CERFP/HRF response to a CBRN incident in the form of protection as its primary role, while assisting with other tasks such as casualty movement and crowd control as directed to ensure mission success.

F-2. The effects of a catastrophic event may exceed the ability of local officials to respond to the incident. Security may be required to facilitate decontamination operations and to protect CERFP/HRF personnel, other responders, and evacuees. If the HRF C2 element and CERFP are not collocated, the priority of effort is to support the CERFP. The casualty assistance support element can conduct split operations; but as mentioned earlier, the priority of effort is to assist and provide security for CERFP elements. The casualty assistance support element can operate in cold, warm, and hot zones. Additional security requirements beyond casualty assistance support element capabilities are requested through the incident command system or JTF-state.

ORGANIZATION AND LEADERSHIP

F-3. The casualty assistance support element is generally composed of a headquarters and infantry and military police platoons. Figure F-1, page F-2, is an example of a casualty assistance support element organizational chart.

F-4. The casualty assistance support element uses a sustainment capability to operate concurrently with multiple CERFPs for a continuous period of time. The following analysis provides employment considerations for planning only. The actual employment of the casualty assistance support element is based on the needs of the CERFPs. Casualty assistance support element tasking within the HRF is assigned by the HRF commander.

F-5. The casualty assistance support element platoon leader is responsible for managing and supervising the HRF protection. The casualty assistance support element platoon reports directly to the HRF commander and is responsible for—

- Providing advice on protection issues for incident action plan development and supervising the implementation of protection-specific tasks after incident action plan approval.
- Ensuring that support personnel maintain situational awareness of mission changes.
- Supervising support personnel and ensuring adherence to safety procedures.
- Providing liaison activities with other incident response support entities.
- Performing additional tasks and duties as assigned by the HRF commander.
- Briefing support personnel on the overall CBRN mission.
- Briefing the incident commander, if requested, on protection risks associated with the incident.
- Maintaining the accountability of assigned equipment to fulfill mission duties.

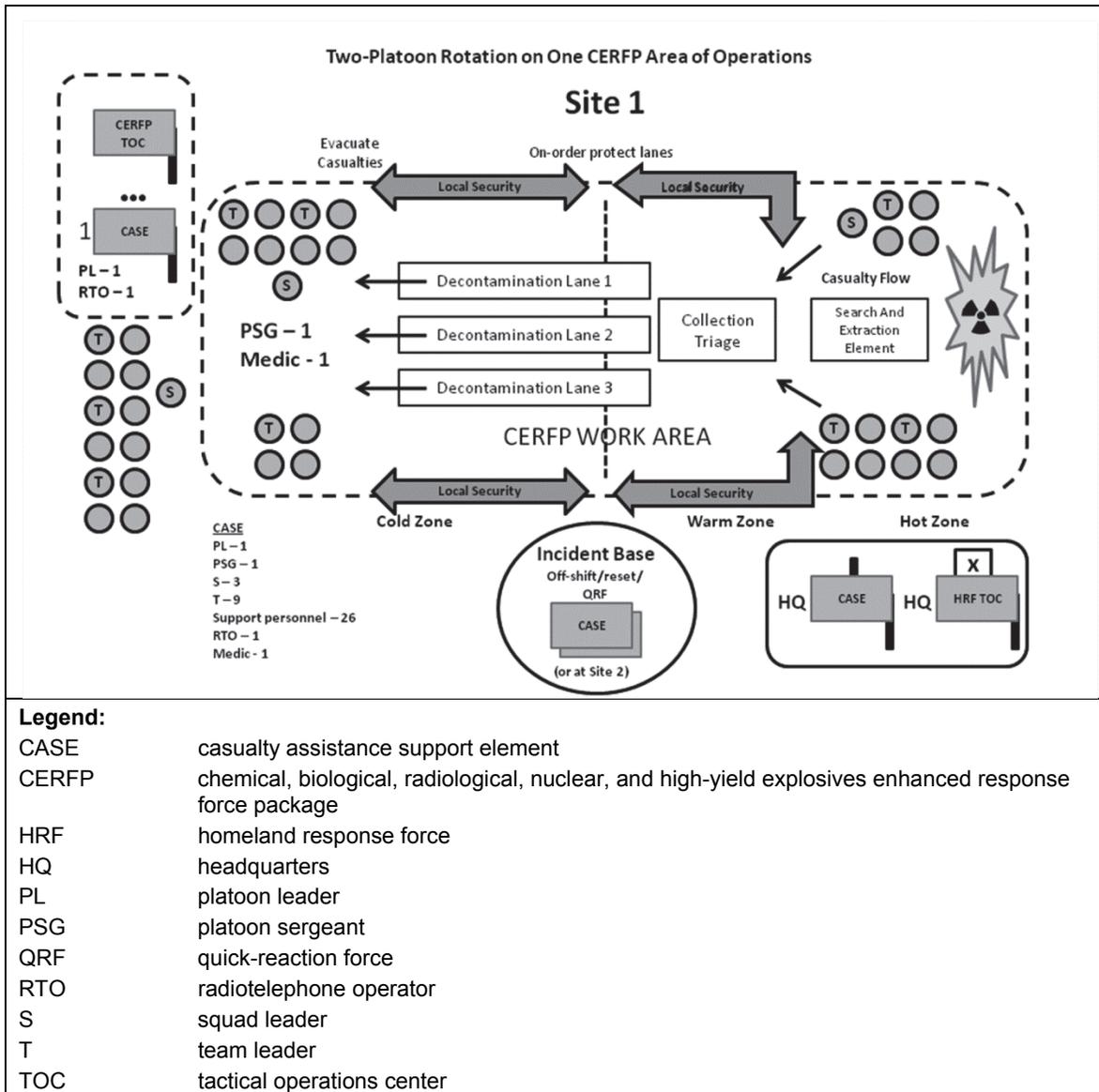


Figure F-1. Notional CASE organization

CAPABILITIES AND PLANNING

F-6. The casualty assistance support element is a general-purpose force that is assigned to assist the HRF, but it is highly likely that the casualty assistance support element operates in warm and hot zones in support of CERFP operations.

F-7. The casualty assistance support element capabilities, at a minimum, are—

- Operating in a contaminated area.
- Sustaining operations for long periods of time.
- Providing protection for the CERFP.
- Conducting access control in warm and hot zones.
- Providing limited crowd control for the CERFP.
- Establishing a limited, quick-reaction force.
- Employing weapons (lethal and at least one form of nonlethal).

- F-8. The casualty assistance support element operates with the basic understanding of the following:
- Operations in a contaminated area greatly reduce troop-to-task ratios.
 - Close coordination with the site safety officer is necessary to ensure that PPE limitations for the incident working environment are not exceeded.
 - Support in the warm or hot zone (beyond the scope of the HRF organic support element) is extremely limited due to the inability of the outside agency to work in a warm or hot zone.
 - Nonlethal weapon requirements and nonlethal weapons training requirements are not effective until 180 days after receipt of the equipment by the HRFs.

CASUALTY ASSISTANCE SUPPORT ELEMENT REQUIREMENTS

F-9. Depending on the situation, a portion of the casualty assistance support element is prepared to deploy with the CERFP within the first hours of notification. The casualty assistance support element liaison officer may deploy with advance echelon elements of the HRF C2 element to the incident site. The remainder of the element deploys with the main body to the incident site after notification.

F-10. The casualty assistance support element deploys with individual weapons. The transportation, storage, and use of weapons are according to the rules for use of force, state and federal laws, and other applicable guidance. Consult with the staff judge advocate before issuing weapons.

F-11. The casualty assistance support element uses the capability to escalate the use of force by means of lethal and nonlethal weapons per the rules for use of force established by the supported state.

F-12. Casualty assistance support element communications at the incident site use hands-free devices that are water-resistant, can be decontaminated, and have high-quality voice modulation and voice amplification when conducting operations with possible barriers and while wearing PPE.

F-13. Duties typically expected to be performed by the casualty assistance support element for the HRF may include—

- Conducting limited crowd control.
- Providing entry control operations to minimize cross contamination.
- Securing casualty movement assistance and direction.

Note. HRF commanders must be cognizant of the fact that a decision needs to be made when two or more CERFPs are used regarding the prioritization of casualty assistance support element assets and usage.

F-14. Additional duties that may be performed by the casualty assistance support element may include—

- Providing protection for the HRF C2 element, fatality search and recovery team, and religious support team.
- Securing assets at the staging area.

F-15. During postincident and redeployment (demobilization), coordinate the necessary follow-up security task as directed. The HRF C2 element coordinates reporting and accounting requirements for the closing report. Operational losses and potential maintenance issues of protective equipment are to be documented.

F-16. Casualty assistance support element personnel are briefed on the mission status and redeployment plan. Personnel are assigned to manage area of operations breakdown and load-up. Assigned weapons and security equipment (including protective equipment) are decontaminated, inventoried, returned to storage, and prepared for transport.

F-17. An internal after action review, including mission critiques, is conducted. The casualty assistance support element provides after action review results to the HRF commander during the unit after action review.

F-18. Recovery, reconstitution, and resupply actions are conducted to include preparing shortage annexes; conducting financial liability investigations of property loss; reordering commercial and government off-the-shelf equipment and supplies; and making line-of-duty determinations. An action officer is designated and the noncommissioned officer addresses the open actions identified during the after action review.

Appendix G

CERFP/HRF Sustainment

The CERFP/HRF states have the responsibility to ensure that the equipment and expendables required to support CERFP/HRF operations are available and maintained. States and territories that are unable to meet the requirements follow established request processes to fill shortages. Shortages that cannot be filled are identified to the National Guard Bureau J-4. Supported states have the responsibility to provide supply and services support once the CERFP/HRF is deployed to their area of operations and organic supplies are depleted. Primary sustainment challenges are to anticipate needs and integrate assigned elements, teams, and supply sources into the operation. The CERFP elements, which are deployed independent of an HRF, report directly to the next layer of C2 identified in this chapter as the senior headquarters on the ground for support requirements. CERFPs that are deployed in conjunction with an HRF report requirements and the status to the HRF C2 element, except during incidents in which direct liaison authorization is given to the incident commander.

SUSTAINMENT PLANNING

G-1. The CERFP is designed with minimal internal sustainment capabilities. The HRF provides a more robust sustainment capability within the C2 element. The CERFP C2 element consolidates support planning of CERFP elements and coordinates with the HRF C2 element (if activated) and with the JTF-state or JFHQ-state/plans staff section (if deployed independently). Support may be provided from the CERFP/HRF supporting state, National Guard Bureau, or the supported organization or state, depending on the type of support required. It is crucial that this is considered during the planning process by CERFP/HRF C2 elements, the JFHQ-state, and the supported organization or state. State-to-state support agreements are addressed in the planning phase during regional planning efforts. The required support may include housing, food, fuel, equipment repair, expendables replacement, and mission-dependent requirements (security, communications, legal, chaplain, waste management coordination, work coordination, specialized support). States that do not possess CERFP coordinate for support by using their FEMA regional plan. Prior planning during the regional planning process is critical to effective and timely sustainment operations during operational periods.

G-2. Military-issued equipment and expendables are supported through normal logistics channels. CERFP-unique commercial, off-the-shelf equipment is supported through the National Guard Bureau J-4 Consequence Management Support Center. The Consequence Management Support Center is activated by the National Guard Bureau J-4 when notified of a CERFP/HRF activation. Procedures are emplaced at state joint operations centers to notify the National Guard Coordination Center of the CERFP/HRF activation to ensure the timely support of actions required at the National Guard Bureau level to support operational units.

G-3. Use National Guard Bureau-Department of Health and Human Services medical cache or ANG Class VIII resupply systems for continued operations. Supplies must be coordinated and received by an on-site medical element logistician.

REGIONAL PLANNING

G-4. Regional planning is paramount to the application of sustainment principles during CERFP/HRF operations. Regional planning also allows for validation that the support expected from other agencies by responding units is attainable and sustainable upon arrival. Prior planning is critical to ensure that

organizations not normally associated with one another and those with potentially different processes and procedures understand and integrate into other systems that are responsive to one another's needs. Conducting this planning ahead of time will ensure that the support required for a response provides the greatest economy, is the most simplistic in nature, and is flexible enough to respond to the nuances of the current operating environment. The more coordinated the regional plan, the more effectively the CERFP/HRF planners can execute the plan, reducing response time and increasing effectiveness.

G-5. The JFHQ of the assigned HRF state or territory is responsible for the regional plan, and the J-4, Director of Logistics, U.S. Army, for that state is the proponent for regional logistics planning. The logistics plan is reflective of which organization provides the different classes of supplies and services as operations progress. Requirements to joint reception; staging, onward movement; and integration include potential locations upon deployment into another state or territory, prior coordination for movement requirements into and through other states and territories, life-support arrangements, and maintenance agreements. Regional plans are formalized through the use of the EMAC, memorandums of understanding, and memorandums of agreement.

ORGANIZATION PLANNING

G-6. CERFP/HRF logistics planners establish standard operating guidance to minimize the amount of planning that is required upon mission receipt. Consideration is given to the standard operating guidance that covers the areas of air movement, line of communications operations, life-support operations, and warehouse and logistics package operations.

G-7. Contingency plans for deployment within the FEMA region are developed based on the regional plan published within the FEMA region. These plans include, but are not limited to, the identification of joint reception; staging, onward movement; and integration sites, occupation of identified staging bases, and integration of plans for follow-on forces that are attached.

CONCEPT OF SUPPORT

G-8. The CERFP/HRF is generally self-supporting in Class I, II, III, VI, VII, and IX supplies for the first 5 days. Class IV supplies are generally provided by the incident command system. The Class V supply basic load (lethal/nonlethal) is provided by the supporting state, with follow-on ammunition provided by the supported state if required by the governor of the supported state. Class VIII supplies, used to treat service members who are organic to the task force, are generally self-supporting for the first 72 hours. The CERFP medical element deploys with a formulary established by the National Guard Bureau surgeon's office, who is also the proponent to provide follow-on formulary when operational stocks become depleted. Life-support services are generally provided by the incident command or the supported state.

G-9. Where possible, with the exception of commercial, off-the-shelf and Class VIII supplies for the medical element, CERFP/HRF supporting states are responsible for the establishment and maintenance of supply classes. States and territories that are unable to fill required items request assistance from other states and territories and notify the National Guard Bureau of the gaps that exist and the actions that are taken to fill them. Standard military-issue equipment is supported within established state support structures. The National Guard Bureau J-4 establishes the priority for support for nonstandard equipment and fields it through the Consequence Management Support Center.

G-10. The Consequence Management Support Center activates the support coordination center for 24/7 logistics support when directed by the National Guard Bureau J-4. The J-4 has responsibility for the resolution of logistics support request conflicts in coordination with the priorities established by the National Guard Bureau J-3 and the defense coordinating officer in the respective regional field office. The Consequence Management Support Center contacts the National Guard Bureau J-4 for guidance on support priorities when competing requirements exist.

G-11. Standard equipment repair is coordinated through the state National Guard supply and maintenance system. Supported states make their maintenance systems and field maintenance squadrons available to the CERFP/HRFs that are operating within their borders. HRFs consider establishing limited organic maintenance capabilities within the C2 elements.

G-12. Nonstandard or mission-unique equipment repair is done according to the procedures in the Consequence Management Support Center logistics support standard operating guidance and J-4 coordination. The repair of General Service Administration-provided vehicles and equipment is coordinated through The General Services Administration and the National Guard Bureau J-4.

LOGISTICS SUPPORT REQUEST

G-13. The CERFPs/HRFs should attempt to fill requests through the incident command system when possible. The following subordinate elements fulfill requirements unfilled by the incident command system:

- CERFP C2.
- HRF C2.
- JTF-state.
- JFHQ-state.
- National Guard Bureau J-4.

LOGISTICS STATUS REPORTING

G-14. The National Guard Bureau J-4 establishes monthly logistics readiness reporting criteria. This requirement can be waived if the Defense Readiness Reporting System can be used to obtain the information. CERFP/HRF staffs use incident command system forms when they meet military needs. This minimizes the amount of work required of subordinate units and elements that are required to report to incident command system and military systems. Consideration is also given to using standard military report formats, such as the logistics readiness tool.

G-15. Following mission receipt or a warning order or during the alert or recall, CERFP/HRF units report (through command channels) the status of mission-critical items and the status of CERFP mission expendables and consumables. Critical items are considered for more intensive tracking. Critical items include, but are not limited to, PPE, filters, chemical tape, bulk water, and formulary.

SUPPORTED STATE

G-16. Supported states must establish plans to support incoming forces. While the need for joint reception; staging, onward movement; and integration is understood and valid, the process used should not slow a responding unit from getting to the incident site to save lives and mitigate suffering.

G-17. Plans are developed to support common-user logistics for incoming units within 72 hours of their arrival. These plans are incorporated into the regional planning process. Contracting support, if required, is provided by the supported-state JFHQ. The supported state provides life-support services to incoming forces if those services are not provided by the incident command system. Consideration is given to capturing the costs associated with the deployment to appropriately request reimbursement according to established federal policies and procedures.

SUPPORTING STATE

G-18. States and territories that accept the mission of establishing a CERFP/HRF must ensure that the task force is fully equipped and maintained according to the equipment lists developed by the National Guard Bureau J-4. Supporting states provide infrastructure and storage to support the CERFP/HRF mission assigned to the state or territory.

G-19. The JFHQ develops regional contingency plans within the FEMA region to the greatest extent possible. These plans consider support relationships in each supply class and when the transition of support would shift. Plans also consider prior planning for movement between and through states.

NATIONAL GUARD BUREAU REQUIREMENTS

G-20. The National Guard Bureau requirements include—

- Monitoring the CERFP/HRF assets supply and readiness status (including providing guidance on support priorities) in coordination with the defense coordinating officer and National Guard Bureau J-3.
- Monitoring CERFP/HRF asset movements into and out of the AO.
- Managing the acquisition and issuance of commercial, off-the-shelf equipment; nonstandard equipment; and medical element formulary.
- Managing forwarding area support team responsibilities during CERFP/HRF response operations.
- Providing technical expertise regarding the use and maintenance of nonstandard and commercial, off-the-shelf equipment.
- Providing emergency and help desk operations and technical assistance.

CERFP RESPONSIBILITIES

G-21. During the planning phase, CERFPs may use normal military procurement channels, including the government purchase card, the military standard requisitioning and issue procedures, and contracting to locally procure expendables and consumables. Requirements for end items and expendables that are not available locally are submitted through state command channels to the U.S. Property and Fiscal Office and the directorate of logistics for action. Organizational maintenance programs ensure that the equipment is calibrated and ready for deployment.

G-22. During operational phases, CERFPs report logistics statistics, logistics requests, and equipment readiness statuses to the HRF C2 element. If deployed independently, reports are forwarded to the JTF-state. The CERFP forwards status reports through the incident commander as required.

G-23. The CERFPs returning from deployments or exercises establish equipment readiness and their basic load to preemployment levels as soon as feasible. The CERFP commander contacts the state JFHQ and the Consequence Management Support Center to complete reconciliation actions. The CERFPs report commercial, off-the-shelf equipment problems to the Consequence Management Support Center help desk and the National Guard Bureau J-4.

HRF RESPONSIBILITIES

G-24. Communications operations are established to manage logistics tracking and coordination. Communications operations are used to track the status of supplies and services. Critical mission items that need more intensive management, such as suits and bulk water, can be identified. These items are consumable items that, if expended, would halt operations and make the entity non-mission-capable.

G-25. Consideration in the selection of logistics personnel is given to those who are dedicated within the air line of communications operations to the identification of sources for supplies and services to sustain operations. Contracting personnel are also considered for inclusion in this section.

G-26. The C2 element develops methods for receiving supplies in the area of operations and pushes the supplies to the receiving units and elements. Operational, security, medical, decontamination, and search and extraction elements do not have sufficient organic supply personnel to support the acquisition and transportation of supplies organically; and they need the HRF C2 element to push supplies to them. Materials handling equipment and transportation assets are a consideration when determining required equipment packages.

G-27. Consideration is given to establishing, within the C2 elements, personnel who manage life-support services for assigned units as they recover and refit. These personnel manage and care for the incident base at which service members returning from a mission come to rest and recover. These services may include the management of Class I subsistence, accommodations, showers, sewer (field latrines), limited maintenance, and sick call.

G-28. HRF C2 elements must consider establishing processes for tracking the movement of incoming units and supplies within their area of responsibility. Once integrated into the organization tracking, managing the movement of units and supplies within the area of responsibility is essential to maintain situational awareness and ensure that mission requirements are met. Once operational areas are established, considerations in movement include whether units move with organic vehicles to and from the rest-and-recovery area or if they are bused in and out to minimize the number of vehicles moving in and out of an incident site.

G-29. HRF C2 elements are able to establish and report equipment densities for assigned forces. The maintenance status of critical pieces of equipment that would cause a unit or element to be non-mission-capable is intensively managed. Items considered for intensive management include generators, decontamination devices, and communications equipment.

G-30. Joint reception; staging, onward movement; and integration is the responsibility of the supported-state JFHQ. HRF C2 elements are responsible for the integration of follow-on forces into operations within their area of responsibility upon their arrival.

G-31. When authorized and issued, military weapons and ammunition are maintained according to DA Pamphlet 710-2-1 or Air Force Manual (AFMAN) 31-229 and are available for issue according to AR 190-11; AFI 31-207; and the adjutant general or commanding general. Organizational maintenance programs ensure that the equipment is calibrated and ready for deployment.

G-32. Support during operations is coordinated at the lowest level. When possible, support requests are vetted through the incident command to determine if they can be supported locally before requesting through military channels.

MOVEMENT

G-33. The primary method of movement is by ground convoy. The details of movement planning within and between states are established within the regional plan. The plan includes considerations for convoy clearance, fuel, and maintenance.

G-34. The secondary mode of transportation is by air. Demand will likely far exceed the capacity. The CERFP/HRF C2 elements work with air transportation planners to develop contingency plans. Considerations are given to developing packages to deploy mission-critical equipment and personnel, depending on the incident location and circumstances.

G-35. Movement by rail and sea is normally not used, as the time taken to execute these moves would exceed the window in which the HRF is designed to save lives and mitigate risk. Movement into an area of operations is coordinated with the supported state before the initiation of movement.

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Appendix H

Planning

NATIONAL, REGIONAL, AND GEOSPECIFIC PLANNING

Resource Management Decision 700 states that the National Guard Bureau, U.S. Northern Command, and U.S. Pacific Command are responsible for developing detailed operational employment plans and working with interagency, state, and local authorities.

HRF PLANNING RELATIONSHIPS

H-1. During the mission planning process, consider the following—

- Is there an operational name for the incident?
- What type of incident (CBRN, conventional, natural) is it?
- What time did the incident occur?
- Was it a suspected terrorist or criminal act, or was it perceived to be an accident?
 - Were pictures obtained of the suspects?
 - What are the standards for evidence collection or preservation? (Does clothing need to be individually bagged or tagged, or can we mass dispose?)
 - Are preincident and postincident imagery of the site available? If not, when will they be collected and provided?
- What is the estimated number of casualties, and what are the types of injuries (blast, CBRN, burns, crush)?
 - Which CBRN hazards may be involved?
 - What level of PPE does each CERFP/HRF element and team wear?
 - What are the concentrations?
 - What is the exposure duration?
 - What decontaminant is required?
- What are the casualty signs and symptoms?
- Are communicable diseases a concern? If so, which ones?
- What monitoring is occurring on-site?
- What other resources are already on-site or can be expected to arrive?
 - C2 element.
 - Medical element.
 - Search and extraction element.
 - Decontamination element.
 - Fatality search and recovery team.
 - Religious support team.
 - Casualty assistance support element.
 - Quick-reaction force.
- What is the alternate site in the event of wind change or a secondary incident?
- What is the estimated length of the operation?
- Is a police escort available for the main body?
- Where is the staging area?
- Where is the site?

- Are the utilities in the hot zone turned off?
- What is the emergency medical service status (on-site, staging area, transport plan, triage plan, location)?
- What routes are closed for emergency medical services?
- Are facilities maps available if search and extraction is required?
- What communications capabilities are required?

H-2. The incident commander provides and considers the following to the mission, as appropriate:

- The commander's critical information requirements.
- The site sketch with hot, warm, and cold zones identified.
- The safety plan.
- The mission statement.
- The type of notification if emergency egress is necessary.
- The available clean routes and route closure times.

H-3. The Office of the Secretary of Defense and other DOD components have interests in sourcing and resourcing HRF requirements and must have some process by which to periodically assess and support these plans. Pivotal to HRF success is that they are integrated into the FEMA regional planning community for CBRN consequence management. Therefore, the assignment of full-time, equivalent planners is essential. To be successful, the HRF needs to coordinate planning with FEMA, the National Guard Bureau, and the JFHQ-state in the region and state emergency management agencies. The HRF involvement is in separate planning communities, including—

- **Regional planning and execution.** The *Regional planning and execution community* is the planning community that exists within the FEMA region in which the HRF resides. Within the regional planning and execution community, most of the laborious planning effort takes place and results in geospecific plans (plans that are focused on a city, critical infrastructure, or other location) and HRF regional plans.
- **Enterprise planning and execution.** The *Enterprise planning and execution community* is the U.S. Northern Command-sponsored planning community in which the HRFs (through National Guard Bureau) need to provide visibility and input. The enterprise planning and execution community generates national response concept plans for each of the HRFs as mutually supporting capabilities.
- **Joint planning and execution community.** The *Joint planning and execution community* is the community in which the National Guard Bureau, Office of the Secretary of Defense, and other DOD stakeholders review the DOD CBRN response enterprise family of plans for sourcing and resourcing. The U.S. Northern Command Concept Plan 3500 is the conduit through which HRF inputs are communicated.

HRF PLANNING PRIORITIES

H-4. The following are the HRF planning priorities:

- **Priority 1.** The HRF regional response plan is the first priority of the HRF to satisfy the requirements outlined in Resource Management Decision 700 and the intent of the HRF. Regional plans focus primarily on alerting, assembling, deploying, and employing the force within the region with clearly phased objectives, transition criteria, and an end state.
- **Priority 2.** Each HRF is required to produce a national response plan as its second planning priority. The HRF National Response Plan articulates how an HRF alerts, assembles, and deploys in support of other FEMA regional response plans. Moreover, this is not merely one plan for HRFs, but rather one plan per HRF that describes in operational detail how they alert; move to an airport of embarkation; deploy by one or more methods of transportation; arrive at the joint reception; staging, onward movement; and integration; and are employed in a different FEMA region to assist with a major national consequence management incident. The national response plan also includes redeployment plans. Planning guidance is given to HRFs to focus on the most likely national targets, such as Washington, D.C., and New York City.

- **Priority 3.** The third planning priority for the HRFs is to develop geospecific plans based on the number and priority of targeted population centers and critical infrastructure and key resources within the region. The prioritization of geospecific plans are coordinated between the HRF headquarters, JFHQ-state, National Guard Bureau, and U.S. Northern Command.

NATIONAL GUARD HOMELAND RESPONSE FORCE PLANNERS

H-5. National Guard HRF planners work within FEMA regions and planners to create geospecific plans in response to threats to urban areas security initiatives cities.

JOINT OPERATIONS CENTER/TACTICAL OPERATIONS CENTER PLANNING

H-6. The joint operations center considers the following:

- Where will we rest?
- How will we be fed?
- Is there a fuel point contract established?
- What type of orders will we be on?
- Who will cut the orders?
- What does the joint intelligence preparation of the environment show about the potential mission?

POINTS OF CONTACT

H-7. A point of contact is recommended for the following positions:

- Medical.
- Public works.
- Law enforcement.
- Incident site safety officer.
- Hazmat team chief.
- Coroner or mortuary representative.

SITE SAFETY AND HEALTH PLAN

H-8. The incident command system-compatible site safety and health plan can be obtained at http://www.uscg.mil/forms/ics/ICS_206_CG.pdf.

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Appendix I

Phases of Operations

Governors and state emergency management routinely coordinate Army and ANG support between the states. The National Guard Bureau facilitates this coordination, when possible, and maintains situational awareness of state-to-state National Guard support requests and missions.

NATIONAL GUARD BUREAU

I-1. The National Guard Coordination Center is operational 24/7/365 and has lead responsibility on behalf of the Chief, National Guard Bureau, for coordinating emergency response actions that support governors, primary federal agencies, and DOD organizations. This coordination is in concert with established DOD staffing processes, plans, and directives and is consistent with the National Response Framework and the National Incident Management System.

PHASE 0 (SHAPE)

I-2. Requests for National Guard support of homeland defense missions received from the U.S. Northern Command, First Air Force, or the Air Force Rescue and Recovery Coordination Center are federal support missions commanded under federal authority. Units participating in these missions are not a part of the state JTF-state.

I-3. The EMAC provides a common understanding and framework to facilitate expeditious support to other states. The EMAC documents the legal authorities, relationships, cost reimbursement, and responsibilities of the supported and supporting states ahead of the actual requests for support and employment of people and equipment. The EMAC can also foster relationships between the CERFP states and other regional states that do not currently have a fielded CERFP capability.

I-4. The National Guard Bureau supports the synchronization of state, regional, geographic, and national CBRN response plans, including the inclusion of dual-status commander options when integrating elements of Title 10 CBRN enterprise elements.

PHASE I (ANTICIPATE)

I-5. The National Guard Coordination Center coordinates and synchronizes the deployment of National Guard CBRN forces responding to a CBRN incident that is beyond the capability of the requesting state.

PHASE II (RESPOND)

I-6. States notify the National Guard Coordination Center when they alert or deploy forces in support of homeland defense, homeland security, or DSCA. Combatant commanders, the National Guard Coordination Center, and the U.S. Transportation Command validate airlift requirements and movement orders as needed.

I-7. Normally, departing immediately by ground movement toward the incident location is faster (less than 600 miles) than aircraft coordination, arrival, load planning, and departure. Ground movement may be faster over longer distances depending on the route, road, and traffic conditions in comparison to the time to stage an aircraft, load it, fly from the origin to the destination airport, unload, and drive to the final destination. The National Guard Coordination Center monitors JFHQ-state deployments at scheduled report distribution frequencies and provides selected DOD and interagency organizations with a consolidated situation report that details unit departures and arrivals in support of national special-security events, DSCA, or EMAC missions.

I-8. As the units deploy, the National Guard Coordination Center notifies the supported combatant commanders and other federal military authorities that the units are deploying, directs the Consequence Management Support Center and the National Guard support center to initiate support for the deploying units (according to existing plans and processes), and coordinates with the Defense Threat Reduction Agency to provide reachback support.

I-9. The deployment process is described in JP 3-35. Deployment is divided into the following iterative and often simultaneous phases:

- Planning.
- Predeployment activities.
- Movement.
- Joint reception; staging, onward movement; and integration.

I-10. While adhering to joint doctrine, the National Guard Bureau planning guide focuses on joint reception; staging, onward movement; and integration in the context of National Guard 32 USC or state active duty status.

I-11. The focus of the National Guard Bureau planning guide is on joint reception; staging, onward movement; and integration for deployments from one state to another. There are inherent difficulties in properly transferring the operational control, logistics, and C2 involved in these movements. The sustainment of out-of-state National Guard forces demands attention to detail and thorough accountability in the joint reception; staging, onward movement; and integration process. Joint reception; staging, onward movement; and integration is the essential link between the deployment and employment of joint National Guard forces in the joint operations area and a critical operational challenge enabled by logistics. Joint reception; staging, onward movement; and integration is the primary means to achieve and maintain C2 during deployments. While the state J-3 and J-4 are heavily involved in joint reception; staging, onward movement; and integration, successful execution uses the combined efforts and cooperation of a state's entire joint staff and supporting organizations.

I-12. The inherent purpose of the HRF is to provide life-saving capabilities as quickly as possible. The gaining-state joint reception; staging, onward movement; and integration processes must provide streamlined procedures to accomplish standard joint reception; staging, onward movement; and integration processing of units arriving in the state. Additionally, if the requirements can be done remotely, lifesaving units can go directly to the support site and begin work with limited delay. As much information as possible must be communicated up front before the HRF departs the home station to ensure that they have taken care of administrative, logistical, and medical tasks or bring the required information along that allows for a streamlined inprocessing into the gaining state. When possible, immunizations and other medical requirements are addressed in Phase 0 preparations.

I-13. Each HRF state must address joint reception; staging, onward movement; and integration standardization and efficiencies within their regional, national, and geospecific concept plans. As a minimum, states should address medical credentialing, frequency management, medical processing of individuals, reporting procedures, and contacts. The U.S. Northern Command, National Guard Bureau, states, and HRF planners continuously review the joint reception; staging, onward movement; and integration plans and guidance and improve the content and standardization between regions.

PHASE III (OPERATE)

I-14. Employment considerations include the location, mission constraints, and operational dependencies. When selecting a location, access to ambulance services and air evacuation should be considered. Also consider the space for site setup using shelters of opportunity. When considering mission constraints, consider the—

- Ability to house or feed personnel.
- Ability to sustain operations for 5 days.

- Coordination with the incident command and tactical operations center for the transportation of casualties.
- Oxygen delivery system.
- Operational dependencies (transportation of casualties in and out of the area of operations, access and use of strategic stockpiles, procurement of medical supplies and baby formula).

I-15. The National Guard Coordination Center consolidates information about National Guard responses and provides regular and special situation reports to the Army, Air Force, DOD, U.S. Northern Command, U.S. Southern Command, U.S. Pacific Command, U.S. Army Forces Command, U.S. Army North, Air Force Office of Homeland Security, and Air Force National Security Emergency Preparedness.

I-16. The National Guard Bureau J-3 coordinates with the Consequence Management Support Center and the National Guard support center for the logistics sustainment of deployed CBRNE response forces.

I-17. As federal agencies begin arriving at the incident site to establish a JTF-civil support headquarters, joint operations center, and tactical operations center, the National Guard Bureau continues to develop and manage critical information requirements in support of homeland security and federal agencies that are monitoring National Response Framework emergency support functions.

I-18. The National Guard Coordination Center responds to requests from federal agencies asking to be added to the National Guard Bureau distribution of daily information briefing products and other civil support team and CERFP informational products.

PHASE IV (STABILIZE)

I-19. The National Guard Coordination Center monitors redeployment and reports changes in deployed forces to the military officials and other states. Redeployment initiates requirements for after action reviews, equipment reconciliation, logistics reconstitution, and financial accounting.

I-20. The JFHQ-state identifies and publishes state active duty and 32 USC mission end-state and termination criteria that are appropriate for the disaster and scope of consequence management support operations. The National Guard Bureau coordinates with the supported combatant commander to verify the end-state and mission termination for the CERFP/HRF and other forces supporting 10 USC consequence management operations.

I-21. Geographic dispersal, the magnitude of the response operation and the political implications to sustain response capabilities may drive the decisions of state and local authorities regarding the release of the CERFP/HRF capabilities. Local authorities may be reluctant to release the capabilities that aid them in mitigating the disaster effects. The termination criteria should be discussed early in the process and considered when local or state agencies have sufficient assets and situational awareness to resume their normal responsibilities. When determined, the CERFP/HRF mission termination criteria should be documented in the incident action plan and daily situation reports.

I-22. Before redeployment, the CERFP/HRF should collect and decontaminate reusable mission equipment and coordinate with the incident command for contaminated materiel disposal. Decontaminated and monitored equipment is repacked according to the applicable technical directives and load plans.

I-23. The CERFP/HRF units and element leaders participating in the response operations should conduct postmission debriefs and after action reviews where feasible during the redeployment site takedown. These after action reviews are vital for the improvement of subsequent CERFP/HRF response planning actions.

I-24. The CERFP/HRF normally redeploy to the home station by the same method used for deployment or as directed by the JFHQ-state. If federalized, redeployment is coordinated by the supported combatant commander or JTF-civil support.

PHASE V (TRANSITION)

I-25. The National Guard Bureau J-3 and J-7 collect after action reviews, documents, and lessons learned and begins the process of updating policy and regulations as required. The after action reviews should be consolidated at the CERFP/HRF headquarters and forwarded through the chain of command to the National

Guard Coordination Center/National Guard Bureau J-3 domestic operations for equipment standardization, C2, and training readiness reviews.

I-26. The CERFP/HRF units returning to the home station from deployment account for equipment (replacing as necessary) and restore stocks of commercial, off-the-shelf materials with support from the Consequence Management Support Center and state logistics organizations.

I-27. The CERFP/HRF command element, in coordination with the JFHQ-state staff, should capture incremental and expendables costs. Primary federal agencies can reimburse the state for incremental costs and expendables under the Robert T. Stafford Disaster Relief and Emergency Assistance Act federal cost-sharing agreement.

CERFP/HRF C2

I-28. The following discussion is provided to establish a baseline of actions and activities for responding to a CBRN incident that uses CERFP/HRF employment. *Supported state* refers to the state or states that have requested CBRN response forces to assist with lifesaving and the mitigation of human suffering.

PHASE 0 (SHAPE)

I-29. During Phase 0, the CERFP/HRF—

- Develops and validates a mission-essential task list and prepares the long-range, short-range, and near-term training plans to achieve and sustain individual and collective task proficiency.
- Executes the training plans to standard with rigorous after action reviews and retraining as necessary.
- Conducts the liaison activities necessary to ensure adequate information flow and familiarity with local, state, and federal officials who may potentially be involved in incidents that have, through the assessment process, been determined as likely to occur.
- Develops, rehearses, and exercises the operation plans to support anticipated contingencies.
- Develops tactics, techniques, and procedures based on lessons learned from training, exercises, assessments, and liaison activities.
- Conducts maintenance on equipment.
- Ensures the health and fitness of team members.
- Manages personnel and equipment to ensure that the unit is properly postured and configured for rapid response.
- Conducts Soldier readiness processing.

PHASE I (ANTICIPATE)

I-30. Upon mission notification, the CERFP/HRF commander should initiate alert and recall procedures. Upon receiving the alert or notification, members may be required to confirm receipt of the notification and/or report to the designated assembly areas, adhering to established timelines.

I-31. During recall or assembly, the CERFP/HRF commander and the element and team leaders conduct a mission analysis (the time between the incident and the support request, casualties, type of incident, chain of command), conduct risk assessments (inhalation, partial collapse), and review load and movement plans.

I-32. The CERFP/HRF is designed for self-deployment via ground transportation. Although it can be transported by aircraft, aircraft availability during a national emergency may be limited. If airlift is deemed to be the most expeditious means for deployment, it should be requested through JFHQ-state. Movement planning should consider primary and alternate routes to the incident, primary and contingency means of transportation, and the time that the CERFP/HRF is requested to be on-site according to applicable regulations. These considerations should be balanced against mission-variable considerations.

I-33. Within notification, the CERFP/HRF advance echelon should be ready to deploy to conduct liaison operations with the incident commander. The CERFP/HRF commander should determine the size and composition of the advance echelon.

I-34. Units and elements should incorporate these factors into their unit procedures, and issued movement orders should provide specific guidance.

PHASE II (RESPOND)

I-35. Upon arrival at an incident site, the advance echelon advises the incident commander of the CERFP/HRF assets, capabilities, credentials, limitations, and mission support requirements. The CERFP/HRF C2 element receives the incident commander objectives and updated situational awareness information. Then, based on the incident action plan, the CERFP/HRF C2 element determines how to best support the incident commander. After obtaining the incident commander's mission guidance, the CERFP/HRF commander plans the employment of task force elements to conduct operations. The CERFP/HRF tactical operations center and incident command post establish and maintain communications for the coordinated employment of task force elements and teams in the incident site and/or staging areas.

I-36. If the site security provided is deemed inadequate for the mission, the CERFP/HRF commander coordinates with the incident commander and the military chain of command for National Guard response force security teams.

PHASE III (OPERATE)

I-37. The C2 element provides situation reports according to the mission operation order or as requested by their appropriate headquarters or the incident commander and ensures that logistics and resupply actions are coordinated for the task force.

I-38. Operational security needs to be addressed through all phases of operation, especially during the operational phase. Items deemed law-enforcement sensitive should not be shared without permission. CERFP/HRF members should be briefed on what can and cannot be shared or communicated with others outside the organization.

PHASE IV (STABILIZE)

I-39. The establishment of termination criteria is identified during the early stages of the incident and through the incident action plan and coordinated with the supporting military chain of command. The CERFP/HRF, in coordination with the incident commander, develops the strategy toward mission termination. The decision to terminate support is coordinated with the military chain of command, State Emergency Management Agency, the incident commander, and the CERFP/HRF commanders. Once the decision to terminate has been made, the C2 element implements plans for terminating/handling over operations. Factors that influence termination include, but are not limited to—

- The completion of the assigned mission.
- The arrival of additional military capabilities.
- The arrival of additional civilian and commercial assets to support the incident commander's objectives.
- The CERFP/HRF commander's determination of mission accomplishment.

I-40. The CERFP/HRF tactical operations center develops a termination support plan that may include the following products:

- Incident logs.
- A site safety plan.
- An incident action plan.
- Site sketches.
- Photographs and videos.
- Casualty transport information.
- Coordination with the incident command for the hazardous item disposition, including equipment and contaminated waste.
- Deletion of U.S. person information or its transfer to agencies authorized to retain it.
- Cost estimates.

I-41. The incident commander or authorized representative is out-briefed and the required termination documents are handed over before the CERFP/HRFs departure from the incident site. The CERFP/HRF tactical operations center conducts redeployment coordination to develop a redeployment plan according to the commander's guidance or unit procedures.

I-42. The C2 element provides guidance to the CERFP/HRF tactical operations center to develop termination procedures. The CERFP/HRF tactical operations center subsequently develops the termination plan for approval by the commander. The CERFP/HRF tactical operations center coordinates with the incident commander's representatives for any additional resources needed for the disposal of hazmat and for the transfer of responsibility of the decontamination area to the incident command for waste disposal.

I-43. The CERFP/HRF tactical operations center consolidates the data collected during the operation into a historical record of incidents, logs, message traffic, hazard models, pertinent photographs and images, and test result records according to the unit procedures. The task force should, at a minimum, maintain a copy of documentation provided to the incident commander's representatives.

I-44. The task force should conduct a termination briefing with the incident command system representatives to address the final assessment, which includes a review of the assigned strategic objectives; a final analysis; a list of completed, incomplete, or in-process objectives; the medical status report of casualties; identified safety issues; and lessons learned. Once the incident command system representatives indicate concurrence with, or approval of, the briefing, the task force should coordinate an immediate release from the response tasking and continue with the appropriate preparations for redeployment to the home station.

PHASE V (TRANSITION)

I-45. The preparation for redeployment is performed according to the unit procedures, but it should be coordinated with the incident command system representatives to ensure a safe withdrawal from the response. Care should be taken to recover all equipment including Class II (clothing and individual equipment) and Class VII (major end items) equipment, to reconstitute the unit. Input from each element allows logistics personnel and the CERFP tactical operations center to determine the costs associated with the incident and initiate appropriate financial liability investigations for lost, damaged, or destroyed property.

I-46. The C2 element coordinates with the incident command system, military chain of command, and applicable response and support agencies for authorization to redeploy. The CERFP/HRF tactical operations center then receives the redeployment directive from the CERFP/HRF commander and begins appropriate troop-leading procedures, including sensitive-item and communications security accountability.

I-47. The CERFP/HRF tactical operations center redeployment coordination includes obtaining adequate transportation to redeploy the task force if organic capabilities are not adequate. When using transportation other than solely organic vehicles, transport time and linkups should be coordinated and confirmed and appropriate documentation should be generated, including manifests and documentation of transportation hazards. Load plans may need to be adjusted accordingly for the situation and the selected mode of transportation. Joint operation planning and execution system and time-phased force and deployment data movement information are updated as necessary.

I-48. The task force prepares personnel and equipment for movement. The CERFP/HRF tactical operations center provides a redeployment order appropriate for the distance and mode of travel. A redeployment timeline is established, and appropriate logistics support and services are planned or coordinated. Comprehensive safety briefings are provided in conjunction with a redeployment or movement order. Once the task force returns to the home station, closure reports are submitted according to the unit procedures.

I-49. The preparation for subsequent operations should begin immediately. Reporting and recovery procedures (Consequence Management Support Center, National Guard Bureau, JFHQ-state, and unit policy) should be quickly conducted to reconstitute the unit to a mission-capable status.

I-50. After action reviews should be completed and consolidated at the CERFP/HRF C2 element and forwarded through the chain of command.

PHASE 0 (SHAPE)

I-51. Phase 0 is the shape phase and ends with the alert to assemble for a CBRN response. During this phase, the CERFP conducts the individual and collective training necessary to validate its mission-essential tasks. Also during this phase, individuals attend schooling while leaders conduct coordination and planning within the FEMA region to ensure that the CERFP is incorporated into the comprehensive DOD CBRN response enterprise.

I-52. Leaders and units also participate in various exercises, from tactical to the strategic levels, to validate, rehearse, and improve the critical tasks of the CBRN response enterprise. Extensive coordination is ongoing between the CERFP units, JFHQ-state, FEMA, National Guard Bureau, U.S. Northern Command, and civil first responders to ensure that state and regional responses are harmonized. Regional CBRN plans are developed, coordinated, and synchronized between the federal, state, and local levels. Success criteria for this phase of operation are the completion of comprehensive response plans and the sustained validation of the CERFP as a part of the DOD CBRN response enterprise. This phase ends upon alert.

I-53. Key tasks during this phase are training, equipping, exercising, validating, planning, coordinating, ensuring readiness, and securing agreements among governors. DOD CBRN response enterprise elements must have a joint operation planning and execution system, air movement, and time-phased force and deployment data developed during Phase 0 and updated in Phases I and II.

I-54. The CERFP conducts the individual and collective training necessary to validate its joint mission-essential tasks. A training assessment is completed in an external evaluation by the National Guard Bureau and U.S. Army North. HRF is validated by the adjutant general in personnel, equipment, and training. The standard operating guidance and unit procedures provides the tactical level of detail for assembly, marshalling, preparations, load out, movement, and actions for employment upon arrival.

I-55. The CERFP regional response plans, CERFP national plans, and CERFP geospecific plans are developed and approved by the CERFP commander and the region adjutant general to facilitate the safe and rapid deployment and employment of CBRN assets to an incident site. Ongoing synchronization of the family of plans between the CERFP, JFHQ, FEMA, National Guard Bureau, U.S. Northern Command, and civil first responders is necessary to ensure that state, regional, and national responses are harmonized.

PHASE I (ANTICIPATE)

I-56. Alert and assembly (Phase I if standby or predeployed/Phase II if no-notice) DSCA actions cannot commence without a request from the civil authorities. The initial notification of a catastrophic incident may come from the JTF or joint operations center to the CERFP. The command team gathers incident details. Priority airlift is requested if needed. When the commander alerts the CERFP, the alert notification plan is implemented to recall team members. Initial contact is made with the incident commander and the emergency operations center by the CERFP commander. If federalized, the commander contacts the regional task force commander for reporting instructions. A deliberate risk assessment and composite risk management worksheet should be completed before the operation.

PHASE II (RESPOND)

I-57. The command team maintains the integrity of the unit during ground or air movement to the incident site. The commander communicates with the state, JTF/joint operations center, and incident command leadership while en route to the incident. The advance echelon commander and advance echelon gather available data on the incident, response effort, and threat and relay this information to the CERFP commander and the CERFP main body.

I-58. Upon arrival on-scene, the advance echelon reports to the incident staging area. The advance echelon establishes communications with the incident commander or his designated representative and obtains additional guidance for CERFP support. The incident commander retains operational control of the task force, while directly supporting the incident commander incident response actions. The CERFP commander performs liaison with the incident commander and his staff. The incident commander always retains control of the incident site and directs the CERFP commander on the strategic goals to assist with the mitigation of the incident. The CERFP commander ensures that the incident commander's strategic goals are translated to tactical objectives and operations throughout the response phase using the incident action plan.

I-59. The CERFP should coordinate with the CBRNE forces on the scene and then coordinate with the incident command representative. The CERFP should develop an occupation plan, which includes the priorities of work, based on analyses and civil authority considerations according to the unit procedures. Before occupation, the area of operations should be monitored and verified as safe for occupation and appropriate for CERFP response operations.

I-60. The task force normally occupies the area of operations and prepares to conduct operations according to the occupation plan and unit procedures. Communications and decontamination operations are established and preoperation checks are performed (based on information provided by the civil support team, joint intelligence preparation of the environment, and incident assessment and awareness).

I-61. The CERFP tactical operations center is established and manned according to the unit procedures. Sections within the task force establish their operational areas based on the commander's guidance, the unit procedures, and the situation. The elements report equipment status to the CERFP tactical operations center.

I-62. The medical element establishes medical surveillance activities for task force personnel before, during, and after team members enter suspected contaminated areas. The medical status of task force personnel should be updated and provided to the CERFP tactical operations center throughout the response operation, ensuring that the CERFP commander is aware of any change. Medical element representatives should also conduct briefings that address the signs and symptoms of exposure to the suspected hazard.

I-63. Section leaders should promptly report non-mission-capable equipment to the CERFP tactical operations center. Logistics or other designated personnel should coordinate the movement of unserviceable equipment to a maintenance facility and request appropriate support or replenishment from the support contractor (Consequence Management Support Center) through the CERFP/HRF tactical operations center according to the Consequence Management Support Center and unit procedures.

I-64. The task force should select appropriate decontamination locations to minimize the spread of contamination. CERFP personnel coordinates with the incident commander to determine the level of PPE necessary and the decontamination procedures required based on the hazard. The maximum PPE available to CERFP personnel is Level C. CERFP members do not enter contaminated areas if PPE requirements exceed Level C. The CERFP should establish a decontamination corridor, ensuring that the proper procedures are in place, and comply with the regulations, including CFR 1910.120, for the safety of CERFP personnel and other responders. Decontamination operations are conducted on contaminated personnel and equipment according to the site safety plan developed by the incident command system and the CERFP safety assessment. Decontamination line personnel should coordinate with the incident command system for the final disposition of decontamination line liquid runoff and solid waste according to the hazmat emergency operations and state and federal law.

PHASE III (OPERATE)

I-65. The role of the CERFP tactical operations center as a C2 center is critical. As the task force conducts CERFP operations, the tactical operations center should analyze information and maintain situational awareness by tracking mission progress, maintaining operational graphics, performing joint intelligence preparation of the environment, and coordinating incident awareness and assessment. In addition, the CERFP tactical operations center should distribute information to the appropriate parties; manage the chain-of-custody procedures according to the direction of law enforcement authorities, the incident action plan, and the unit procedures; issue appropriate orders; post changes to the commander's critical information requirements as directed by the CERFP command element; and submit sustainment reports and situation reports to higher headquarters and the appropriate agencies within the incident command system. The CERFP tactical operations center should also determine the requirements and decision points necessary for requesting follow-on response forces and resources.

I-66. The CERFP tactical operations center develops the tactical situation and provides recommendations to the commander and the incident command system. The CERFP tactical operations center may provide information or recommendations regarding operational courses of action, protection measures, risk management reviews and revisions, and the exit strategy. Common recommendations are included in the site safety plan or the incident action plan. The CERFP tactical operations center also synchronizes the employment of resources, such as available equipment, attached personnel (based on the situation), operational timelines, and work-rest cycles. The CERFP tactical operations center should assist in the integration of follow-on response forces and mission-essential civilian personnel into the CERFP tactical operations center.

I-67. The commander runs tactical operations from the CERFP tactical operations center. The CERFP tactical operations center integrates operational functions of medical, decontamination, fatality search and recovery (when an ANG fatality search and recovery team is assigned), and search and extraction elements into a command post. Command communications are established and maintained within the CERFP teams and with external agencies. Through the CERFP tactical operations center, the commander orchestrates support of the CERFP mission by logistics, administrative, and incident awareness and assessment updates. Hot-zone entries and activities are reported to the CERFP tactical operations center, and catastrophic incident data is analyzed and channeled through the appropriate report status. Elements send operational status reports to the CERFP tactical operations center as directed.

PHASE IV (STABILIZE)

I-68. This phase begins upon CERFP mission termination at the incident site and ends with the proper transition of CERFP operations to a local authority or follow-on force. During this phase the CERFP commander coordinates with the incident command system and the supported JFHQ-state and JTF-state to begin the transition process and prepare for redeployment.

I-69. The CERFP conducts a relief in place and the transition of authority with designated agencies or follow-on forces according to the incident command system or JTF-state instructions. Following the relief in place or transition of authority, the CERFP moves to the intermediate staging base and prepares for redeployment. The intermediate staging base for redeployment preparation is designated by the JFHQ and JTF supported state. Decisive to this operation is a secure and proper transition of the mission to the follow-on force or agency. This phase ends upon arrival at the intermediate staging base or designated redeployment staging area.

I-70. The CERFP command element provides guidance to subordinate tactical operations centers to develop termination procedures. The tactical operations center subsequently develops the termination plan for approval by the commander. The tactical operations center coordinates with the incident command post representatives for any additional resources needed for hazmat disposal and the area of operations transfer of responsibility.

I-71. The unit or task force should conduct a termination briefing with the incident command system representatives to address the final assessment, which includes a review of the assigned strategic objectives; a final analysis; a list of completed, incomplete, or in-process objectives; the medical status report of casualties; identified safety issues; lessons learned; and outstanding strategic recommendations. Once the

incident command system representatives indicate concurrence with, or approval of, the briefing, the unit or task force should coordinate an immediate release from the response tasking and continue with the appropriate preparations for redeployment to the home station.

I-72. The preparation for redeployment is performed according to the unit procedures, but it must be coordinated with the incident command system representatives to ensure a safe withdrawal from the response. Care must be taken to recover equipment. Input from each element allows the logistics noncommissioned officer and the tactical operations center to determine the costs associated with the incident and to initiate appropriate financial liability investigations for lost, damaged, or destroyed property.

I-73. Key tasks during this phase are liaison, C2, coordination, assessment, situational awareness, and logistics support to enable the hand over of operations to those agencies responsible for community recovery.

PHASE V (TRANSITION)

I-74. This phase begins upon the arrival at the intermediate staging base and ends upon the dismissal of the forces at the release points. During this phase, the CERFP conducts reverse joint reception; staging, onward movement; and integration operations, final contamination checks, equipment reloading for transport, and coordination with the parent JFHQ-state for tracking redeployment. Upon the completion of reverse joint reception; staging, onward movement; and integration and other key tasks, the CERFP returns via ground or air to its parent state and reports movements en route. Upon arrival at the assembly point, the CERFP conducts maintenance and final checks on personnel and equipment and then dismisses the units upon approval by the proper authority. Decisive to this phase of operation is the proper reverse joint reception; staging, onward movement; and integration before movement and the proper final checks at the release points. This phase ends upon the dismissal of the force.

I-75. Key tasks during this phase are the mission transition to civil authorities, personnel and equipment accountability, force medical care, unit and element movement, and after action reporting.

HRF

I-76. The following discussion is provided to establish a baseline of actions and activities for responding to a CBRN incident that uses CERFP/HRF employment. *Supported state* refers to the state or states that have requested CBRN response forces to assist with lifesaving and the mitigation of human suffering. *Supporting states* are the states providing CBRN response forces and includes the HRF states. *HRF states* are the states that have been assigned a regional HRF.

PHASE 0 (SHAPE)

I-77. Phase 0 is the shape phase and ends with the alert to assemble for a CBRN incident response. During this phase, the HRF conducts the individual and collective training necessary to validate its mission-essential tasks. During this phase, individuals attend schooling and leaders conduct coordination and planning within the FEMA region.

I-78. Regional CBRN plans are developed, coordinated, and synchronized between federal, state, and local levels. Success criteria for this phase of operation are the completion of comprehensive response plans and the sustained validation of the HRF. This phase ends upon alert of the HRF.

I-79. Key tasks during this phase are training, equipping, exercising, validating, planning, coordinating, and securing agreements among governors. The HRF must have a joint operation planning and execution system, air movement, and time-phased force and deployment data developed during Phase 0 and updated in Phases I and II.

I-80. The HRF conducts the individual and collective training necessary to validate joint mission-essential tasks. A training assessment is completed in an external evaluation by the National Guard Bureau and U.S. Army North. HRF is validated by the adjutant general in personnel, equipment, and training. The development of standard operating guidance and unit procedures. The standard operating guidance and unit

procedures provide the tactical level of detail for assembly, marshalling, preparations, load out, and movement and the actions for employment upon arrival.

I-81. The HRF regional response, national, and geospecific plans are developed and approved by the HRF commander and the regional adjutant general to facilitate the safe and rapid deployment and employment of CBRN assets to an incident site. The ongoing synchronization of the family of plans between the HRF, JFHQ, FEMA, National Guard Bureau, U.S. Northern Command, and first responders is necessary to ensure that state, regional, and national responses are harmonized.

PHASE I (ANTICIPATE)

I-82. This phase begins upon alert of the HRF and ends upon the direction by proper authority to deploy the HRF to an incident site. During this phase, HRF units receive an alert order from the JFHQ-state and the HRF C2 alerts their subordinate elements. Upon alert or notification, HRF elements report to their respective armories, bases, or other assembly points and prepare for deployment by land or air. During this phase, National Guard Bureau and U.S. Northern Command initiate a coordinated battle rhythm to ensure that an integrated CBRN effort, situational awareness, and situational understanding are in unison.

I-83. Upon direct liaison authorization from the JFHQ-state, the HRF commander and staff coordinate with other agencies and units (civil support teams, CERFPs, State Emergency Management Agency, JFHQ, JTF of the gaining state, appropriate incident command system) involved in the incident to gain situational awareness and situational understanding and to develop and initiate movement. The National Guard Bureau (in coordination with the affected states, supporting states, U.S. Northern Command, and other interagency stakeholders) conduct periodic video teleconferences and other data calls to anticipate other required capabilities. The HRF battle staff and CERFP advance echelon are prepared to deploy within 4 hours. The CERFP maintains the same deployment timelines as the HRF. This phase ends upon the order to deploy the HRF.

I-84. Key tasks during this phase are notifying key personnel and expanding the tactical operations center and joint operations center capabilities, gaining situational awareness, and coordinating with the incident states.

I-85. The HRF alerts and assembles key personnel in the tactical operations center. The HRF commander notifies the casualty assistance support element, and the CERFP prepares for deployment to CBRN incidents and prepares the liaison officers for deployment to supported states once the direct liaison authorization is established.

PHASE II (RESPOND)

I-86. This phase of the operation begins when the HRF deploys to the incident site and ends when the HRF employs CBRN operations at the incident site. The order to deploy is given by the host JFHQ-state of the HRF headquarters and upon proper coordination between the National Guard Bureau, the lead federal agency, and state and local leaders of the affected state. The movement of the HRF from the home state to the supported state intermediate staging base and reception site are coordinated and tracked through the parent JFHQ-state and reported by the JFHQ-state joint operations center to the National Guard Coordination Center for situational awareness. The National Guard Coordination Center provides situational awareness to the U.S. Northern Command.

I-87. The HRF occupies an intermediate staging base and incident base upon arriving and before beginning operations at the incident site and completes the necessary preemployment tasks. The HRF advance echelon establishes liaison with the incident commander and supported agency and develops a clear understanding of the mission before deploying the main body into the incident area. Decisive to this operation is the timely, sustained movement of the HRF and the proper coordination with the JFHQ-state, National Guard Bureau, U.S. Northern Command, and lead federal agency. This phase ends upon HRF employment at the incident site.

I-88. Key tasks during this phase are notification; alert; assemble; mobilization; liaison establishment; deployment (advance echelon and main body); joint reception; staging, onward movement; and integration; and preparation to begin operations at the intermediate staging base.

I-89. The HRF commander receives notification from the adjutant general to mobilize designated units. The HRF may be directed to mobilize a portion of the task force (C2, CERFP, casualty assistance support element) or the entire task force.

I-90. The HRF commander directs elements to mobilize and prepares for deployment. HRF liaison officers deploy according to the direct liaison authorization to the supported state JFHQ-state, JTF-state, and incident command system.

I-91. The HRF alerts, marshals, and prepares to deploy after notification. HRFs conduct mission analysis and issue an operation plan to subordinate commands. An operation plan facilitates the safe and rapid movement of units from the home station to the intermediate staging base.

I-92. The CERFP/HRF advance echelon and main body should be prepared to deploy to the intermediate staging base after notification. The HRF advance echelon establishes liaison with the incident commander and supported agency and develops a clear understanding of the mission before deploying the main body into the incident area.

I-93. The casualty assistance support element should be task-organized by the HRF commander to deploy with the CERFP/HRF main bodies according to the situation. The casualty assistance support element conducts rules for use of force briefings if they are not conducted in Phase 0.

I-94. Upon direct liaison authorization, the HRF deploys liaison officers to JFHQ-state/JTF-state and incident command system for situational awareness and situational understanding coordination with the joint reception; staging, onward movement; and integration of HRF elements at the incident site.

I-95. Duties of the HRF include—

- **C2.** The HRF C2 element maintains communication with the HRF state, JFHQ-state, and joint operations center during the entire operation for situational awareness and situational understanding.
- **Advance echelon.** The HRF advance echelon establishes and maintains communication with the supported state, JFHQ-state, and JTF-state according to the deployment order until the HRF main body assumes responsibility.
- **Main body.** The HRF main body establishes and maintains communication with the JFHQ-state/JTF-state. The HRF main body establishes and maintains communication with the incident command system once given the direct liaison authorization by the supported state.

I-96. For CBRN forces to arrive at their incident sites, the states, National Guard Bureau, and U. S. Northern Command must facilitate the onward movement, rapid reception, and employment of CBRN assets at the incident site.

I-97. While supported states are responsible for logistics support of the requested forces, states must facilitate the deployment and sustainment of these critical lifesaving forces. The U.S. Northern Command must prioritize airlift capabilities for CBRN forces.

PHASE III (OPERATE)

I-98. This phase begins at the initiation of CBRN consequence management operations and ends upon the termination of operations by the proper authority. During this phase, the HRF moves forward from the intermediate staging base and initiates operations in support of the incident command system and other units and task forces in the area of responsibility (civil support teams, CERFPs). Upon commencement, the HRF C2 expands its coordination with civil and military elements within the area of responsibility. The HRF C2 provides regular situational awareness and situational understanding to the supported state JFHQ-state and tracks the commander's critical information requirements to determine if or when additional CBRN capabilities need to be deployed to the site.

I-99. The Consequence Management Support Center initiates logistics packages in the anticipation of sustained operations, while the HRF J-4 coordinates with the supported JFHQ-state for local logistics. The HRF commander regularly assesses the situation and makes recommendations on how to reorganize the CERFP/HRF response as it expands. Decisive to this operation is the safe and rapid employment of CBRN forces into the lifesaving battle rhythm of the incident command system and the establishment of C2

networks and systems capabilities with which to coordinate tactical efforts, while making recommendations to the JFHQ-state on additional capability requirements. This phase ends upon the termination of the HRF mission by proper authorities.

I-100. Key tasks during this phase are liaison, C2, coordination, assessment, situational awareness, casualty search and extraction, patient decontamination, emergency medical services, and logistics support. Resource availabilities for continuous operations are vital to the success of this phase.

PHASE IV (STABILIZE)

I-101. This phase begins upon the termination of the HRF mission at the incident site and ends with the proper transition of HRF operations to a local authority or follow-on force. During this phase, the HRF commander coordinates with the incident command system and the supported JFHQ-state and JTF-state to begin the transition process and prepare for redeployment.

I-102. The HRF conducts a relief in place and transition of authority with designated agencies or follow-on forces in coordination with the incident command system or JTF-state instructions. Following the relief in place and the transition of authority, the HRF moves to the intermediate staging base and prepares for redeployment. The intermediate staging base for redeployment preparation is designated by the JFHQ and JTF supported state. Decisive to this operation is a secure and proper transition of the mission to the follow-on force or agency which is critical. This phase ends upon arrival at the intermediate staging bases or designated redeployment staging area.

I-103. The HRF command element provides guidance to subordinate tactical operations centers to develop termination procedures. The tactical operations center subsequently develops the termination plan for approval by the commander. The tactical operations center coordinates with incident command post representatives for additional resources that are needed for hazmat disposal and for the transfer of responsibility within the area of operations.

I-104. The task force should conduct a termination briefing with incident command system representatives to address the final assessment, which includes a review of the assigned strategic objectives; a final analysis; a list of completed, incomplete, or in-process objectives; the medical status report of casualties; identified safety issues; lessons learned; and any outstanding strategic recommendations. Once the incident command system representatives approve the formation briefing, the unit or task force should coordinate an immediate release from the response tasking and continue with the appropriate preparations for redeployment to the home station.

I-105. The preparation for redeployment is performed according to the unit procedures, but it must be coordinated with the incident command system representatives to ensure a safe withdrawal from the incident. Care must be taken to recover equipment. Input from each element allows the logistics noncommissioned officer and the tactical operations center to determine the costs associated with the incident and to initiate appropriate financial liability investigations for lost, damaged, or destroyed property.

I-106. Key tasks during this phase are liaison, C2, coordination, assessment, situational awareness, and logistics support to enable the hand over of operations to those agencies responsible for community recovery.

PHASE V (TRANSITION)

I-107. This phase begins upon the arrival at the intermediate staging base and ends upon the dismissal of the forces at the release points. During this phase, the HRF conducts reverse joint reception; staging, onward movement; and integration, final contamination checks, the reloading of equipment for transport, and coordination with the parent JFHQ-state for tracking redeployment. Upon the completion of reverse joint reception; staging, onward movement; and integration and other key tasks, the HRF returns via ground or air to its parent state and reports movements en route. Upon arrival at the assembly point, the HRF conducts maintenance and final checks on personnel and equipment and then dismisses the units upon approval by proper authority.

I-108. Key tasks during this phase are mission transition to civil authorities, personnel and equipment accountability, unit and element movement, and after action reporting. When directed by the supported-state governor through the adjutant general, HRFs conduct mission hand over to the home states.

Glossary

AFH	Air Force handbook
AFI	Air Force instruction
AFMAN	Air Force manual
AFTTP	Air Force tactics, techniques, and procedures
ANG	Air National Guard
ANGI	Air National Guard instruction
AR	Army regulation
ARNG	Army National Guard
attn	attention
ATP	Army techniques publication
ATTP	Army tactic, techniques, and procedures
C2	command and control
CBRN	chemical, biological, radiological, and nuclear
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CERFP	chemical, biological, radiological, nuclear, and high-yield explosives enhanced response force package
CFR	Code of Federal Regulations
CJCSI	Chairman of the Joint Chiefs of Staff instruction
DA	Department of the Army
DC	District of Columbia
DOD	Department of Defense
DODD	Department of Defense Directive
DODI	Department of Defense instruction
DSCA	defense support of civil authorities
EMAC	emergency management assistance compact
FEMA	Federal Emergency Management Agency
FM	field manual
G-2	intelligence staff officer
HRF	homeland response force
IDN	initial distribution number
J-2	intelligence staff section
J-3	operations directorate of a joint staff
J-4	logistics directorate of a joint staff
J-34	provost marshal division
J-37	domestic operations and force development division
JFHQ	joint force headquarters
JP	joint publication
JTF	joint task force
MCRP	Marine Corps reference publication

MCWP	Marine Corps warfighting publication
MSCoE	Maneuver Support Center of Excellence
NFPA	National Fire Protection Association
NGR	National Guard regulation
No.	number
NTTP	Navy tactics, techniques, and procedures
OSHA	Occupational Safety and Health Administration
PL	public law
PPE	personal protective equipment
TC	training circular
UCMJ	Uniform Code of Military Justice
USAF	U.S. Air Force
USC	U.S. Code

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