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THE AIR FORCE**

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Operations

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

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This manual complements Air Force Policy Directive 10-2, *Readiness*; Air Force Policy Directive 10-25, *Emergency Management*; and Air Force Instruction 10-2501, *Air Force Emergency Management Program*. It aligns the Air Force Emergency Management Program with Homeland Security Presidential Directive (HSPD)-5, *Management of Domestic Incidents*, Presidential Policy Directive (PPD)-8, *National Preparedness*, the *National Incident Management System*, and the *National Response Framework*. This manual incorporates the *National Incident Management System* methodology and aligns Air Force Emergency Management planning and response with the *National Response Framework* as directed by Homeland Security Presidential Directive-5. This publication applies to all Regular Air Force, Air Force Reserve, and Air National Guard of the United States, Department of the Air Force civilian personnel, and contractors, if included in the applicable contract, tasked with the responsibility for emergency and incident management.

The authorities to waive wing/unit level requirements in this publication are identified with a Tier (T) (“T-0, T-1, T-2, T-3”) number following the compliance statement. See Air Force Instruction 33-360, *Publications and Forms Management*, Table 1.1 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain-of-command to the appropriate Tier waiver approval authority, or alternately, to the Publication Office of Primary Responsibility for non-tiered compliance items. Send recommended changes to Headquarters Air Force Civil Engineer Readiness Division, 1260 Air Force Pentagon (4C1057), Washington, D.C. 20330-1260 or usaf.pentagon.af-a4.mbx.a4cx-workflow@mail.mil. Use Air Force Form 847, *Recommendation for Change of Publication* for

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SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. The rewrite clarifies roles, responsibilities, and activities in emergency management as it aligns existing standards, processes, and terminology with other Air Force publications.

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Chapter 1

OVERVIEW

1.1. Overview. This manual establishes responsibilities, procedures and standards for prevention, protection, response, recovery, and mitigation of effects resulting from major accidents, natural disasters, contingency/wartime and irregular enemy attacks with chemical, biological, radiological, and nuclear weapons.

1.2. Purpose. This manual provides higher headquarters, installations, and unit commanders with Emergency Management program guidance, including the structure and responsibilities of the Air Force Incident Management System.

1.3. Roles and Responsibilities. Refer to Air Force Instruction 10-2501, Roles and Responsibilities, for the Office of the Secretary of the Air Force, Air Staff, Air Force Installation and Mission Support Center, Field Operating Agencies and Direct Reporting Units, Major Commands and all subordinate commanders, which apply to this publication as well.

Chapter 2

AIR FORCE INCIDENT MANAGEMENT SYSTEM

2.1. System Overview. The Air Force Incident Management System (AFIMS), based on the *National Incident Management System (NIMS)*, methodology is outlined in Air Force Instruction 10-2501. The Air Force Incident Management System was developed to ensure service compliance and consistency across Presidential, Department of Defense, and Air Force policies and directives regarding all emergency prevention, emergency prevention, protection, response and recovery operations. The objective is to implement a single incident management system for command and control of emergency response forces at Air Force installations and headquarters worldwide. The Air Force Incident Management System is used to organize and direct emergency response forces during incident management activities while also conducting peacetime and wartime operations.

2.1.1. Tenets of the Air Force Incident Management System. The Air Force has a consistent, single, comprehensive approach to incident management with coordinating structures, processes, and protocols to the *National Institute Management System* which allows the Air Force to integrate its specific authorities into the collective framework of federal departments and agencies. This coordination enables actions mitigation, prevention, protection, response, and recovery. The Air Force Incident Management System also includes a core set of concepts, principles, terminology, and technologies covering the incident command system, emergency operations centers, identification and management of resources, qualification and certification, and the collection, tracking and reporting of incident information and incident resources. Headquarters Air Force Civil Engineer Readiness Division coordinates with other Air Staff functions to complete the Air Force Incident Management System.

2.1.2. Phases of Incident Management. Air Force Incident Management System phases include prevention, protection, response, recovery and mitigation.

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

2.1.2.2. Protection includes actions necessary to secure installations and personnel against acts of terrorism and manmade or natural disasters.

2.1.2.3. Response includes actions taken during an incident which could include deploying the Disaster Response Force, implementing response plans and checklists, and initiating the installation notification and warning system.

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

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

2.2. Incident Command System. A standardized approach to the command, control, and coordination of on-scene incident management that provides a common hierarchy within which personnel from multiple organizations can be effective. The Incident Command System is used by all levels of government as well as by many non-government organizations and private sector organizations. It applies across disciplines and enables incident managers from different organizations to work together seamlessly. Additional information can be found in detail in the *National Incident Management System* as well as *Air Force Tactics, Techniques, and Procedures (AFTTP) 3-2.83, Multi-Service Tactics, Techniques, and Procedures for Installation Emergency Management*.

2.3. The Disaster Response Force Structure, Installation Level. The Disaster Response Force (DRF) is the Air Force structure that responds to disasters, accidents, or incidents, establishing command and control and supporting incident operations. The Disaster Response Force key components are outlined below, and training requirements for Disaster Response Force personnel are outlined in Air Force Instruction 10-2501.

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

2.3.2. Emergency Operations Center (EOC). The focal point of support operations for the Incident Commander and those responders at the incident site. The Emergency Operations Center is where the coordination of information and resources in support of the incident takes place. Typically located in a permanent facility within the installation, the Emergency Operations Center may also be an alternate facility used during large or complex incidents that require relocation from the primary location.

2.3.2.1. Emergency Operations Center Activation. The Incident Commander, Emergency Operations Center Director, and installation commander determine the level of activation for Emergency Operations Centers. **(T-3)**. When the installation commander activates the Emergency Operations Center, the Center uses incident status reports to update the Crisis Action Team. When on-scene requirements surpass the installation's inherent capabilities and cumulative capabilities acquired through Mutual Aid Agreements, the Emergency Operations Center seeks support through the Crisis Action Team.

2.3.2.1.1. Initial Activation. It is not always necessary to activate the full and complete Emergency Operations Center. During event planning or pre-designated threat warning (e.g. increased Force Protection Conditions, Hurricane Conditions, etc.) the Emergency Operations Center may be placed in a warm status. During a small incident, only a few Emergency Support Functions may be needed, thus requiring only a partial activation. During large or major incidents and subsequent recovery, a full activation may be necessary.

- 2.3.2.1.2. Warm status. The Emergency Operations Center's lights, computers, communications and other key components are turned on in preparation for a higher level of activity. During warm status, the Emergency Operations Center manager will run any pre-activation or startup checklists.
- 2.3.2.1.3. Full Activation. The recall of Emergency Operations Center members, Emergency Support Function offices, and supporting participants. Full activation may be followed by a situation briefing and a shift to partial activation, where only select participants are retained in the Emergency Operations Center.
- 2.3.2.2. Emergency Operations Center Director. Provides oversight for the installation commander to support and control incidents. The Emergency Operations Center Director can support multiple Incident Commanders simultaneously, while providing strategic, senior officer-level command and control for sustained response and recovery operations. The Emergency Operations Center Director is the senior representative designated by the installation commander and is responsible for directing the Emergency Support Functions. **(T-3)**. The Emergency Support Functions provide the Incident Commander with the support to control the incident, restore mission capabilities, and sustain response and recovery activities. It is recommended the Emergency Operations Center Director position be filled by the Mission Support Group Commander or equivalent.
- 2.3.2.3. Emergency Operations Center Manager. The installation commander will appoint the Readiness and Emergency Management Officer or Superintendent as the Emergency Operations Center manager per Air Force Instruction 10-2501. **(T-1)**. See Air Force Manual 32-1007, *Readiness and Emergency Management (R&EM) Flight Operations*, for additional Emergency Operations Center manager roles and responsibilities.
- 2.3.3. Emergency Support Functions (ESFs). Emergency Support Functions coordinate strategic installation interagency support during all phases of incident management for major accidents, natural disasters (including disease outbreaks such as pandemic influenza), chemical, biological, radiological, or nuclear attacks, and terrorist use of chemical, biological, radiological, or nuclear materials. Emergency Support Function responsibilities are further defined in [Attachment 2](#), the Homeland Security Presidential Directive-5, *National Incident Management System*, Air Force Instruction 10-2501, and Air Force Tactics, Techniques, and Procedures 3-2.83.
- 2.3.4. Emergency Communications Center (ECC). Incorporates the fire, security forces, and medical dispatch/control centers. Emergency Communications Center operations address the initial incident notification and response action responsibilities of those three disciplinary areas. The Emergency Communications Center, within the Command Post is responsible for receiving initial incident notification, dispatching prescribed initial tactical response forces, initiating emergency operation plan protocols in accordance with installation directives, informing leadership of the situation, and maintaining command and control with forces.

2.3.4.1. The Emergency Communications Center controllers and on-duty security forces leadership act as the day-to-day Base Defense Operations Center, and based on the threat, will expand to a fully operational Base Defense Operations Center. The fully operational Base Defense Operations Center, with embedded Emergency Communications Center, acts as the installation commander's command and control center for integrated defense. The Base Defense Operations Center serves as the focal point for base security and defense command and control. It plans, directs, integrates, coordinates, and controls all base defense efforts. In addition, the Base Defense Operations Center coordinates and integrates area security operations with other operations centers.

2.3.4.2. Emergency Communications Center Necessary Capabilities. The Emergency Communications Center is required to provide continuous receipt and processing of emergency calls to dispatch as well as sufficient resources to mitigate an emergency situation. The Emergency Communications Center also provides required follow-on communications related to the situation while meeting all applicable local, state, and federal policies and regulations as well as consensus standards, and applicable Department of Defense and Air Force policy. **(T-1)**. Emergency Communications Center capabilities are further defined in Air Force Tactics, Techniques, and Procedures 3-2.83.

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

2.3.5. Unit Control Centers (UCCs). Unit Control Centers serve as a commander's communications conduit to each individual assigned to an organization. They also provide a single point of contact for resources requested from the Incident Commander via the Emergency Communications Center or Emergency Operations Center. Unit Control Centers relay emergency information within the chain of command regarding major accidents, natural disasters, and enemy attacks. They also direct, monitor, and report mitigation and protection activities, and maintain unit continuity for Command and Control. Unit Control Centers support the Incident Commander and Emergency Operations Center by providing subject-matter-experts and resources.

2.3.5.1. Control centers vary depending on the resources, capabilities, and mission of a respective group or squadron on the installation. As a minimum, Unit Control Centers are required for the elements comprising the Disaster Response Force. **(T-1)**. Unit Control Centers will also:

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

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

- 2.3.5.1.3. Operate continuously during contingency response operations.
 - 2.3.5.1.4. Alert, recall, deploy, and supervise organizational Disaster Response Force elements.
 - 2.3.5.1.5. Disseminate threat and emergency action information, incident cordon evacuation instructions, protective measures, and other emergency information to all organizational elements.
 - 2.3.5.1.6. Evaluate and report damage, casualties, and mission capability.
 - 2.3.5.1.7. Maintain a log of events to document incident/contingency support activities.
 - 2.3.5.1.8. Collect and report personnel accountability information in accordance with Air Force Instruction 36-3803, *Personnel Accountability in Conjunction with Natural Disasters or National Emergencies*.
- 2.3.6. Incident Commander. Responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. The Incident Commander must be fully qualified to manage the response. **(T-1)**.
- 2.3.7. Recovery Operations Chief. Must be a subject matter expert with knowledge of both the hazards and recovery procedures for a given incident. The Emergency Operations Center Director will select the individual that will be in charge of the site. **(T-3)**.
- 2.3.8. Senior Military Representative. The installation commander, or Emergency Operations Center Director, can dispatch a senior military representative to the incident site. This can also be accomplished through an Incident Commander request. The senior military representative's primary purpose is to liaison with media and outside agencies during high visibility incidents or to support the Incident Commander. A senior military representative is not required at the vast majority of incidents. On scene, unless a transfer of Incident Command authority occurs, the existing Incident Commander maintains tactical control.
- 2.3.9. First Responders. First responders include fire emergency services, medical, security forces, and other personnel who immediately engage in activities to save lives, stabilize the incident, and prevent further property damage. Installation first responders meet the Federal statutory requirement for immediate response to all major accident and natural disaster emergencies involving Federal installations, property, reservations, or operations. During incidents, first responders proceed to the scene and secure the immediate incident area, establish Incident Command System, provide rescue and firefighting, identify and contain hazards, and provide patient care, triage, medical monitoring, transport, and decontamination procedures.
- 2.3.10. Emergency Responders. The response elements of a Disaster Response Force that deploy after the first responders to expand Command and Control and perform support functions. Emergency responders include but are not limited to the follow-on elements of emergency management personnel, explosive ordnance disposal personnel, physicians, nurses, medical treatment providers, public health emergency officers, bioenvironmental engineers, and mortuary affairs personnel.

2.3.11. Specialized Teams. Formed from existing installation and unit personnel resources to support emergency response operations. Emergency response support teams that are part of the Disaster Response Force include the Readiness Support Team, Contamination Control Teams, and Post-Attack Reconnaissance Teams.

2.4. Interoperability. The Air Force has incorporated the *National Incident Management System* approach into the Air Force Incident Management System to set the framework for interoperability and compatibility among other response and preparedness agencies outside the Air Force. Command and control consists of the people, organizations, processes, procedures, information, communications, facilities, and systems that are used to plan, direct, coordinate, and control forces and operations. The Air Force is committed to the development and sustainment of integrated, interoperable and network-centric communications infrastructure that is survivable in all-hazards environments.

2.4.1. Interoperable Communications Requirements. Installations will comply with national interoperable communications standards being developed for the emergency responder community by the National Integration Center. To ensure compliance, review Department of Defense Instruction 6055.17, *Department of Defense Emergency Management Program*, Department of Defense Instruction 8330.01, *Interoperability of Information Technology (IT), Including National Security Systems*, Air Force Policy Directive 13-1, *Command and Control (C2) Enterprise*, Air Force Policy Directive 10-8, *Defense Support of Civil Authorities*, and Air Force Instruction 10-801, *Defense Support of Civil Authorities*.

2.4.2. Standard Common Terminology. All entities involved in managing an incident must use common terminology for communications. The Air Force Incident Management System incorporates the *National Incident Management System* terminology, which establishes common terminology and allows diverse operational, management, and support entities to work together across a wide variety of incident management functions. Refer to Air Force Instruction 10-2501 for relevant *National Incident Management System* terminology.

2.4.3. Interoperability with Other Agencies. Installations must name and define their major functions and functional units with incident management responsibilities. Terminology for organizational elements involved must be standard and consistent with other services, nations, and civilian agencies. Major resources (including personnel, facilities, and major equipment and supply items used to support incident management activities) are given common names and are typed with respect to their capabilities to avoid confusion and enhance interoperability. Interoperability and compatibility are achieved using tools such as common communication and data standards, digital data formats, and design and equipment standards. Air Force response agencies must work with other Services and nations during joint and combined operations to ensure they are incorporated into Air Force operations and there is an understanding of how response operations will take place and how forces will integrate.

2.5. Integrated Operations. The Air Force Incident Management System framework principle of integration enables seamless response operations between installations and friendly forces.

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

2.5.2. Area Command Operations. The purpose of an area command is either to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of large or complex incidents that have multiple incident management teams engaged.

2.5.2.1. When an incident occurs on the base that requires multiple Incident Commanders, an area command should be established with the Emergency Operations Centers Director assuming the role of area command commander. An example of multiple events requiring establishment of an area command could include when a theater ballistic missile lands on the installation's flight line; a fire occurs in the food court area; an explosion occurs in the vehicle maintenance area causing multiple casualties; and contamination spreads through two zones of the installation. Each area requires responses, competes for valuable resources, and requires the Emergency Operations Center Director to prioritize response and resources for the competing requirements.

2.5.3. Joint Basing Operations. For the locations where the Air Force is designated the Supporting Service, the Air Force will ensure the supported and tenant units are included within the Air Force Incident Management System structure. **(T-0)**. The tenant units must be made aware of their specific requirements, terminology, signals, and response procedures. On installations where the Air Force is the Supported Service or tenant unit, Air Force senior leaders must ensure Airmen and Air Force organizations understand the host unit's response procedures and terminology and the specific roles and responsibilities for Air Force personnel and organizations. As part of the response protocol, Air Force leadership should consider a liaison officer to the Emergency Operations Center or host unit equivalent.

2.5.4. Combined Operations. In combined operations (military force composed of elements of two or more allied nations), the Air Force organization should use the same procedures outlined in the joint basing operations paragraph above in order to ensure supporting/supported requirements are understood.

2.5.5. Information-Sharing Ground Rules. Air Force Policy Directive 33-3, *Information Management*, Air Force Instruction 35-101, *Public Affairs Responsibilities and Management*, implements Department of Defense Instruction 5400.14, *Procedures for Joint Public Affairs Operations* and provides documentation for Air Force interaction and participation with the Joint Information Center. Air Force commanders will adhere to standard Operations Security, Communications Security, and guidelines for release of classified information, during incident responses.

Chapter 3

PREVENTION AND PROTECTION

3.1. Prevention and Protection Overview. Prevention and protection are two of the mission areas/ phases of the *National Incident Management System*. Planning, or the collection, evaluation, and dissemination of operational information pertaining to an incident or preparation and training of Disaster Response Forces (DRF) to respond to an incident or even is key to prevention and protection. This chapter describes the Air Force approach to planning, prevention and protection.

3.2. Analysis and Vulnerability Assessment Process. The use of existing vulnerability assessment methodology and operational risk management principles are essential as inputs into the prevention and protection phases. Air Force Emergency Management threat and hazard analysis will include such variables as the overall environment, mission, threat, demographics, required capabilities, and available infrastructure. The impact of each of these variables can be immense given the potential threats the Air Force faces. The Emergency Management Working Group will regularly work with the Threat Working Group, Integrated Defense Working Group and Antiterrorism Working Group to validate the vulnerability analysis. (T-1).

3.3. Air Force Incident Management System Planning. Commanders must stress both planning and response to provide unity of effort, efficient allocation of resources, and early identification of shortfalls. Force survivability and mission continuation are the highest priorities for planning. Plans should describe how personnel, equipment, and other resources are used to support incident management, emergency response, and critical military operations. Plans should incorporate assessments of threats, vulnerabilities, and hazards, as well as provide information on how the installation would prevent, prepare for, respond to, and mitigate the items identified through the assessment process. Additionally, during the planning process, installations must conduct capabilities-based planning.

3.4. Capabilities-Based Planning. Through capabilities-based planning, the Air Force is able to identify needs, allocate resources, and track activities and outcomes as they relate to the protection of installations and personnel and prevent a potential incident from occurring. Installation commanders will reference Air Force Instruction 10-601, *Capability Requirements Development* for capabilities-based planning. For the Air Force Incident Management System, the Installation Emergency Management Plan 10-2 provides the comprehensive guidance, including referencing other plans that are appropriate for specific situations.

3.5. Crisis Action Planning. In an urgent operational need, planners and operators are required to go through the capabilities-based plans in a compressed timeframe to see if there are any viable courses of action. However, if no options are viable, new courses of action and a concept of operations should be developed. The Installation Emergency Management Plan 10-2 will be referenced to assist with planning and keeping the Crisis Action Team, Emergency Operations Center, and response forces familiar with the procedures, policies, and installation response capabilities that assist with rapid development Incident Action Plans.

3.6. Interaction and Integration of Installation Plans. Commanders will ensure plans provide for the continuation of critical, mission-essential services and consider environmental standards, operational safety concerns, and occupational health protection. Each Air Force installation will develop installation response plans to respond to a myriad of disasters, hazards, and contingencies. (T-1). Installations, including tenant units, will tailor their response plans to the installation's mission, criticality considerations, and threat assessment. The Installation Emergency Management Plan 10-2 is supported by a myriad of plans and has external factors that shape the overall plan.

3.6.1. Installation Emergency Management Plan 10-2. Provides comprehensive guidance for responding to an emergency incident that may affect an installation or its mission. This plan identifies procedures to be followed in the event of major accidents, natural disasters, attack actions, and use of chemical, biological, radiological, and nuclear materials. Detailed guidance for Installation Emergency Management Plan 10-2 development and coordination is contained in Air Force Instruction 10-2501.

3.6.2. Plans Related to Installation Emergency Management Plan 10-2. The plans listed in **Table 3.1** provide additional Emergency Management response procedures and information.

Table 3.1. Plans Related to Installation Emergency Management Plan 10-2.

Plan	It Supports Installation Emergency Management Plan 10-2 by:
Antiterrorism Plan	Providing installation-specific measures of deterrence and response to terrorism. The Antiterrorism Plan is written in accordance with Department of Defense Instruction O-200.16, Volume 1, <i>DoD Antiterrorism (AT) Program Implementation: DoD AT Standards</i> . Terrorist Incident Response and Consequence Management Measures, for the installation are contained within the Installation Emergency Management Plan 10-2.
Civil Engineer Contingency Response Plan	Providing guidance and information to civil engineers for quick and effective response to all contingencies. Providing lists of critical facilities and utilities to continue the installation mission.
Continuity of Operations (COOP) Plan	Ensuring continuity of mission-essential functions under all circumstances. Continuity of Operations Plans concentrate on survival and dispersal, reconstituting operational capabilities, and reestablishing command and control.
Expeditionary Site Plan	Air Force Instruction 10-404, <i>Base Support and Expeditionary (BAS&E) Site Planning</i> , provides guidance on determining capabilities for contingency operations and providing a plan for Emergency Management guidance until an Installation Emergency Management Plan 10-2 can be developed.
Integrated Defense Plan	Codifies installation defense efforts among all responsible internal/external agencies to ensure all aspects of integrated defense are accomplished. It also provides an understanding of security requirements for all units involved in integrated defense and describes how commanders employ available integrated defense forces, capabilities and concepts to accomplish the overall integrated defense

	mission.
Disease Containment Plan	Supports force health protection and sustainment of mission operations during disease outbreaks and biological attacks.
Medical Contingency Response Plan	Establishing plans for installation medical capabilities (organic and off-base support) to respond to contingencies and support recovery.

3.6.3. Mutual Aid Agreements. The installation commander will develop resource management objectives and processes that address resources and partnership arrangements essential to the Emergency Management Program in accordance with Department of Defense Instruction 6055.17; Department of Defense Instruction 3020.52, *Department of Defense Installation Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Preparedness Standards*; Department of Defense Instruction 6200.03, *Public Health Emergency Management within the Department of Defense*; and Air Force Instruction 10-801.

3.7. Interaction and Integration of Other Plans.

3.7.1. National Level. The Federal Emergency Management Agency, through the Department of Homeland Security, is responsible for sustaining and improving our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. The Department of Defense provides support to the Federal Emergency Management Agency and Department of Homeland Security during emergency situations. Per Homeland Security Presidential Directive-5, the Secretary of Homeland Security is ultimately responsible for the *National Response Framework*. Installations should reference the *National Response Framework* when devising local plans and procedures to ensure consonance with national policy. The Joint Director of Military Support is a designated general/flag grade position in the Operations Directorate of the Joint Staff. The Joint Director of Military Support is responsible for processing requests for Department of Defense assistance and preparing (developing and coordinating) an execution order, if required.

3.7.2. Regional Level. The Geographical Combatant Commanders are designated the supported Combatant Commanders for the Department of Defense response to an incident that occurs within their respective Areas of Responsibility. The operations center designated by the Combatant Commander is the Department of Defense's regional coordination center. The supported Combatant Commander is responsible for executing the Department of Defense response mission and exercises operational control over military forces responding to the incident, as specified by the Secretary of Defense. To ensure a successful response, a United States Air Force official will establish a partnership with neighboring State, local, tribal, and territory officials and responders.

3.8. Training and Exercises.

3.8.1. Emergency Management Training. Installations will conduct Emergency Management training in accordance with Air Force Instruction 10-2501. (T-1). This training will incorporate concepts from the Air Force Incident Management System courses and apply lessons learned from physical incident management of major accidents, natural disasters, and chemical, biological, radiological, and nuclear incidents. Emergency Management training will be realistic and include executable tasks that support the Installation Emergency Management Plan 10-2.

3.8.2. Installation commanders are responsible for their installation's exercise and evaluation program and provide oversight for installation-sponsored exercises, installation participation in joint and local community exercises, and after-action reporting, when required by higher headquarters. Per Major Command directives, installation commanders establish an exercise and evaluation program and direct the actions of subordinate and tenant units in exercise activities. (T-2). The installation commander should use Air Force Instruction 90-201, *The Air Force Inspection System*, and Table 5.2, Air Force Installation Mission Assurance Exercise Requirements as a guide.

Chapter 4

RESPONSE AND RECOVERY

4.1. Overarching Response and Recovery Principles. Successful response and recovery during crises depends on a set of key actions. Gaining and maintaining situational awareness, activating and deploying resources and capabilities, and coordinating response actions are critical to effective response. Key actions that occur in support of a response are gaining and maintaining situational awareness, activating and deploying resources and capabilities, and coordinating response actions. Key principles in recovery include: assisting individuals, providing public health and safety services, restoring utilities, reopening roads, providing food and shelter, and continuing the mission. Some of the processes or tools used include:

4.1.1. Common Operating Picture (COP). The establishment and maintaining of a single, identical display of relevant information shared by more than one command that facilitates collaborative planning and assists all echelons to achieve situational awareness.

4.1.2. Initial Response / Notification. Activate and deploy resources and capabilities to maintain primary installation mission, save lives, mitigate damage and restore mission-essential resources and infrastructure. Across all levels, initial actions may include the activation of people and teams and establishment of incident management and response structures to organize and coordinate an effective response. Requests for mutual aid will be made during this phase.

4.1.3. Coordination. Coordination of response actions occur through the established response entities (e.g., first and emergency responders, Incident Command System, Crisis Action Team, Emergency Communications Center, and Emergency Operations Center) based on assigned roles, responsibilities, and reporting protocols. The efficiency and effectiveness of response operations are enhanced by the full application of the Air Force Incident Management System with its common principles, structures, and coordinating processes. If resources are not adequate, then a request to implement Mutual Aid Agreements or request for forces should be initiated. Response actions (see [Table 4.1](#)) are based on the objectives established by the incident commander and/or installation commander.

Table 4.1. Examples of Response Actions.

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

4.1.4. Recovery. Once the Incident Commander has determined that all immediate lifesaving activities have been completed and hazards have been contained, the focus shifts to recovery operations. Recovery activities are prioritized and documented in the Installation Recovery Plan (see [Paragraph 4.4](#)).

4.2. Use of the Incident Action Plan. The Incident Action Plan is not developed prior to an incident. The Incident Action Plan is a mechanism used throughout an incident to codify and distribute the tactical objectives and support activities required for one operational period, which generally lasts 12 to 24 hours. [Table 4.2](#) lists recommended Incident Command System forms that can be used in developing the Incident Action Plan. The Incident Command System forms can be downloaded from the Federal Emergency Management Agency website.

Table 4.2. Recommended Incident Command System Forms.

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

4.2.1. A single person or multiple people may participate in the development of the Incident Action Plan. In small, short-term incidents, the designated Incident Commander may develop the Incident Action Plan. In larger endeavors, members of the Emergency Operations Center, command, and general staff will participate in the Incident Action Plan development.

4.2.2. The Incident Action Plan may be written or oral, but will normally be communicated verbally for simple incidents of short duration. A written Incident Action Plan should be considered when two or more jurisdictions are involved in the response, the incident continues into a second or more operational periods, a large number of Incident Command System organizational elements are activated, but must be accomplished when a hazardous materials or chemical, biological, radiological, or nuclear material/agent is involved.

4.2.3. The Incident Action Plan may consist of only a few items (e.g., objectives and plan of attack). During complex events, the Incident Action Plan may consist of multiple sections, as shown in [Table 4.3](#).

Table 4.3. Sample Incident Action Plan Outline.

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

4.2.4. Generally, the Incident Action Plan is developed using situational awareness of the incident, the Incident Commander's tactical objectives, and determined strategies that meet those objectives. The Incident Action Plan must be realistic and based on the selected strategies and tactics determined/implemented to meet the objectives. Existing installation plans such as the Incident Emergency Management Plan 10-2, Military Contingency Response Plan, Integrated Defense Plan, and checklists provide a baseline for tasks that must be completed in responding to all-hazards incidents and should be used to develop components of the Incident Action Plan when appropriate.

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

4.2.6. It is critical that Incident Action Plans remain flexible and adaptable, particularly during complex response operations, such as widespread recovery from catastrophic natural disasters. These incidents require handling of multiple individual events at once including, firefighting, rescue, medical attention, restoration of utilities, sheltering of displaced personnel, and provision of food and water. Similar flexibility and adaptability techniques apply to creating the Incident Action Plan in the aftermath of an enemy attack that results in multiple hazards that need to be addressed (e.g. damage to aircraft operating surfaces,

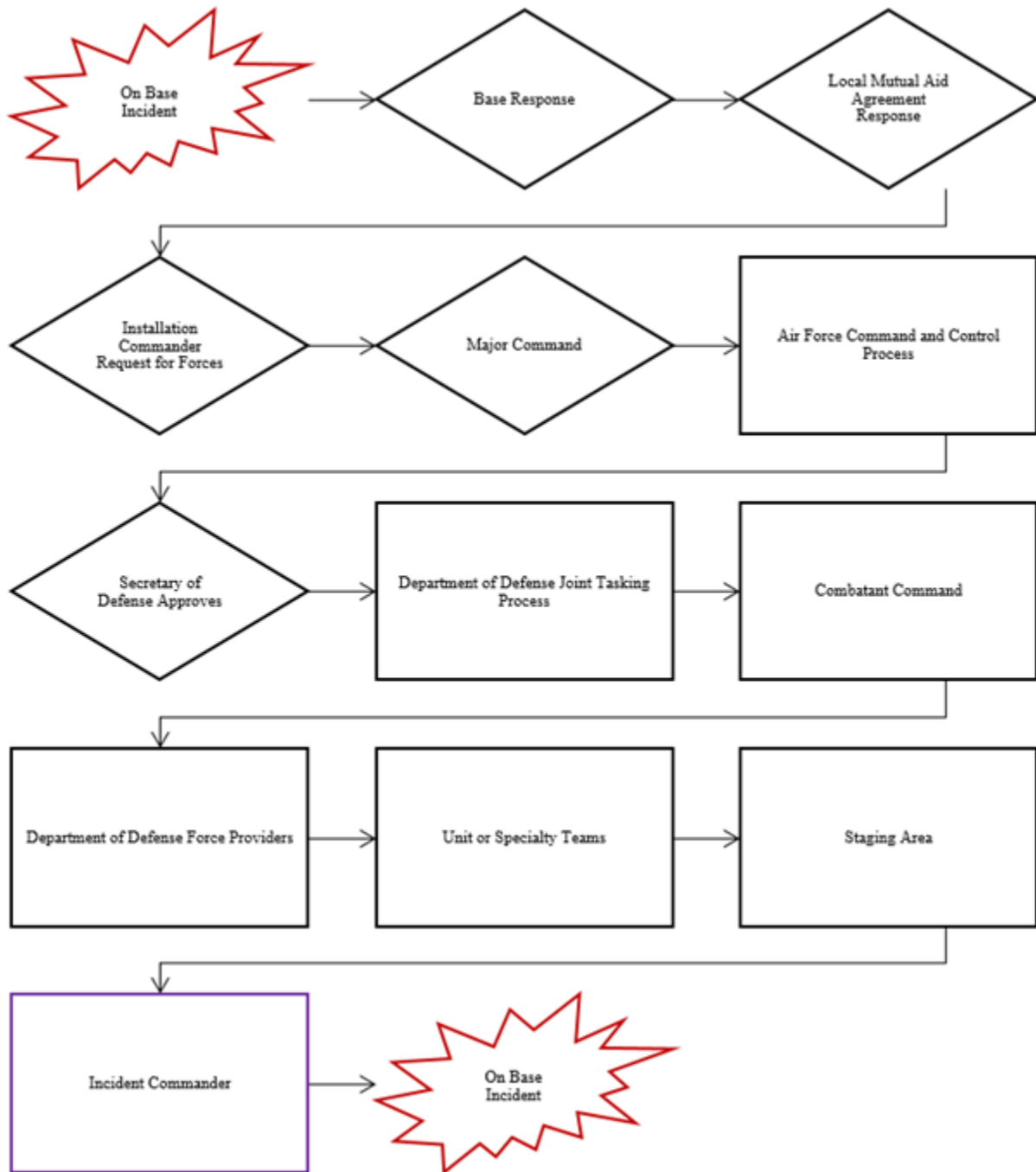
facilities, aircraft, vehicles, and equipment; unexploded ordnance; fires; casualties and fatalities; presence of chemical, biological, radiological, or nuclear contamination, etc.).

4.3. Support.

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

4.3.2. Requesting Support. If not already covered by Mutual Aid Agreements, installation plans and checklists will include geographic combatant command and Major Command guidance regarding the proper military channels to request assistance during catastrophes and other significant emergencies. The process for requesting forces is shown in [Figure 4.1](#)

Figure 4.1. Request for Forces Process.



4.3.3. Reach-Back Support Process. The Department of Defense (DoD) and other United States Government agencies have assembled technical expertise to support incidents worldwide. While some teams are designed to deploy where needed, others are available to answer technical questions and give advice during emergencies. Refer to Geographic Combatant Command and Major Command guidance for reach-back capabilities and include

those opportunities in installation plans and checklists. When requesting assistance, identify the desired capability as opposed to specifying a particular team.

4.3.4. Support to Civil Authorities (Domestic and Foreign). Please refer to Air Force Policy Directive 10-8. Air Force Incident Management System principles will apply when supporting civil authorities and should enhance interoperability, as the Air Force Incident Management System was formed in accordance with the *National Incident Management System* guidance. Foreign governments do not have to follow the *National Incident Management System* guidance, so attempts at interoperability may create a few more issues. Regardless, the Air Force must adapt to lead authorities when serving in a support role. Over time, integrated exercises combined with lessons learned from actual responses should reduce interoperability issues. Refer to Geographic Combatant Command Guidance for more guidance regarding Defense Support of Civil Authorities or Foreign Consequence Management operations.

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

4.3.5.1. Immediate Response Authority. When a disaster overwhelms the capabilities of local authorities and necessitates immediate action, Department of Defense doctrine allows commanders to provide resources and assistance to civil authorities without or prior to a declaration under Public Law 93-288, The Disaster Relief Act of 1974 aka The Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Public Law 100-707, June 2007 Stafford Act (42 United States Code (USC), Chapter 68). This enables the prevention of human suffering, saves lives, and mitigates great property damage. (Department of Defense Manual 3025.01, Volume 1, *Defense Support of Civil Authorities: Overview*)

4.3.5.2. Essential Assistance (10-Day Authority) Stafford Act Section 403. Upon the request of the governor, the President may task the Department of Defense to provide any emergency work the President deems essential for preserving life and property. This may occur even in the immediate aftermath of an incident that may ultimately qualify for assistance under a declaration. **(T-0)**. Such assistance is available for up to ten days, 42 USC § 5170b(c). Emergency work can include the clearance and removal of debris and wreckage and the restoration of essential public facilities and services, 42 USC § 5170b(c)(6)(B). The provision is designed for instances where communication problems impede meeting the prerequisites for declaring an emergency or major disaster or coordinating the work through the Primary Federal Agency.

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

4.4. Recovery Operations. The recovery phase begins when emergency responders have completed the emergency response and lifesaving actions. The Emergency Operations Center, using the Incident Emergency Management Program 10-2 and appropriate checklists, develops the installation recovery plan. The Emergency Operations Center Director, with approval from the installation commander, activates a Recovery Working Group and identifies a Recovery Operations Chief. The main goal of recovery is to reestablish the installation's mission and return to normal operations. There may be critical missions that must continue before or during the recovery phase. Installations must plan for those operations and develop procedures to remove or minimize the hazards in an area or at a facility in order to continue the critical mission.

4.4.1. Recovery actions are taken to assist individuals, restore mission operations, and restore the area or installation to normal operations. Actions are categorized as short-term or long-term.

4.4.1.1. Short-term recovery includes providing essential public health and safety services, restoring utilities and critical facilities, reopening roads, and providing food and shelter. This term or period could last for days or weeks.

4.4.1.2. Long-term recovery may include many of the actions in short-term recovery, except these efforts will take months or years. This could be considered restoration of the installation. The plan will identify items such as:

4.4.1.2.1. Health needs and fatality management.

4.4.1.2.2. Quick fix projects relating to mission continuation.

4.4.1.2.3. Critical facilities impacted by the incident.

4.4.1.2.4. Hazard mitigation processes.

4.4.1.2.5. Specialized team needs, if any.

4.4.1.2.6. Short- and long-term shelter, food, water, and transportation needs.

4.4.1.2.7. Short- and long-term resource needs (e.g., fuel, generators, heavy machinery, mobile lighting systems, traffic direction barriers)

4.4.1.2.8. Weather predictions effecting recovery operations

4.4.1.2.9. Long-Term recovery options.

4.4.1.2.10. Financial planning considerations.

4.4.1.3. Once the emergency is over and recovery starts, control of the site must be officially transferred from the Incident Commander to another individual or organization. This person is not referred to as an Incident Commander but as the Recovery Operations Chief. The Recovery Operations Chief must be a subject matter expert in the hazards or activities within the incident site. For example, initiating actions to contain the hazard and clean up the site to restore the area to its condition before the incident. The person in charge of that work should have an environmental engineering background and be familiar with hazardous material clean-up requirements. If it is an aircraft incident, the Recovery Operations Chief should be familiar with that aircraft or be a member of the

interim aircraft mishap investigation team. The Emergency Operations Center Director should select the individual that will be in charge of the site.

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

4.5.1. Procedures for capturing lessons learned are outlined in Air Force Instruction 10-204, *Participation in Joint and National Exercises*. Commanders must send an installation-wide lessons learned report to their Major Command, Field Operating Agency, Direct Reporting Unit, and the Air Force Installation Mission Support Center for all emergency responses in accordance with Program Action Directive (PAD) 14-04, *Implementation of the Air Force Installation and Mission Support Center (T-2)*. See Air Force Instruction 10-204, for guidance on reportable actions as well as preparing and submitting the report.

4.5.2. Joint Lessons Learned Program and Submission Process: The Joint Lessons Learned Program is a knowledge management process established to enhance joint capabilities through discovery, knowledge development, implementation, and sharing of lessons from joint operations, training events, exercises, and other activities. Additional information on the Joint Lessons Learned Program can be found in Chairman Joint Chiefs of Staff Instruction (CJCSI) 3150.25, *Joint Lessons Learned Program*, and Air Force specific information can be found in Air Force Instruction 90-1601, *Air Force Lessons Learned Program*.

4.5.2.1. Emergency Management personnel should include identified lessons learned as discussion points during Emergency Management Working Group meetings. By documenting and cross-feeding lessons learned, resource protection is greatly enhanced.

JOHN B. COOPER
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Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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- AFI 10-204, *Participation in Joint or National Exercises*, 27 March 2015
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Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Terms

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

Air Force Incident Management System (AFIMS)—A methodology designed to incorporate the requirements of Homeland Security Presidential Directive-5 requirements of the expeditionary Air Force. The Air Force Incident Management System provides the Air Force with an incident management system that is consistent with the single, comprehensive approach to domestic incident management. The Air Force Incident Management System provides the Air Force with the coordinating structures, processes, and protocols required to integrate its specific authorities into the collective framework of Federal departments and agencies for action to include mitigation, prevention, protection, response, and recovery activities. It includes a core set of concepts, principles, terminology, and technologies covering the incident command system, emergency operations centers, incident command, training, identification and management of resources, qualification and certification, and the collection, tracking, and reporting of incident information and incident resources. The Air Force Incident Management System methodology is incorporated into current operating practices through revised instructions and manuals, training products, and exercise and evaluation tools.

Antiterrorism—Defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include limited response and containment by local military and civilian forces. See also Department of Defense Instruction O-200.16.

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

Chemical, Biological, Radiological, and Nuclear (CBRN)—Operations that include chemical, biological, radiological, and nuclear, either individually or in combination. Collectively known as weapons of mass destruction. Toxic Industrial Chemicals/Toxic Industrial Materials are considered chemical, biological, radiological, and nuclear materials.

Chemical, Biological, Radiological, and Nuclear Incident—An emergency resulting from the deliberate or unintentional release of nuclear, biological, radiological, or toxic or poisonous chemical materials.

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

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

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

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

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

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

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

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

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

Crisis Action Team (CAT)—A command and control function normally activated for a specific incident to oversee the mission operation of the installation. The Crisis Action Team is scalable to support and coordinate with the Emergency Operations Center.

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

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

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

Detection—In chemical, biological, radiological, or nuclear environments, the act of locating chemical, biological, radiological, or nuclear hazards by use of chemical, biological, radiological, and nuclear detectors or monitoring or survey teams.

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

Dispersal—Relocation of forces for increasing survivability.

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

- a. Civil defense emergency. A domestic emergency disaster situation resulting from devastation created by an enemy attack and requiring emergency operations during and following that attack. It may be proclaimed by appropriate authority in anticipation of an attack.
- b. Civil disturbances. Riots, acts of violence, insurrections, unlawful obstructions or assemblages, or other disorders prejudicial to public law and order. The term civil disturbance includes all domestic conditions requiring or likely to require the use of Federal Armed Forces pursuant to the provisions of Chapter 15 of Title 10, USC.
- c. Major disaster. Any flood, fire, hurricane, tornado, earthquake, or other catastrophe which, in the determination of the President, is or threatens to be of sufficient severity and magnitude to warrant disaster assistance by the Federal government under Public Law 91-606, *Disaster Relief* (42 USC § 68), to supplement the efforts and available resources of State and local governments in alleviating the damage, hardship, or suffering caused thereby.
- d. Natural disaster. All domestic emergencies except those created because of enemy attack or civil disturbance.

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

Emergency Responders—The response element of a Disaster Response Force that deploys to the accident scene after the first responders to expand command and control and perform support functions. Emergency Responders include follow-on elements such as firefighters, law enforcement personnel, security personnel, and emergency medical technicians, as well as Emergency Management personnel, Explosive Ordnance Disposal personnel, physicians, nurses, medical treatment providers at medical treatment facilities, readiness officers, public health officers, bioenvironmental engineering personnel, and mortuary affairs personnel. Emergency Responders also include specialized teams such as the readiness support team. Not all Emergency Responders are First Responders, but all first responders are Emergency Responders.

Emergency Responders are not assigned to additional duties that will conflict with their emergency duties. Explosive Ordnance Disposal and Emergency Communications Center personnel are considered Emergency Responders but not First Responders.

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

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

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

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

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

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

Force Protection—Also called FP. Actions taken to prevent or mitigate hostile actions against Department of Defense personnel (to include family members), resources, facilities, and critical information. These actions conserve the force's fighting potential so it can be applied at the decisive time and place and incorporate the coordinated and synchronized offensive and defensive measures to enable the effective employment of the joint force while degrading opportunities for the enemy. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. [An integrated application of offensive and defensive actions that deter, detect, pre-empt, mitigate, or negate threats against or hazards to Air

Force air and space operations and assets, based on an acceptable level of risk.] (Definition in brackets applies only to the Air Force and is offered for clarity.) See also Department of Defense Instruction O-200.16.

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

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

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

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

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

Identification—In chemical, biological, radiological, and nuclear operations, the determination of whether chemical, biological, radiological, or nuclear materials or pathogens are present.

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

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

Incident Command System (ICS)—The model tool for command, control, and coordination of a response and provides a means to coordinate the efforts of individual agencies as they work toward the common goal of stabilizing the incident and protecting life, property, and the environment. Incident Command System uses principles that have been proven to improve efficiency and effectiveness in a business setting and applies the principles to emergency response.

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

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

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

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

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

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

Mutual Aid Agreement—Written agreement between agencies, organizations, or jurisdictions that they will assist one another on request by furnishing personnel, equipment, or expertise in a specified manner. Reciprocal assistance by local government and an installation for emergency services under a prearranged plan. Mutual aid is synonymous with mutual assistance, outside aid, memorandums of understanding, memorandums of agreement, letters of agreement, cooperative assistance agreement, intergovernmental compacts, or other similar agreements, written or verbal, that constitute an agreed reciprocal assistance plan for sharing emergency services. Mutual Aid Agreements between entities is an effective means to obtain resources and should be developed whenever possible. Mutual Aid Agreements should be in writing, be reviewed by legal counsel, and be signed by a responsible official.

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

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

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

Preparedness—The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of government and between government and private sector and non-governmental organizations to identify threats, determine vulnerabilities, and identify required resources.

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

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

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

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

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

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

Senior Military Representative—The installation commander or Emergency Operations Center Director can dispatch to, or the incident commander can request a senior military representative at the incident site. The senior military representative's primary purpose is to liaison with media and outside agencies during high visibility incidents or to support the incident commander.

Specialized Teams—The teams formed from the existing installation and unit personnel resources to support emergency response operations. For the purposes of this Air Force Manual, emergency response support teams that are part of the Disaster Response Force include Regional Support Teams, Specialized Maintenance Teams, Contamination Control teams, and Post Attack Reconnaissance teams. Other teams that support emergency response, but have functional responsibilities beyond emergency response, are not considered part of the Disaster Response Force. Examples of such teams are Search and Recovery or Crash Recovery.

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

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

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

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

Attachment 2

AIR FORCE EMERGENCY SUPPORT FUNCTIONS (ESF)

Table A2.1. Emergency Support Function 1, Transportation Responsibilities.

Processes and coordinates requests for installation, local, Major Command and Headquarters Air Force transportation support as directed under the installation Incident Emergency Management Plan 10-2.
Performs activities conducted under the direct authority of the Logistics Readiness Squadron, such as air, maritime, surface, rail, and pipelines; coordinates and supports prevention, protection, and mitigation among transportation infrastructure stakeholders at the installation and major command levels.
Coordinates movement restrictions beyond the incident site; conducts convoy operations, and damage and impact assessments.
Coordinates alternate transportation services; coordinates the restoration and recovery of transportation infrastructure.
Reports damage to transportation infrastructure because of the incident.
Coordinates response, recovery, restoration, safety, and security of the transportation infrastructure during incidents.
Coordinates Federal, civil, and nongovernmental agencies' transportation requirements to support the Installation Emergency Management Plan 10-2 or Incident Action Plan.
Identifies effective means for movement of Emergency Management resources using air, maritime, surface, or rail transportation.
Coordinates shipment prioritization to ensure timely and prompt delivery of resources into and out of the incident scene.
Coordinates with jurisdictional authorities, industry, and Emergency Support Function 3 (public works and engineering) the damage assessment and impacts of infrastructure transportation capabilities, hazardous materials containment response and movement, and safety- and security related actions concerning bridge load limits, cargo width limits, movement restrictions, bridge and road closures, quarantines, and movement of personnel during sheltering and evacuations.
Develops and implements vehicular support for Disaster Response Force convoy assembly, and marshalling, and provides safety guidance for Emergency Management operations on base and off base when a National Defense Area has been established or during Defense Support of Civilian Authorities operations.
Coordinates incident scene mobile maintenance repair services for special purpose (emergency response vehicles) and general purpose vehicles to include refueling capabilities for continuity of emergency operations.
Applicable references include: Air Force Instruction 10-2501; Air Force Instruction 24-203, <i>Preparation and Movement of Cargo</i> ; Air Force Manual 24-306, <i>Operation of Air Force Government Motor Vehicles</i> ; Air Force Instruction 31-101, <i>Integrated Defense</i> (FOUO); and <i>National Response Framework</i> .

Table A2.2. Emergency Support Function 2, Communication Responsibilities.

Provides required telecommunications to support incident operations.
Coordinates with the local telecommunications industry, when required, to support incident activities.
Conducts restoration, repair of the potentially damaged telecom infrastructure, protection, and restoration and sustainment of cyber and information technology resources managed and coordinated by the Communications Squadron.
Coordinates installation information technologies, systems, interoperability, and information transfer to include interpretation and processing of data among persons, places, and machines. It includes transmission, emission, or reception of signs, signals, writing, images, and sounds or intelligence of any nature by wire, radio, optical, or other electromagnetic systems, ground-to-ground, or air-to-ground systems to ensure continuity of communications for emergency response and recovery organizations at all jurisdictional levels conducting Emergency Management protection, response, and recovery operations.
Advises the Emergency Operations Center when commercial or installation communications outages are expected in the incident area to enable activation of the National Emergency Coordination Net, a high-frequency radio net that provides backup command and control communications for the Disaster Response Force.
Coordinates Crisis Action Team actions to provide the required temporary National Security Emergency Preparedness telecommunications systems such as Hammer Adaptive Communications Element mobilization.
Performs damage and impact assessments of communications systems during incidents, performs restoration of the telecommunications infrastructure systems, and supports all Federal departments and agencies in the procurement and coordination of all National Security Emergency Preparedness telecommunications services from the telecommunications and information technology industry during an incident response.

Table A2.3. Emergency Support Function 3, Public Works and Engineering Responsibilities.

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

Table A2.4. Emergency Support Function 4, Firefighting Responsibilities.

Supports the Incident Commander by coordinating fire detection and suppression activities for Emergency Management operations.
Supports fire protection and prevention operations on Federal and nonmilitary lands with personnel, equipment, and supplies under the terms of the existing interagency agreements and requests as directed by the Crisis Action Team or Emergency Operations Center. Provides emergency assistance to State, local, or tribal agencies engaged in woodland, rural, and urban firefighting operations.
Provides fire service support to the Incident Commander for incidents of national significance established in the National Interagency Fire Center (NIFC) <i>2017 National Interagency Mobilization Guide</i> through the National Interagency Coordination Center located at the National Interagency Fire Center in Boise, Idaho.
Provides resource support to the Incident Commander for rural and urban firefighting operations.

Table A2.5. Emergency Support Function 5, Emergency Management Responsibilities.

Provides multi-agency planning and coordination for operations involving potential and actual major accidents, natural disasters, chemical, biological, radiological, and nuclear attacks, and use of chemical, biological, radiological, and nuclear materials.
Maintains responsibility for deployment and staffing of emergency response teams.
Conducts incident action planning and coordination of operations; logistics and material, direction and control, information management, facilitation of requests for Federal assistance, resource acquisition and management (to include allocation and tracking), worker safety and health, facilities management, financial management, and other support as required.
Maintains responsibility for all chemical, biological, radiological, and nuclear defense operations, coordination of incident management efforts, Explosive Ordnance Disposal incident response activities, issuance of mission assignments, resource and human capital needs, incident action planning, financial management, and establishing the common operational picture.
Manages, supervises and coordinates the Disaster Response Force during all Air Force Emergency Management incidents and Defense Support of Civilian Authorities requests.
Contains the critical managerial and organizational structure of Incident Command System.
Provides Emergency Management including response operations management to conduct incident protection, prevention, response, and recovery management operations.
Provides commanders and response agencies the situational awareness of emergency response and recovery operations.
Implements Installation Emergency Management Plan 10-2 and support agreements.
Coordinates the development of Incident Action Plans and provides mission assignments through the chief of planning at the direction of the Incident Commander or Emergency Operations Center Director.

Facilitates the acquisition and delivery of essential resources, humanitarian aid, personnel and equipment to conduct emergency management operations through the chief of logistics to maintain continuity of mission operations and mobilization and deployment of response and recovery capabilities consistent with the Installation Emergency Management Plan 10-2.
Coordinates requests for external specialized teams with the Crisis Action Team for various missions such as space shuttle support, Response Task Force, Department of Energy, or events requiring the support of Hammer Adaptive Communications Element.
Monitors, tracks, and reports financial impacts, reimbursable expenditures, and claims resulting from incidents.
Provides emergency contractual support through the administration and financial section.
Facilitates information flow through the Emergency Communications Center in all phases of response in order to alert, protect, or pre-position Disaster Response Force assets for quick response.
Provides notification and public information releases through Emergency Support Function 15.
Ensures the safety officer monitors worker, public health, and safety issues and advises the Emergency Operations Center Director on response hazards and prevention actions regarding the safety and welfare of the installation and local community.
Provides liaison with other Federal, interagency, and jurisdictional authorities; non-governmental organizations; and local industry.
Provides additional management and response capabilities, including chemical, biological, radiological, nuclear, and conventional munitions response, hazard identification, down-wind hazard plotting, and chaplain support services.

Table A2.6. Emergency Support Function 6, Mass Care, Housing & Human Services Responsibilities.

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

Table A2.7. Emergency Support Function 7, Resource Support Responsibilities.

Provides critical operational assistance to support Federal, State, local, and tribal response agencies requiring resource support prior to, during, and/or after emergency management incidents to include Defense Support of Civilian Authorities responses.
Coordinates installation support agencies' resource contributions to support Installation Emergency Management Plan 10-2s and Incident Action Plans by identifying (1) emergency relief supplies for Continuity of Operations, (2) facility space requirements to include Federally owned and leased buildings, (3) office equipment, (4) administrative supplies, and (5) expendables from Federal stores or supply centers in current Federal stocks, small business or distributors in the affected area. Coordinates support for telecommunications, contractual, transportation, and security services and resources to include personnel to support immediate response activities of the installation.
Identifies support requirements not specifically in other Emergency Support Functions such as excess or surplus property available through the <i>Defense Reutilization and Marketing System</i>

Table A2.8. Emergency Support Function 8, Public Health and Medical Services Responsibilities.

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

Disseminates public health and medical information to the public and the affected area through chain of command and release authority.
Coordinates vector control assessments for vector-borne diseases by conducting field investigations. This includes the collection and laboratory analysis of relevant samples.
Coordinates vector control equipment, supplies, technical assistance, and consultation on protective actions regarding vector-borne diseases.
Coordinates technical assistance and consultation on medical treatment.
Coordinates the assessment of potable water and other environmental health issues.
Coordinates collection and laboratory analysis of relevant samples.
Coordinates water purification and supplies.
Coordinates technical assistance and consultation on potable water.
Coordinates with Emergency Support Function 5 for operations involving potential and actual major accidents, natural disasters, chemical, biological, radiological, and nuclear attacks, and use of chemical, biological, radiological, and nuclear materials.
Conducts health risk assessment to include identification of health threats, analyzing threats, health risk communication, and recommending controls in accordance with Air Force Manual 48-145, <i>Occupational and Environmental Health Program</i> .
Coordinates with and reports to the Defense Health Agency in accordance with Defense Health Agency Administrative Instruction 066, <i>Director's Critical Information Requirements (DCIRs) Situation Report (SITREP)</i> .

Table A2.9. Emergency Support Function 9, Urban Search and Rescue Responsibilities.

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

Table A2.10. Emergency Support Function 10, Oil and Hazardous Materials Response Responsibilities.

<p>Provides Federal support in response to an actual or potential discharge and/or uncontrolled release of oil or hazardous materials during major incidents. Provides appropriate response and recovery actions to prepare for, prevent, minimize, or mitigate a threat to public health, welfare, or the environment caused by actual or potential oil and hazardous materials incidents.</p>
<p>Coordinates provisions of Installation Emergency Management Plan 10-2s and Incident Action Plans to support the overall management of hazardous materials response activities to ensure actions are taken to mitigate, clean up, and dispose of oil and hazardous materials and minimize the impact of incidents.</p>
<p>Coordinates response to assess the situation, including the nature, amount, and locations of actual or potential releases of oil and hazardous materials.</p>
<p>Coordinates the determination of hazardous materials exposure pathways to humans and the environment; probable direction and time of travel of the materials; potential impact on human health, welfare, safety, and the environment; types, availability, and location of response resources, technical support, decontamination and cleanup services; and priorities for protecting human health and welfare and the environment through appropriate prevention and/or response actions.</p>
<p>Coordinates with other preparedness agencies and the private sector to maximize use of available regional assets and identify resources required from outside the region. The Federal government also may respond to oil and hazardous materials incidents using mechanisms of the National Oil and Hazardous Substances Pollution Contingency Plan.</p>

Table A2.11. Emergency Support Function 11, Agriculture and Natural Resources Responsibilities.

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

Table A2.12. Emergency Support Function 12, Energy Responsibilities.

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

Table A2.13. Emergency Support Function 13, Public Safety and Security Responsibilities.

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

Table A2.14. Emergency Support Function 14, Long-Term Community Recovery and Mitigation Responsibilities.

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

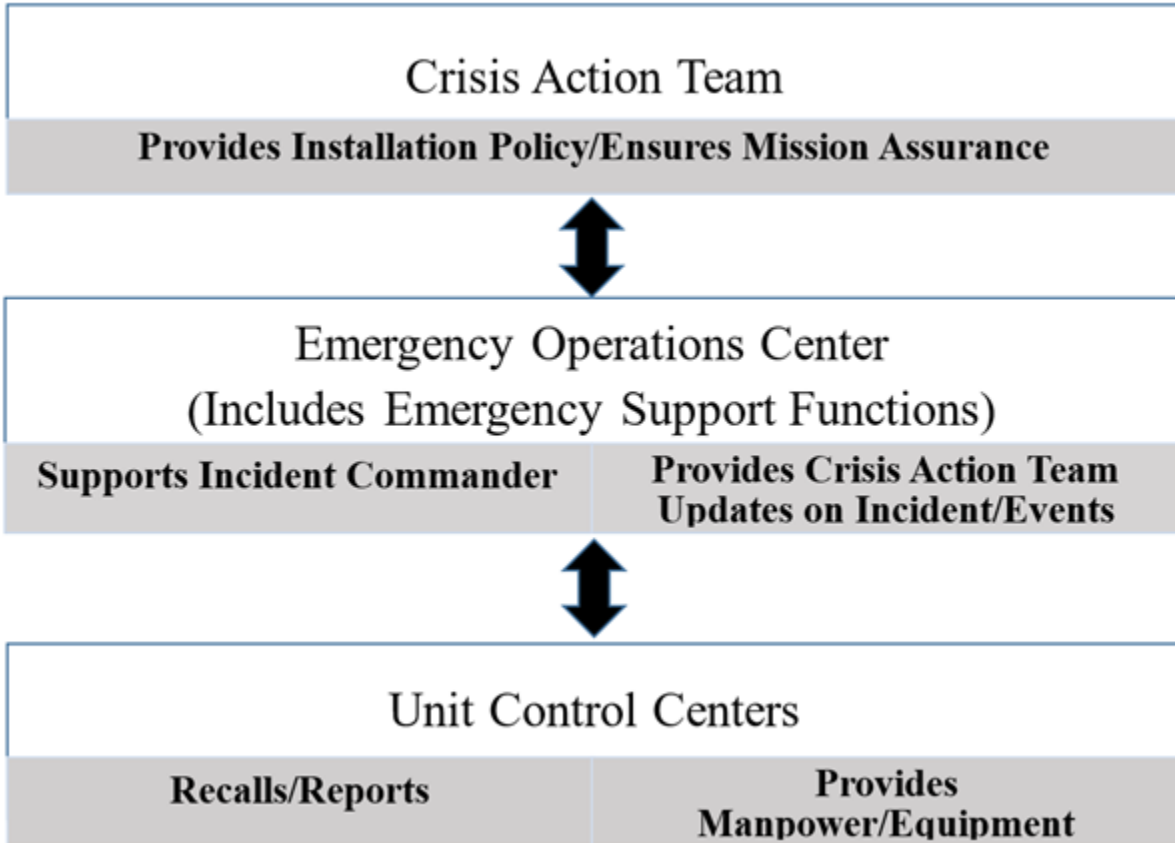
Table A2.15. Emergency Support Function 15, External Affairs Responsibilities.

Provides accurate, coordinated, and timely information to affected audiences, including governments, media, the private sector, and the local populace, during major accident and natural disaster responses. Emergency Support Function 15 is organized into the following functional components: Public Affairs, Community Relations, Congressional Affairs, International Affairs, State and Local Coordination, and Tribal Affairs.
Collects information on the incident, disseminates information through all available media and installation outlets, monitors news releases for accuracy, and handles special projects such as news conferences, press releases, and tours of the affected area.
Provides support and advice to the Crisis Action Team and Emergency Operations Center regarding management of information requests.
Coordinates basic services such as communications supplies to assist local news media in information dissemination.

Attachment 3

COMMAND AND CONTROL ELEMENTS FOR INCIDENT MANAGEMENT

Figure A3.1. Command and Control Elements for Incident Management.



Attachment 4

INCIDENT TYPES

A4.1. Incident Types. Are used by the civilian authorities to categorize the incident. Incidents are categorized by five types based on complexity. Type 5 incidents are the least complex and Type 1 the most complex. Incident Types are determined based on the number of resources and number of incident operational periods needed to handle the incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy. Personnel who work with civilian agencies such as Fire and Emergency Services, Emergency Management, Command Post, and Medical should be familiar with these incident types so when the local community asks for assistance and they are dealing with a Type 3, 2 or 1 incident then there is an understanding of the complexity of the incident and possible resources that will be required.

A4.2. Table A4.1 , shows that incidents may be typed to make decisions about resource requirements. Air Force Incident Management System incident types mirror Incident Command System incident types based on five levels of complexity.

Table A4.1. Incident Types.

Incident Type	Description
Type 5	The incident can be handled with one or two single resources with up to six personnel. Command/General Staff positions (other than the Incident Commander are not activated. No written Incident Action Plan is required. The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. Examples include a vehicle fire, an injured person, a vehicle accident, or a police traffic stop.
Type 4	Command staff and general staff functions are activated only if needed. Several resources are required to mitigate the incident; a Task Force or Strike Team. The incident is usually limited to one operational period in the control phase. The agency administrator may have briefings and will ensure the complexity analysis and delegation of authority is updated.
Incident Type	Description
	No written Incident Action Plan is required, but a documented operational briefing will be completed for all incoming resources. Agency administrator role includes operational plans including objectives and priorities. Examples include a vehicle accident with injuries, building fire, hostage or domestic violence incident, or small fuel spill.

Type 3	<p>When capabilities exceed initial attack, the appropriate Incident Command System positions should be added to match the complexity of the incident.</p> <p>Some or all of the Command and General Staff positions may be activated as well as Division/Group Supervisor and/or Unit Leader level positions.</p> <p>A Type 3 Incident Management Team or incident command organization manages initial action incidents with a significant number of resources, manages an extended attack incident until control is achieved, or manages an expanding incident until transition to a Type 1 or 2 team.</p> <p>The incident may extend into multiple operational periods.</p> <p>A written Incident Action Plan may be required for each operational period.</p> <p>Examples include a hazardous materials incident, aircraft crash, hostage situation with several hostages, tornado, or flood.</p>
Type 2	<p>This type of incident extends beyond the capabilities of local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to manage effectively the operations, command, and general staffing.</p> <p>Most or all of the Command and General Staff positions are filled. A written Incident Action Plan is required for each operational period. Many of the functional units are needed and staffed. Operations personnel normally do not exceed 200 per operational period, and total incident personnel do not exceed 500 (guidelines only).</p> <p>The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.</p>
Incident Type	Description
	<p>Examples are aircraft crash off base, terrorist incident, large wildland fire, Crisis Action Team 1-3 hurricane or extensive flooding on and off base.</p>
Type 1	<p>This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.</p> <p>All Command and General Staff positions are activated.</p> <p>Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000.</p>

Branches need to be established.

The agency administrator will have briefings and will ensure that the complexity analysis and delegation of authority are updated.

Use of resource advisors at the incident base is recommended.

There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

Examples include, but are not limited to a nuclear weapons incident, a terrorism incident similar to a horrific tragedy such as 9/11, or a natural disaster such as Hurricane Katrina.