BY ORDER OF THE SECRETARY OF THE AIR FORCE

AIR FORCE MANUAL 32-1007

20 APRIL 2016

Operations

READINESS AND EMERGENCY MANAGEMENT (R&EM) FLIGHT OPERATIONS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing web site at

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: AF/A4CX

Certified by: AF/A4CX
(Col Valerie L. Hasberry)

Supersedes: AFMAN32-1007, 30 May 2013

Pages: 87

This Manual implements Air Force Policy Directive (AFPD) 32-10, *Installations and Facilities,* and aligns with portions of Air Force Instruction (AFI) 10-2501, *Air Force Emergency Management (EM) Program* and AFI 10-210, *Prime Base Engineer Emergency Force (BEEF) Program.* It describes Air Force (AF) Readiness and Emergency Management (R&EM) Flight responsibilities and processes applicable to the installation EM program. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (T-0, T-1, T-2, T-3) number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication office of primary responsibility (OPR) for non-tiered compliance items. It applies to all AF active, reserve, guard, and civilian employees. Whenever a governing contract requires compliance with this Manual, this Manual also applies to the contractor. See **Attachment 1**, Glossary of References and Supporting Information, for definitions of acronyms, abbreviations, and terms used in this Manual. Send major command (MAJCOM) supplements to this publication to HQ AF/A4CX, 1260 Air Force Pentagon, Washington DC 20330-1030. Route recommended changes and questions about this publication from the field through the responsible Air Force Installation Mission Support Center (AFIMSC) Detachment EM Program Manager. Submit recommended changes on AF Form 847, *Recommendation for Change of Publication*. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW the Air Force Records Disposition Schedule (RDS) in the Air Force Records Information Management System (AFRIMS). Ensure all

prescribed or adopted forms adhere to disposition and retention instructions according to AFI 33-364, *Records Disposition-Procedures and Responsibilities,* Chapter 5 and Chapter 11.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include: EM Core and non-Core Services are explained. 3E9X1 Planning and Response Standards are added to attachments; and tiering added according to AFI 33-360.

Table of Contents: to be inserted by AFDPO according to AFI 33-360.

Chapter 1

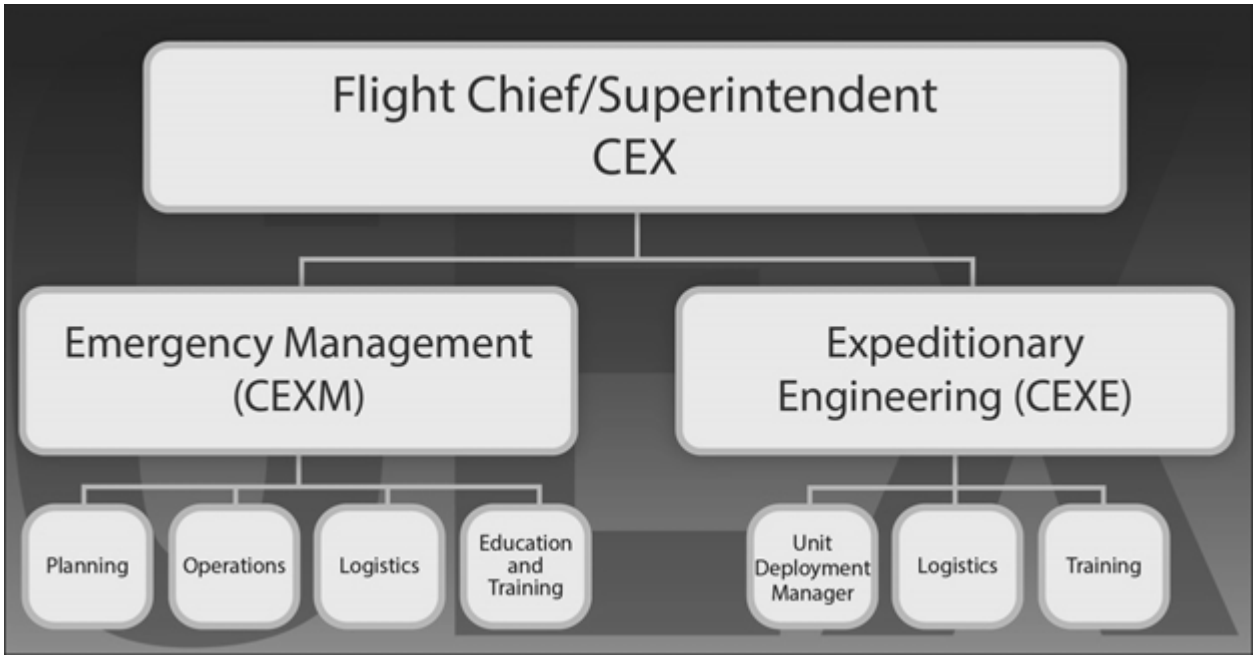
READINESS AND EMERGENCY MANAGEMENT (R&EM) FLIGHT STRUCTURE AND EM SECTION RESPONSIBILITIES

1.1. Purpose. The AF EM capability is employed alone or as part of an AF, Joint, Interagency, or Coalition Force, to support Combatant Commanders and AF objectives. This Manual primarily focuses on guidance and procedures for the EM Section of the R&EM Flight to manage and execute the installation EM (IEM) program.

1.2. Structure.

1.2.1. The active duty R&EM Flight (**Figure 1.1**) supports the Base Civil Engineer (BCE) by managing both the Prime Base Engineer Emergency Force (BEEF) program and the EM program. Where manning allows, 3/5-level Airmen should be placed in Operations/Logistics as responders. 7-level personnel should fill the Plans and Training positions. The Expeditionary Engineering Section should be crossed-manned with non-3E9 Air Force Specialty (AFS) personnel from within the Civil Engineer (CE) Squadron (CES) as 3E9 personnel maintain the installation EM response capability within the EM Section. Some R&EM Flights have reserve Individual Mobilization Augmentee (IMA) positions assigned to the flight. Careful, deliberate planning and forecasting is needed to utilize assigned IMAs properly.

Figure 1.1. Notional Readiness & Emergency Management Flight Structure.



Note: AFIMSC Detachment EM Program Managers determine the best structure for the civilianized offices/flights.

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

1.2.3. The EM Section supports a cross-functional EM program that integrates preparedness through prevention, protection, response, recovery, and mitigation activities in an all-hazards physical threat environment to help commanders maintain and restore mission capability. The EM Section has a planning, management, and emergency response component within the Air Force Incident Management System (AFIMS).

1.2.4. Reserve flights on active duty installations are postured with one or two full-time Air Reserve Technicians (ART) positions. The ARTs manage the requirements needed for the monthly unit training assembly and are responsible for coordination with the host for all host tenant support required according to AFI 10-2501. (T-2).

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

1.2.4.2. Reserve personnel's primary duty is to train to meet the mission capability statement requirements.

1.2.5. At Air Force Reserve Command host installations and stations, an EM Office is established under the BCE for the home station Emergency Management—program management, training, response, and evaluation functions. The EM Office is composed of full-time civilians.

1.3. EM Missions. As stated in AFI 10-2501, the primary missions of the AF EM program are to save lives; minimize the loss or degradation of resources; and continue, sustain, and restore operational capability in an all-hazards environment at AF installations worldwide. The R&EM Flight leadership establishes processes to accomplish these missions by transforming the Commander's priorities and expectations into actions complementing core EM mission sets. These EM missions are planning, preparedness, and response:

1.3.1. Effective planning within the EM Section relies on thorough integration of emergency plans at all levels of the organization. EM facilitates the development of the installation emergency management plan (IEMP) 10-2, focuses on resource and risk management planning, and has situational awareness of all other contingency plans on the installation.

1.3.2. Department of Defense Instruction (DODI) 6055.17, *DOD Installation Emergency Management (IEM) Program*, identifies the following as preparedness activities: risk management; prevention planning establishing interim and long-term actions to reduce and/or eliminate identified hazards and/or threats to the installation; mitigation planning establishing interim and long-term actions to reduce the impact of hazards and/or threats that cannot be eliminated; training; exercises; interagency coordination; and equipping response forces. Specifically, preparedness activities need to include training and education, exercises, personnel qualifications, equipment certification, and the integration of planning and procedures.

1.3.3. Response operations involve providing direct support to the Incident Commander (IC) during natural events, human-caused events (accidental and intentional) or technologically caused events. EM operations primarily involve providing support in the Emergency Operations Center (EOC), Chemical, Biological, Radiological, and Nuclear (CBRN) Control Center, CE Unit Control Center (UCC), or on-scene as required. During CBRN responses, support, and integration into the Incident Command System (ICS) involves more tactical operations such as specialized detection and contamination control support.

1.3.4. The scope of services is divided into two categories to distinguish between the AF EM program management and EM/CBRN Emergency Response Services. Each R&EM Flight prepares to deliver core services and infrequently demanded services that may be provided if resources permit (non-core services).

1.3.4.1. EM core services are capabilities accomplished in support of the Air Force EM program for the installation commander. The major planning, preparing, and responding services associated with accomplishing these services are defined in **Table 1.1**

Table 1.1. Major Core Services Tasks.

Planning	Developing the IEMP 10-2 and managing the EM Working Group (EMWG), the Integrated Risk Management Program (IRMP) to include the Risk Management Process (Criticality, Hazard, Capabilities, and Vulnerability Assessments), and Unit EM Program Administration. EM Planning and Management Capability Standards are defined in **Attachment 4**.
Preparedness	EM Education and Training (CBRN Defense Survival Skills, Disaster Response Force (DRF) Training), EM Flight Training, Be Ready Campaign, and Flight Response Equipment Management. EM Preparedness Capability Standards are defined in **Attachment 5**.
Response	Home Station: Managing the EOC, EOC Manager, staffing Emergency Support Function (ESF 5), operating the CBRN Control Center, Support IC, ICS Operation Section Specialized Team (e.g., Task Forces and Strike Teams), and CBRN Reconnaissance, Surveillance, and Decontamination (Mounted/Dismounted/CBRN Detection Array). EM Response Capability Standards are defined in **Attachment 6**.
	Contingency Operations: EOC Manager, ESF 5, CBRN Control Center (Plume Modeling/CBRN Warning and Reporting/CBRN Command and Control(C2)), CBRN Reconnaissance and Surveillance (Mounted/Dismounted/CBRN Detection Array), CBRN Decontamination Operations.

1.3.4.2. Non-core services include providing membership to the Wing Inspection Team (WIT), developing exercise input according to Homeland Security Exercise and Evaluation Program (HSEEP), providing input to Memorandums of Understanding (MOUs)/Memorandums of Agreement (MOAs) and other base plans, conducting Hazardous Material (HAZMAT) decontamination, providing recommendations to Incident Action Plans (IAP), provide C2 Vehicle Operations, providing input into after action reports and recovery plans, collecting and observing weather data, and recommending shelter options.

1.3.4.2.1. Flights may accomplish non-core services if resources permit.

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

1.3.4.3. Major assumptions associated with completing core and non-core services are as follows:

1.3.4.3.1. All response personnel are physically capable of functioning in Individual Protective Equipment (IPE)/Personal Protective Equipment (PPE) for extended periods in adverse weather conditions.

1.3.4.3.2. Only one major incident occurs at a time.

1.3.4.3.3. CBRN hazards include Toxic Industrial Materials, which encompass Toxic Industrial Chemical, Toxic Industrial Biological, and Toxic Industrial Radiological materials according to AFI 10-2501.

1.3.4.3.4. All EM personnel will coordinate training requirements with the Fire Emergency Services (FES) and utilize FES training criteria to complete annual HAZMAT Technician refresher training consisting of Installation Explosive Safety and HAZMAT criteria outlined according to National Fire Protection Association (NFPA) 472, *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents*. (T-0).

1.3.4.3.5. Installations without organic response capabilities have established proper mutual support agreements to satisfy required services.

1.3.4.3.6. Required response equipment is available and properly maintained.

1.3.4.3.7. For specific concentrated chlorine decontamination solutions use Army Technical Publication (ATP) 3-11.32, *Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Passive Defense*.

1.3.5. Emergency Response Capability (ERC) identifies the capability-level using available personnel, equipment, vehicles, and training. The ERC can be affected by the lack of trained and certified personnel, equipment out-of-service, and the capability to meet established standards. **Note:** Once developed, the ERC levels for personnel, equipment, vehicles, and training can be found on the Automated Civil Engineers System – Personnel Readiness (ACES-PR) SharePoint site.

1.3.5.1. ERC is expressed as Full Level of Service (FLS), Limited Level of Service (LLS), Critical Level of Service (CLS), and Inadequate Level of Service (ILS).

1.3.5.1.1. FLS capability describes all authorized resources as available for emergency response with appropriate training, certification, and/or appointment. FLS provides sufficient service for quick response and sustained operations. During FLS, all R&EM capabilities will be accomplished when responding to incidents. (T-3)

1.3.5.1.2. LLS capability is less than FLS, but greater than CLS. Sufficient capability is provided for conducting core services; however there is an increased risk that multiple core capabilities may not be successful when simultaneous accomplishment is required (i.e., two core services, such as completing EOC management and executing CBRN Reconnaissance and Surveillance operations, spanning multiple operational periods).

1.3.5.1.2.1. LLS may result from unfunded or unfilled manpower authorizations, deployments, leaves, vehicle impairments, equipment shortages, or other temporary conditions. Because of these variable factors, the AF considers operating at LLS to be a normal day-to-day situation.

1.3.5.1.2.2. While in LLS, during an incident response, the EOC Director or IC allocates resources according to local risk factors with the goal of providing the highest feasible level of service during higher risk periods, while reducing services when the risk is lower. Thus during high-risk periods resources are focused to provide most core services. During the low risk periods, resources are reduced, resulting in cross-staffing and multi-tasking of emergency responders, thus diminishing the probability of accomplishing required core services fully.

1.3.5.1.3. CLS exists when EM personnel are not available to respond to an emergency. Upon arrival, the IC determines the appropriate actions to be taken based on their initial evaluation of the situation. Successful outcomes can only be expected when the incident can be quickly mitigated. When operating at this level of service there is an increased risk/loss potential due to limited resources. Due to exhaustion and resource limitations, CLS cannot be sustained for more than one operational period. Operating at the CLS level requires Unit Command coordination of a Risk Management plan using the IRMP. (T-1).

1.3.5.1.4. ILS exists when core services cannot be accomplished. When operating at ILS, a Risk Management plan is required to be built and coordinated with the BCE, installation commander, and AFIMSC Detachment. (T-2).

1.4. EM Section Responsibilities. The EM Section, under the host organization BCE, is the single focal point for the EM program on the installation. It is the installation commander's OPR for EM program execution. The section is comparable to off-base Office of Emergency Management (OEM) counterparts. As such, the installation Emergency Manager assigned according to AFI 10-2501 will ensure the execution of the IEM program through the establishment of core EM mission sets. (T-1). A tenant Air Reserve Component (ARC) R&EM Flight is responsible for requirements in this Manual specific to the R&EM Flight. It is not responsible for IEM program management requirements. For Joint Base installations where the sister service is responsible for the EM program, Air Force EM Sections are the key EM representative for the senior AF authority. This position performs duties necessary to properly train and educate Airmen about AF-specific requirements (e.g., CBRN passive defense (PD)). The EM Section will:

1.4.1. Gain the greatest value from manpower and financial resources used to execute the IEM program. Ensure program responsibilities are consistent with commander's mission priorities. (T-1).

1.4.2. Analyze and recommend changes in equipment maintenance, training, administrative, tactics, techniques, procedures, and concepts of operation to improve the effectiveness of existing capabilities. Up-channel recommended changes to the AFIMSC Detachment. (T-1).

1.4.3. Meet all training and equipment requirements to respond to incidents using AFIMS as defined in AFI 10-2501 and AFMAN 10-2502, *Air Force Incident Management System (AFIMS) Standards and Procedures.* (T-1).

1.5. Expeditionary Engineering Section Responsibilities. The Expeditionary Engineering Section will:

1.5.1. Ensure the resources and training required to undertake a unit's wartime mission(s) are consistent with tasked Designed Operational Capability Statement and unit commander's priorities. (T-1).

1.5.2. Accomplish program requirements in accordance with AFI 10-210 (T-1), and Air Force Pamphlet (AFPAM) 10-219, Volume 8, *Prime Base Engineer Emergency Force (BEEF) Management*.

1.6. R&EM Flight Leadership Responsibilities. The flight 32EXX officer, GS-12 Flight Chief, or senior 3E9X1 R&EM Flight leadership reports to the BCE or equivalent. **Note:** The GS-12 Flight Chief Standard Core Position Description (when published) is only applied to those R&EM Flights not earning a funded UMD position for a Readiness Flight Officer (032E3B) or a Senior Master Sergeant (3E991) to fill the Flight Chief/Superintendent positions.

1.6.1. The senior 3E9X1 R&EM Flight leader (or civilian equivalent) should serve as the Installation Emergency Manager. Send a copy of this appointment to the local OEM. (T-1). **Table 1.2** describes the responsibilities of the Installation Emergency Manager.

Table 1.2. Installation Emergency Manager Responsibilities.

Item	Installation Emergency Manager Responsibilities
1	Manage the IEM Program according to the direction of the installation commander, DODI 6055.17, (T-0), this Manual, and Air Force Tactics, Techniques, and Procedures (AFTTP) 3-2.83, *Multi-Service Tactics, Techniques, and Procedures for Installation Emergency Management*.
2	Facilitate EMWG meetings and lead the All Hazards Response Planning Team (AHRPT) to include chairing the AHRPT meetings. (T-1).
3	Develop, coordinate, and maintain an IEMP 10-2. Include the IEM program implementation procedures as part of this plan. (T-1).
4	Develop a community profile, as outlined in AFMAN 10-2502, for which the IEM program applies. (T-1).
5	Establish resource management principles to identify, describe, request, and track resources affecting EM personnel, response and recovery, training, and facilities. (T-2).
6	Track IRMP identified vulnerabilities and the status of mitigation actions. (T-1).
7	Develop budget inputs for CBRN non-medical responders, specialists, and EM equipment requirements. (T-1).
8	Integrate EM requirements and capabilities into all installation contingency plans. (T-1).
9	Integrate Mutual Aid Agreements (MAA) and other applicable support agreement resources into the IEMP 10-2. (T-1).
10	Monitor intelligence indicators and operational situations to recommend the EM program CBRN PD measures and when to implement them. (T-1).
11	Advise EMWG on shelter requirements based on the local threat. (T-1).
12	Ensure EM exercise objectives are consistent with the installation hazard/risk

Item	Installation Emergency Manager Responsibilities
	assessment, the IEMP 10-2, and /or any current OPLANS the installation supports. (T-0).
13	Provide EM and CBRN training listed in **Chapter 3**. (T-1).
14	Review MAAs regarding EM response as provided by the Support Agreement Manager who is the OPR for the Support Agreements program as defined in AFI 25-201, *Intra-Service, Intra-Agency, and Inter-Agency Support Agreement Procedures*. (T-1).
15	Review Air Force Technical Order (AFTO) Form 22 *Technical Manual (TM) Change Recommendation and Reply*, concerning CBRN defense Technical Orders (T.O.) and equipment submitted at the installation. (T-1). Send AFTO Form 22 to the AFIMSC Detachment EM Program Manager. (T-2).
16	Provide criteria to equip specialized teams. (T-2).
17	Ensure the EOC Manager facilitates EOC Tabletop training drills, as scheduled and approved by the EMWG and Commander's Inspection Program (CCIP), to address the core capabilities. All EOC members must attend at least one real-world activation or exercise (e.g., tabletop or full-scale) session annually. (T-1).
18	As part of the EMWG, ensure the AHRPT achieves required actions necessary to develop Emergency Action Zones, as outlined in AFMAN 10-2502, for EMWG approval. (T-1).
19	Meet at least annually with Local Emergency Planning Committee (LEPC) or local OEM representatives to ensure support for the IEM program. (T-0).
20	Meet at least semi-annually with the Housing Office responsible for preparedness and recovery activities of housing residents. (T-0).
21	Meet at least semi-annually with the lodging office responsible for preparedness and response activities of lodging guests. (T-1).
22	Coordinate Logistics Readiness Squadron (LRS) input for C Bag authorization information and provide to EMWG for review and approval. (T-1).
23	Setup and operate the EOC based on Unified Facilities Criteria (UFC) 4-141-04, *Emergency Operations Center Planning and Design*. (T-1).
24	Coordinate with the Medical Treatment Facility Emergency Manager to ensure the requirements of DODI 6200.03, *Public Health Emergency Management Within the Department of Defense*, are properly integrated into the IEM program. (T-0).
25	Submit an ICS Form 213 to MAJCOM and AFIMSC Detachment within 24 hours of real-world activation of the EOC. (T-1).

1.6.2. Serve as the EOC Manager. (T-1).

1.6.3. Develop localized guidance as needed expanding on the requirements in AFI 10-2501. (T-1). **Note:** This guidance can take various forms such as an AFI supplement, base instruction, or be included in the Basic Plan within the IEMP 10-2, etc.

1.6.4. Assist commanders and functional area supervisors with developing and maintaining plans, policies, and programs supporting EM program objectives. Coordinate IEM support with AFIMSC Detachments. (T-2).

1.6.5. Manage CBRN PD and consequence management (CM) activities using AFI 10-2501, AFMAN 10-2503, *Operations in a Chemical, Biological, Radiological, and Nuclear (CBRN) Environment*, (T-1), AFTTPs, and Multi-Service Tactics, Techniques, and Procedures (MTTPs).

1.6.6. Coordinate local EM policies and procedures with local civilian EM counterparts. MAJCOMs and AFIMSC Detachments determine Outside Continental United States (OCONUS) requirements.

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

1.6.8. Act as CBRN and EM subject matter experts (SMEs) on installation working groups, e.g., Threat Working Group (TWG), Anti-terrorism Working Group, and other installation working groups.

1.6.9. Brief installation, group, unit commanders, ARC R&EM Flight Superintendents, ARTs, and senior leaders about EM policies and commanders' EM responsibilities. Provide EM expertise to commanders, assisting them as they budget for, equip, and organize their unit DRF components.

1.6.9.1. Customize/update unit mission briefings based on the mission and responsibilities of each commander according to AFI 10-2501. (T-1).

1.6.9.2. Orient commanders by emphasizing partnerships and explaining what EM can do for a unit and what the unit needs to do to ensure preparedness and readiness.

1.6.10. Ensure completion of the EM program's IRMP. (T-1). Develop work-arounds for identified EM gaps. Consider MAAs, MOAs, and MOUs with surrounding R&EM Flights, Guard/Reserve units, and/or off-base capabilities. Ensure these efforts complement the development of the IEMP 10-2.

1.6.11. Execute the R&EM Flight financial management responsibilities. Work closely with the CES Resource Advisor (RA), Functional Area Managers (FAM), and the EMWG to develop, coordinate, and execute a coordinated budget with available funding. Develop, manage, and execute the R&EM Flight budget according to **Chapter 8**.

1.6.12. Develop a flight safety program according to **Chapter 2** and requirements outlined by the unit and wing safety program. (T-1).

1.6.13. Ensure training classes are provided to support the IEM program according to AFI 10-2501.

1.6.14. Establish an on-the-job training (OJT) program according to guidance provided by the Unit Training Manager and current procedures included in the career field education and training plan *Air Force Specialty Code (AFSC) 3E9X1 Emergency Management Career Field Education and Training Plan* (CFETP) and master training plan.

1.6.14.1. Develop a master task list and duty position task list according to AFI 36-2201, *Air Force Training Program* for upgrade training and position qualification.

1.6.14.2. Ensure all EM personnel are trained, exercised, and qualified to proper skill-level standards and requirements listed in the CFETP through a comprehensive in-house training (IHT) program. Incorporate drills and functional exercises into the IHT program outlined in Attachment 2. (T-3).

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

1.6.14.4. Evaluate EM instructor fundamentals semi-annually using the Air Education and Training Command (AETC) Form 281, *Instructor Evaluation Checklist*. Provide follow-up on instructor fundamental deficiencies as required.

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

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

1.6.17. Ensure flight information management duties are accomplished according to **Chapter 6**. (T-3).

1.6.18. Advocate for mission required Secret Internet Protocol Router Network (SIPRNET) capability and access for planning and reporting to support the EM and Expeditionary Engineering sections and the EOC.

1.6.19. Ensure unit EM programs are managed according to **Chapter 7**. (T-1).

1.6.20. Implement the IEM Program Review (PR) according to **Chapter 9**.

1.6.21. Supervise a PR according to the CCIP using Management Internal Control Toolset (MICT) Unit EM Self-Assessment Communicator (SAC) according to **Chapter 9**.

1.6.21.1. If a Staff Assistance Visit (SAV) is desired, the request comes from the Installation Commander according to AFI 90-201, *The Air Force Inspection System*.

1.6.21.2. Installation gatekeeper and installation emergency manager coordinates, prepares for, budgets, and hosts the EM SAV according to AFI 90-201.

1.6.22. Provide support to the installation Wing Inspection Team. This includes maintaining a close partnership with the Inspector General (IG) office and offering subject matter expertise in EM program training and exercise scenario development.

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

1.6.24. Develop an installation information program using the "Be Ready" awareness campaign. (T-0).

1.6.25. Encourage participation in the Air Force Certified Emergency Manager (AFCEM) Program for assigned Emergency Managers (**see paragraph 1.8**).

1.6.26. Complete Higher Headquarters reporting on a monthly, quarterly, or semi-annual basis as required, including the following: Air and Space Expeditionary Force (AEF) Reporting Tool; Capability Readiness Reporting; Resources Readiness Reporting; and AF Common Output Level Standards. (T-1).

1.6.27. Track compliance issues identified from Higher Headquarters inspections, WIT assessments, and PRs through the IG Evaluation Management System and MICT.

1.7. Manning. A Company Grade Officer or Government Service (GS-12) Civilian leads the R&EM Flight. Ideally, the EM Section follows the enlisted force structure with junior Airmen, Non-Commissioned Officers, and Senior Non-Commissioned Officers. This varies in civilian and contracted flights.

1.7.1. If the installation commander has an established augmentation duty program as outlined in AFPAM 10-243, *Augmentation Duty*, determine the manpower requirements for size and scope of the installation Emergency Management Support Team (EMST). Base the requirements for the EMST on the differences between available EM forces and the requirements needed to meet the mission specific to the location. OCONUS locations may need to increase their EMST requirements based on the wartime requirement as driven by the threat. When the installation does not have a structured augmentation program in place, use the EMWG as the tool to identify requirements and specify who provides the manpower.

1.8. Air Force Certified Emergency Manager Program. This program professionalizes the career field and allows members in the AF EM community to be awarded one of the three levels of accreditation: Air Force Certified All Hazards Responder (AFCAHR), Air Force Certified Associate Emergency Manager (AFCAEM), or Air Force Certified Emergency Manager (AFCEM).

1.8.1. The AFCEM program is voluntary.

1.8.2. Completion of the AFCEM program does not constitute complete reciprocity credit with the International Association of Emergency Managers.

1.8.3. To apply, the applicant must be a 3E9X1 Emergency Manager, Readiness Flight Officer, government civilian, or AF contractor working in the R&EM Flight, AF EM Instructor, EM Program Manager at an AFIMSC Detachment, Direct Reporting Unit, Forward Operating Agency, or working in an EM position on IG Staff.

1.8.4. Being certified is based on the individual's AF skill-level, education, experience, and professional contributions.

1.8.5. Obtain the AFCEM program application package on the Air Force Civil Engineer Center's (AFCEC) R&EM Flight SharePoint site.

1.8.5.1. Submit an electronic package to the appropriate approving authority and then to the AFCEC Emergency Management Division (AFCEC/CXR) for input into the Department of Defense (DOD) Certification Database. Approving authorities are as follows:

1.8.5.1.1. AFCAHR – R&EM Flight Officer/Flight Chief.

1.8.5.1.2. AFCAEM – AFIMSC Detachment. If assigned to a MAJCOM or AFIMSC Detachment, the 3E9X1 Career Field Manager (CFM) is the approval authority.

1.8.5.1.3. AFCEM – AF 3E9X1 CFM or AF EM SME.

1.8.5.2. Packages are reviewed by the appropriate approving authority within 90 days of receipt.

1.8.5.3. When packages are approved by the appropriate approving authority and received by AFCEC/CXR, the applicant receives an e-mail with instructions on how to access and complete the appropriate certification exams. These certification exams are accessible on the AFCEC Civil Engineer Virtual Learning Center (CE-VLC) webpage. An 80 percent or higher is necessary to pass the exam with one retest opportunity. If the applicant fails the retest, they may retake the test in 90 days. This time should be used to review study material and properly prepare for the exam.

1.9. Additional EM Section Structure, Manpower, Personnel, and Administration Resources are available in **Table 1.3**

Table 1.3. Additional Readiness and Emergency Management (R&EM) Flight Structure and EM Section Responsibilities Resources.

Additional Resources
Presidential Policy Directive (PPD)-8, National Preparedness, March 30, 2011
AFI 10-201, *Status of Resources and Training System*
AFI 10-210, *Prime Base Engineer Emergency Force (BEEF) Program*
AFI 10-244, *Reporting Status of Aerospace Expeditionary Forces*
AFI 10-2501, *Air Force Emergency Management (EM) Program*
AFI 10-2607, *Air Force Chemical, Biological, Radiological, and Nuclear (CBRN) Survivability*
Air Force Handbook (AFH) 33-337, *The Tongue and Quill*
AFI 10-403, *Deployment Planning and Execution*
AFI 36-2618, *The Enlisted Force Structure*, Chapters 3/4/5
AFI 36-2629, *Individual Reservist (IR) Management*
AFMAN 10-2502, *Air Force Incident Management System (AFIMS) Standards and Procedures*
AFMAN 10-2503, *Operations in a Chemical, Biological, Radiological, and Nuclear Environment* (When Published)
AFMAN 10-2605, *Education, Training, and Exercise Competencies for Counter-Chemical, Biological, Radiological and Nuclear Operations*
AFPAM 10-243, *Augmentation Duty*
AFPAM 10-219 Volume 8, *Prime Base Engineer Emergency Force (BEEF) Management*
Program Action Directive (PAD) 07-02, *Implementation of CE Transformation Plan*
DODI 6055.17, *DOD Installation Emergency Management (IEM) Program*
CES Reorganization Implementation Plan Change 1 for PAD 07-02
USAF War Mobilization Plan, Volume 1, (WMP-1)

Chapter 2

INTELLIGENCE, SECURITY, AND SAFETY

Section 2A—Intelligence

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

2.2. Intelligence Requirements.

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

2.2.2. Research specific tasking locations provided by Logistics Plans and maintain a file on each site. AFI 10-404, *Base Support and Expeditionary (BAS&E) Site Planning*, Attachment 13, CBRN Defense Operations provides specific guidance. As a minimum, consider the following: mission and threat assessments, maps, host nation (HN) EM or CBRN capabilities, facility plans, and point of contact (POC). Information may also be obtained from expeditionary site plans for deployed locations.

2.2.3. For information not available through the above-mentioned sources, initiate a Request for Information (RFI) to the local intelligence squadron. RFIs should be specific, outline the need for the information and are often classified.

2.2.4. Access to intelligence information requires access to SIPRNET and proper clearance. All Active Duty EM personnel will have a SIPRNET account and maintain the account in accordance with local procedures. (T-1). **Note:** In Air National Guard (ANG) R&EM Flights, EM Section leadership determines the necessity for a "Drill Status" Guardsman to maintain an individual SIPRNET account.

Section 2B—Security

2.3. Physical Security Requirements.

2.3.1. Protecting information is critical to mission accomplishment. The R&EM Flight typically maintains classified or sensitive information necessary for the flight or CES to manage the EM and Prime BEEF programs as well as CBRN defense activities.

2.3.2. All flight personnel need to be familiar with AFI 16-1404, *Air Force*ictect*Information Security Program*, specifically as it pertains to handling, storing, generating or transporting classified information.

2.3.3. Most R&EM Flights maintain classified containers for the unit, and may have to grant access to the safe to unit personnel outside the flight. According to AFI 16-1404, personnel who have authorized possession, knowledge, or control of classified information grant individuals access to classified information when required for mission essential needs and when the individual has the appropriate clearance and a need to know the information.

Section 2C—Safety Programs

2.4. Ground Safety Programs. R&EM Flights may be required to participate in, and therefore should be familiar with, the following health and safety programs. Document training on AF Form 55, *Employee Safety and Health Record*, for every flight member, as prescribed by AFI 91-203, *Air Force Consolidated Occupational Safety Instruction.*

2.4.1. Environmental Management System, Hazardous Communications Program.

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

2.4.3. Blood Borne Pathogen Program.

2.4.4. Laser Safety Program. Ensure all flight personnel who operate, maintain, and store the First Defender Spectrometer are trained on laser safety annually using material provided by the Base Bioenvironmental Engineer (BE) Flight/Base Laser Safety Officer. (T-1).

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

2.5.1. In addition to identifying hazards associated with tasks, supervisors' duties and responsibilities include the following:

2.5.1.1. Knowing the safety and occupational health standards applying to EM areas.

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

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

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

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

2.6. Personal Safety Responsibilities. Individuals have the responsibility to support a safe workplace to include the following:

2.6.1. Complying with PPE requirements applying to the work situation.

2.6.2. Giving consideration to personal safety and the safety of fellow workers while performing assigned tasks.

2.7. Additional Intelligence, Security, and Safety Resources are available in **Table 2.1**

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

Additional Resources
AFI 10-404, *Base Support and Expeditionary (BAS&E) Site Planning*
AFI 16-1404, *Air Force Information Security Program*
AFI 48-145, *Occupational and Environmental Health Program*
AFI 91-202, The U.S. Air Force *Mishap Prevention Program*
AFI 91-203, *Air Force Consolidated Occupational Safety Instruction*
AFMAN 48-155, *Occupational and Environmental Health Exposure Controls*
AFMAN 91-201, *Explosive Safety Standards*
DOD Information Assurance Awareness (ZZ133098) Information Assurance Course
AF Job Safety Analysis Advanced Distributed Learning Service (ADLS) training

Chapter 3

OPERATIONS, EDUCATION, AND TRAINING

Section 3A—EM Operations

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

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

3.2.1. Support the EOC Manager by establishing processes and procedures to accomplish the following:

3.2.1.1. Identify primary and alternate EOC locations. Ensure the EOC and alternate EOC can be activated within the timeframe mandated by local policies and guidance. (T-3).

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

3.2.1.3. Monitor pre-incident activities until activation of the EOC.

3.2.1.4. Activate the EOC and alternate EOC when directed.

3.2.1.5. Maintain EOC staff rosters.

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

3.2.1.7. Work with the Communications Squadron to ensure the EOC has interoperable communication systems with all base agencies and civil authorities.

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

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

3.2.2.2. Identify critical resource needs and establishing priorities.

3.2.2.3. Coordinate the deployment of assets and mission assignments.

3.2.2.4. Maintain situational awareness and a Common Operational Picture (COP) through information collection, analysis, and management.

3.2.2.5. Monitor Force Protection Conditions (FPCON) and related activities.

3.2.3. Support the development of duty rosters:

3.2.3.1. Identify all EM Section personnel and EMST members as emergency responders according to AFIMS.

3.2.3.2. Regularly forecast and posture personnel to execute emergency response for at least one full operational period during and after duty hours. Consider using an electronic/hardcopy Emergency Management Response Assignment Roster similar to **Table 3.1** and posting it in a common area within the flight for quick access. Provide all personnel an updated copy when the roster is updated. Provide the Command Post with a

copy of the EOC Director and EOC Manager contact information for the operational response period.

3.2.3.2.1. Identify qualified personnel to fill required response positions based on the threat/mission and IEMP 10-2. For example—EOC Director, EOC Manager, ESF-5, CBRN Control Center, on-scene C2, Active CBRN Reconnaissance and Surveillance (R&S) Team, Contamination Control Station (CCS) Team, and Contamination Control Area (CCA) Team. Plan for two HAZMAT Technicians (on-call) to support the IC during HAZMAT or CBRN R&S.

Table 3.1. Sample Emergency Management Response Assignment Roster.

Sample Emergency Management Response Assignment Roster						
	Call Sign "Dragon"	**Mission**				
		CBRN High Threat Area		**CBRN R&S**	**Major Accident**	
		1st Shift	**2nd Shift**	**1st Shift**	**1st Shift**	**2nd Shift**
SMSgt North	1	EOC Manager		EOC Manager	EOC Manager	
MSgt Crown	2		EOC Manager	ESF 5		EOC Manager
TSgt Royal	3	ESF 5		Team Leader	ESF 5	
SSgt Denver	4		ESF 5	CBRN CC		ESF 5
SSgt Durango	5	CBRN CC		Sample Team	Incident Command Post (ICP)	
SSgt Clint	6		CBRN CC	Sample Team		ICP
SrA Eastwood	7	Reconnaissance (Recon)		Initial Monitoring Team	UCC	
SrA South	8		Recon	Initial Monitoring Team		UCC

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

3.2.3.3. Ensure all EM (military/civilian) personnel conduct an operational check of all assigned equipment for their position on the first day of each assigned shift. (T-3). For example, individuals assigned to the EOC Manager and ESF-5 positions check the EOC to verify all equipment is operational and identify/report any shortfalls and limiting factors impacting installation EOC operations.

3.2.4. Establish, organize, and maintain a CBRN Control Center.

3.2.4.1. The CBRN Control Center is organized, staffed with trained personnel, and equipped to advise the EOC on management of post-attack reconnaissance, contamination control operations, and shelter operations during contingency operations. The control center may also dispatch, track, and manage the EMST activities.

3.2.4.2. The CBRN Control Center, at a minimum, is equipped with Joint Effects Modeling, Joint Warning and Reporting Network digitized mapping software, and capability to send and receive inputs, reports, and radio transmissions from the EOC, UCCs, and specialized teams.

3.2.5. Provide support to fulfill the requirements of the WMP-1.

3.2.6. Tailor response checklists/procedures for established response standards.

3.2.7. Support special programs such as air shows, EM-unique programs, and DOD programs as directed by the MAJCOM, installation commander, and CE Commander.

3.2.8. Provide Installation Geospatial Information and Services interface for EM response and recovery actions. Provide response maps from the CE Engineering Flight to the DRF. Response maps must support the Military ` Reference System according to guidance in Chairman Joint Chiefs of Staff Instruction (CJCSI) 3900.01C., *Position (Point and Area) Reference Procedures.*(T-0).

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

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

3.2.9.2. Justification for support should be based on initial response and recovery capability to threats at the installation. Requirements should be adjusted based on mutual aid agreements for follow-on support. Validate requirements through the ARB if established.

3.2.9.3. Establish, schedule, and coordinate training for EMST personnel. Ensure the team is trained to assist with response efforts (e.g., team members), C2 duties (e.g., activity log of events, personnel accountability), and recovery operations and provide critical support necessary for the EM responders to perform 24-hour operations. (T-1).

Table 3.2. Sample Emergency Management Support Team Requirements.

Sample EMST Requirements	
Total EM Requirements (minimum per operational period)	20
–Management C2	4
–Non-technical C2	4
–Technical Active CBRN Response	4
–Non-technical Active CBRN Response	8
Total EM Available Assets (minimum per operational period)	14
–Flight EM technicians	6
–Installation Active CBRN Response EM assets	2
–Unit non-technical civilian assets (e.g. administrative assistant)	6
Summary	
–Requirements	20
–Assets	14
–Augmentation Needs	6

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

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

3.2.9.5. EMST tasks for additional support may include, but are not limited to: CCS, ESF-5, CBRN Control Center, ICP operations, EOC administration, and other EM support duties.

Section 3B—EM Training

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

3.3.1. Coordinate installation EM training according to AFI 10-2501. All EM instructors must be task certified in a course before they can teach it. (T-3). Use AF Form 1098, *Special Task Certification and Recurring Training,* as prescribed by AFI 36-2201, to document task certification.

3.3.2. Develop a training schedule and post it on the ACES-PR Unit Scheduler Module for units (where the AF is the lead) to view and schedule classes. (T-3). Consider scheduling a majority of CBRN Defense Survival Skills classes within the AEF training windows. Account for variances related to exercises, leaves, other Temporary Duty (TDYs), and deployments to cover the minimum requirements.

3.3.2.1. Air Force Reserve (AFR) R&EM Flights on active duty installations use the host R&EM Flight's process to schedule CBRN Defense Survival Skills training. AFR EM Offices and R&EM Flights on AFR installations follow guidance in **paragraph 3.3.2**.

3.3.2.2. Within Air National Guard (ANG) units, ACES-PR Unit Scheduler scheduling and documentation for AF EM education and training courses is waived. However, Civil Engineer Readiness will continue to be tracked in ACES-PR for ANG units. ANG units will document personnel training in the ARC Network Training Management Toolset. (T-1).

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

3.3.4. Develop an instructor schedule for all EM installation training. (T-3). Consider implementing a one instructor for every 30 students (1:30). Exception—CBRN Defense Survival Skills; requires one instructor for every 15 students (1:15). **Table 3.3**, Example Training Forecast Matrix provides an example of a matrix to determine training workloads.

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

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

3.3.5.2. All assigned EM personnel must teach one AFI 10-2501 EM class each quarter or conduct an IHT course to maintain instructor proficiency. (T-1). ARC EM instructors must teach at least one class each year. (T-1). Civil service and contractor employees assigned to R&EM Flights and assigned to a 3E9X1 position on the Unit Manning Document who do not meet the instructor qualification requirements identified in AFI 10-2501 must meet the following requirements:

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

3.3.5.2.2. The candidate must pass the "Conduct EM Training" Air Force Qualification and Training Packages (AFQTP) located on the CE-VLC. (T-1).

3.3.5.2.3. Submit the documentation listed above in “pdf format” to your AFIMSC Detachment EM Program Manager for submission for waiver approval. (T-1).

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

3.3.5.4. Use traditional, instructor-led classroom methods to deliver the localized/performance-based component of a course. This format allows for the tailored presentation of localized mission and threat procedures and the hands-on evaluation of a student’s ability to perform applicable tasks.

3.3.6. Develop and maintain master lesson plans for instructor-led courses (T-3). Flights may use the available instructor guides created by AFCEC/CXR to develop lessons plan. Tailor lesson plans to local conditions. Review and update lesson plans annually or when guidance, such as publications or a T.O. changes. Use AFMAN 36-2236, *Guidebook For Air Force Instructors*, for any locally-developed courses. Use multi-media and educational handouts to support training.

3.3.7. Maintain and publish training statistics for all courses conducted. Provide trend analysis on unit scheduling, attendance rates, and classroom utilization rates to the EMWG and higher headquarters. (T-3). **Table 3.3** shows an example of a Training Forecast Matrix used to brief the EMWG.

3.3.8. Update the ACES-PR database with training conducted. (T-3). Flights may use the *Emergency Management Training Report format on the* AFCEC’s R&EM Flight SharePoint site to document training completion.

Table 3.3. Example Training Forecast Matrix.

Example Training Forecast Matrix								
Course	**Annual Training Requirements**	**Maximum Class Size**	**Minimum Scheduling Frequency[1]**	**Local Recurring Frequency[2]**	**Annual Class Requirement**	**Instructors Required**	**Projected Class Duration in hours**	**Annual Instructor Hours**
CBRN Defense Survival Skills	3,000	20	M[3]	A[3]	150	2	5	1,500
CCA Operations	80	10	Q[3]	Q[3]	8	1	5	40
UCC Operations	80	10	Q[3]	Q[3]	8	1	8	64
EMST	10	10	M[3]	M[3]	12	1	16	192
SMT	40	10	Q[3]	Q[3]	4	1	8	32
CCT	50	10	Q[3]	Q[3]	5	1	8	40
UNIT EM REPRESENTATIVE	90	10	Q[3]	Q[3]	9	1	6	54
BEPO	5,000	N/A[3]	M[3]	N/A[3]	12	1	.25	3
TOTALS	**8,350**				**208**			**1,925**

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

3.3.9. Supplement the CE Operations Flight Facility Manager Training with EM information, such as shelter-in-place procedures. (T-3).

3.3.10. Tailor BEPO training only to the threats and unique requirements of the installation. Resolve conflicting topics covered by FES, Anti-terrorism, or the Installation Safety office. (T-3).

3.4. In-House Training (IHT). A well-planned flight-training program assists with the career progression from Responder to Emergency Manager. IHT procedures are defined in **Attachment 2**.

3.5. Emergency Management Career Progression. The CFETP 32EX for officers and 3E9X1 for enlisted provide a comprehensive education and training document to identify life-cycle education and training requirements, training support resources, and minimum requirements for the AF specialty. Civilians occupying similar positions use Part II of the 3E9X1 CFETP as a guide to support duty position qualification training.

3.5.1. Flight leadership ensures trainers are recommended by their supervisor, qualified to perform the task being trained, and have completed the Air Force Training Course. AFI 36-2201 lists task certifier qualifications and responsibilities. (T-3).

3.5.2. Use AF Form 1098 (or electronic equivalent) to list Air Force, MAJCOM-specific, AFIMSC Detachment-specific, and installation-specific EM proficiency training requirements and to document training not identified in the CFETP. This form may be overprinted and filed in the AF Form 623, *Individual Training Record Folder*, as prescribed by AFI 36-2201. The Air Force Civil Engineer mandates using the Air Force Training Record: the enlisted OJT record system for personnel in upgrade training.

3.5.3. EM personnel attend several formal courses throughout their careers. Forecast course requirements with the unit training manager, government contracting officer (for contracted personnel) and AFIMSC Detachment. Maintain a list of flight personnel who require training to fill allocations effectively. Monitor AF Incident Management Course requirements for all installation target audience members listed in AFI 10-2501 to balance personnel requiring training. Track the personnel who have the training to ensure appropriate forecasting for future classes. See **Table 3.4** for a list of courses in addition to those required by AFI 10-2501. Also, 3E9X1 CFETP lists training courses and resources applicable to the EM career field.

Table 3.4. EM Program Education and Training Courses.

EM Program Education and Training Courses			
Course	**Target Audience**	**Recommended Intervals**	**Remarks**
Emergency Management Apprentice	3E911/EM Civilian Employee	Upon entry into the 3E9 AFSC	
Emergency Management Craftsman	3E951	Before upgrade to 7-level	Quotas controlled by AF Personnel Center
Air Force Incident Management Course	3E971/32E3G/EM Civilian Employee	One-time requirement	Air University In Residence or Mobile Training Team
CBRN Control Center Operations	3E9X1/32E3G/EM Civilian Employee	One time requirement at current duty location	Mobile Training Team course
CBRN Senior Staff Planner Course	3E971/32E3G/EM Civilian Employee	One-time requirement	ATTRS Course # 4K-F28/494-F33
Contingency War Planners Course	3E971/32E3G/EM Civilian Employee	One-time requirement	Air University
National Planners Course	3E971/32E3G/EM Civilian Employee	One-time requirement	Department of Homeland Security
Nuclear Emergency Team Operations	3E9X1/ EM Civilian Employee	One-time requirement. Consider every 2-5 years to maintain proficiency	Defense Nuclear Weapons School

EM Program Education and Training Courses			
Course	**Target Audience**	**Recommended Intervals**	**Remarks**
R&EM Flight Officer	32E3G/R&EM Flight Officers	Prior to being assigned to R&EM Flight	
Weapons of Mass Destruction Incident Response Workshop	3E951/3E971/EM Civilian Employees	One-time requirement	Defense Nuclear Weapons School
Note: EM contractor positions should follow the same recommendations as the EM civilian employees.			

3.6. Prime BEEF Training. Prime BEEF training is managed and documented according to AFI 10-210 and AFPAM 10-219, Volume 8.

3.7. Additional Operations and Training Resources are available in **Table 3.5**

Table 3.5. Additional Operations and Training Resources.

Additional Resources
AFMAN 36-2236, *Guidebook For Air Force Instructors*
Federal Emergency Management Agency (FEMA) Independent Study (IS) Course, IS-775, EOC Management and Operations
UFC 4-141-04, *Emergency Operations Center Planning and Design*

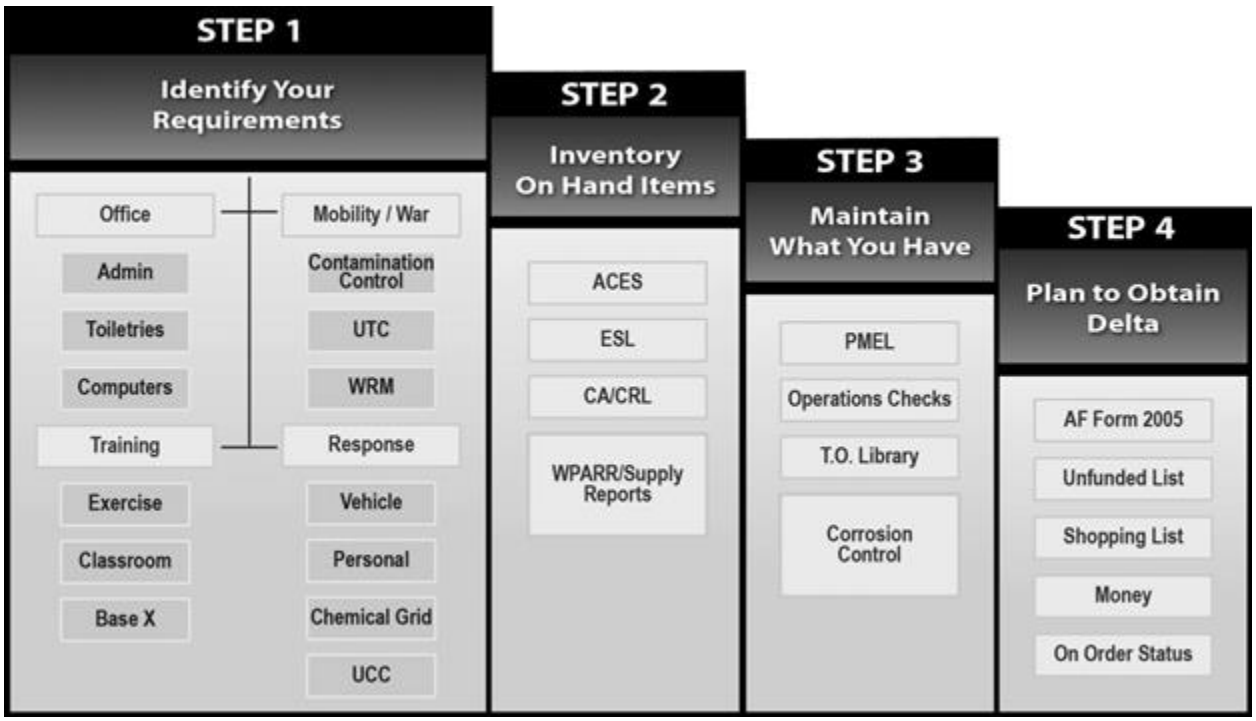
Chapter 4

LOGISTICS

4.1. Logistics Objectives. This chapter provides the EM Logistics equipment management information. The specific equipment inventory varies depending on the installation mission, location, function, size, and specific threat. AFCEC, MAJCOMS, and AFIMSC Detachments ensure baseline and supplemental equipment requirements and guidance are provided to the installation R&EM Flight to support incident response and training.

4.2. Equipment Inventory Process. Effective inventory management is key to logistics. For fiscal responsibility, efficiency and preparedness in a crisis it is important to know what equipment is available, what equipment is needed, and all equipment is in operational condition. A simple inventory management process includes four basic steps: determining requirements; accounting for equipment on-hand; maintaining the equipment available; and actively addressing the shortfalls and overages. The process is shown in **Figure 4.1**

Figure 4.1. Sample Flight Equipment Inventory Management Process.



4.2.1. Identify Requirements.

4.2.1.1. Know what equipment is needed to meet the mission. Know what equipment is on the UTCs and how it is used to meet the mission. Identify equipment items needed to support the home station mission, including IEMP 10-2 contingency operations, classroom training, "Be Ready" campaign materials, installation CBRN response equipment, weapons and munitions, warehouse equipment, war reserve material, administrative supplies, communications equipment for both office and response use, and exercise support equipment.

4.2.1.2. Review each mission set listed throughout this Manual and determine the equipment needed to accomplish each activity.

4.2.1.3. Integrate logistics processes between the EM Section and Expeditionary Engineering Section to gain efficiencies and eliminate redundancies.

4.2.2. Inventory On-Hand Items.

4.2.2.1. Establish accountability for all UTC and high-value non-UTC assets to include; commercial off-the-shelf items, non-UTC equipment valued over $1000 and any other assets requiring recurring maintenance and sustainment by the R&EM Flight.

4.2.2.2. R&EM Flight will establish an annual inventory schedule to identify and properly manage shelf life items according to DOD 4140-27-M, *Shelf-Life Item Management Manual*. This inventory is used to forecast equipment needs during the Program Objective Memorandum process. Document inventory results in ACES-PR. (T-1).

4.2.2.3. R&EM Flight will conduct an inventory of all assigned flight response equipment annually. This includes, but not limited to PPE (Self-Contained Breathing Apparatus, Level A Suits, testing systems, etc.) and detection equipment (ADM-300s, JCADs, MultiRAEs, HAPSITE-ER, etc.). (T-1).

4.2.3. Maintain equipment.

4.2.3.1. Maintain equipment and supplies according to T.O.s, applicable guidance, or AFIMSC Detachment guidance. Determine equipment required for local response and maintain the equipment in an operationally ready status. Ready status is equipment used for response at a moment's notice.

4.2.3.2. Label IPE maintained in the flight for training use only according to the applicable equipment T.O. Store "Training Only" equipment separately from operational or dual-purpose equipment.

4.2.3.3. Identify items in the inventory requiring periodic inspections and calibrations. Establish a flight inspection and calibration program according to T.O. 00-20-14, *Air Force Metrology and Calibration (AFMETCAL) Program*. Stagger equipment calibration dates so sufficient assets are available for immediate response; plan for lead times and backlogs. Use AFTO Form 244, *Industrial/Support Equipment Record* to maintain records of inspections.

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

4.2.3.5. Joint Acquisition CBRN Knowledge System (JACKS) is a web-based DOD knowledge management system for information related to the acquisition and support of CBRN defense products. JACKS provides detailed search capability to include CBRN equipment specifications and standards; equipment fact sheets; shelf life information; advisory messages; new equipment training; and contact information.

4.2.3.6. Review EM-related allowance standards and equipment supply listings (ESLs)regularly to determine if authorizations for accountable equipment items have been added, deleted, or changed. The primary EM-related allowance standards 459 and 016 are located at **https://earms2.wpafb.af.mil/sites/asrs/home.asp**.

4.2.3.7. Coordinate with the Operations Element to prepare checklists after equipment is received. Checklists should tell how, where, and who uses the equipment, especially CBRN detection, identification, and monitoring equipment.

4.2.3.8. Update ACES-PR to provide Resources Readiness reportable and AEF Reporting Tool reportable equipment statistics to the unit Prime BEEF Program Manager for reporting. Note: R&EM Flight personnel must update ACES-PR regularly to ensure accurate and timely equipment status reporting. This update includes, but is not limited to, types of equipment, national stock numbers or identification numbers, nomenclature, condition codes, expiration dates, manufacturer dates, shelf life dates, quantities, overages, shortages, etc. (T-1).

4.2.4. Plan to obtain delta.

4.2.4.1. Determine the difference between requirements and inventory. The result is the delta, which may be shortages or overages. Establish and maintain an R-14 and R-15 according to local LRS equipment account procedures.

4.2.4.2. Identify shortages to flight leadership for funding. Update shortages in ACES-PR.

4.2.4.3. For equipment overages, contact AFIMSC Detachments for disposition instructions. Dispose of non-CBRN overages through redistribution to other units, turn-in to LRS or turn-in to Defense Logistics Agency Disposition Services.

4.3. EM Personnel Response Bags. EM personnel may be required to respond to the scene of a major accident or other incidents with little or no notice. Responding can place EM technicians in austere environments with minimum time to transition from working in a climate-controlled office to responding outside during inhospitable conditions. Therefore, personnel must maintain a response bag (T-1). **Table 4.1** provides a recommended list of items for EM and EMST personnel. Further, develop the personnel response bag inventory (locally) based on environments, hazards, and missions.

Table 4.1. Recommended EM Personnel Response Bags.

Recommended Items	
Administrative supplies	Sunscreen
Coveralls	Utility knife
Work gloves	Flashlight and extra batteries
Dust masks	Insect repellant
Safety Glasses	Individual Hydration Pack/Canteen
Sleeping bag and sleeping mat	Bottled Water – 3 day supply
All-Purpose Environmental Clothing System—waterproof jacket and pants or Improved Rain Suit or poncho	
Mess kit, Meals Ready to Eat (MREs) - 3 day supply (see note below)	
Note: Common items such as MREs, water, sleeping bags and mats do not have to be	

Recommended Items
maintained at the flight at all times. However, the flight develops a plan to ensure these items can be obtained and issued quickly. The R&EM Flight Chief or Superintendent determines when these items are obtained and issued.

4.4. Response Vehicles and Trailers. Perform and document emergency response vehicles/trailers inspections and operations checks according to the unit's established standards. **Table 4.2** outlines the minimum trailer requirements for the transport of the 4F9WM UTC equipment package. Existing trailers exceeding these requirements can be used with an appropriate Prime Mover vehicle until replacements are obtained. Allowance standards 010 (AF Vehicles) and 012 (Contract Vehicles) provide detailed information of vehicles authorized for R&EM Flights.

Table 4.2. 4F9WM UTC Trailer Specifications.

4F9WM Trailer Specifications	
Description	**Dimension**
Body Width	7'9"
Body Length	24'0"
Height	8'5"
Platform Height	21"
Axle	Tandem
Brakes	Yes
Gross Vehicle Weight	7,700 Pounds (lbs)
Average Payload	4,750 lbs
Rear Door Style	Yes
12V Trailer Connector	7-way
Department of Transportation Lighting	Yes
Total Weight of WM UTC	3,339 lbs

4.4.1. All vehicles will be inspected daily and documented on AF Form 1800, *Operator's Inspection Guide and Trouble Report.* (T-1). Additionally, check equipment such as trailers, generators, communication equipment, and weather monitoring equipment.

4.4.2. Emergency lighting on vehicles typically serves the following purposes: clear the right of way or warn of potential hazards. Contact the installation Security Forces Squadron (SFS) for specific rules/regulations guiding the type and use of emergency vehicle lighting.

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

4.5. Additional Emergency Management Logistics Resources are available in **Table 4.3**

Table 4.3. Additional Emergency Management Logistics Resources.

Additional Resources
AFI 23-111, *Management of Government Property in Possession of the Air Force*
AFI 24-302, *Vehicle Management*
AFI 21-113, *Air Force Metrology and Calibration (AFMETCAL) Management*
FEMA Independent Study Course (IS-75), Military Resources in Emergency Management
JACKS website: https://jacks.jpeocbd.osd.mil/

Chapter 5

PLANNING

5.1. Planning Objectives, Roles, and Responsibilities.

5.1.1. **Planning Objectives**. EM planning for the protection of personnel encompasses all military, DOD, and HN civilians, contractors, dependents, and guests including those geographically separated units (GSU) and off base facilities supported by the installation. Planning also addresses resources and activities for installation units to prepare for, respond to, and recover from the threats and hazards specific to the installation. This includes special events such as air shows, distinguished visitors, and installation ceremonies.

5.1.2. Roles and Responsibilities:

5.1.2.1. The BCE typically assigns the R&EM Flight as the CE plans representative.

5.1.2.2. The EM Planning Element serves as the OPR for CBRN PD and CM planning. Ensure this process involves all installation stakeholders. (T-3). **Table 5.1** provides a list, not all-inclusive, of typical installation plans of interest to the EM program:

Table 5.1. Typical Installation Contingency Response Plans.

Plans	
Aircraft Incident Response Plan	CE Contingency Response Plan
Continuity of Operations Plan	Disease Containment Plan
Base Support Plan	Installation Deployment Plan
Installation Open House	Integrated Defense Plan
Medical Contingency Response Plan	Mortuary Affairs Plan

5.1.2.3. Maintain documentation of completed plan reviews. Use a tracking method (electronic or paper copy) such as the example in **Table 5.2**.

Table 5.2. Sample Plan Review Tracking Matrix.

Plan Review Matrix		
Plan	**Date Reviewed**	**Reviewed By**
Installation Deployment Plan	1 Mar 15	A. Washington
Medical Contingency Response Plan	10 Mar 15	S. Malott
Disease Containment Plan	15 Mar 15	MSgt Yeo
CE Contingency Response Plan	20 Mar 15	S. Reed
Installation Antiterrorism Plan	30 Mar 15	S. Jones

5.1.2.4. The IEMP 10-2 Planning Tool available on the AFCEC's R&EM SharePoint site will be used to develop the IEMP 10-2. (T-3).

5.1.2.5. Review the IEMP 10-2 annually. (T-0). Review the plan before the review date when there is a significant mission change or change to the threats affecting the base (e.g., a new nuclear power plant built in the community). Update when significant

changes occur in installation response policies and capabilities. Document the review on the "Security Instructions and Record of Changes" page.

5.1.2.6. Review and coordinate other units' EM-related plans and checklists. Unit reviews include all assigned, attached, and tenant units, including ARC units, located on and off the installation. Develop and implement a method to track the review and approval of emergency response plans and checklists supporting IEMP 10-2. Use a tracking method (electronic or paper copy) such as the example in **Table 5.3**.

Table 5.3. Sample Functional Checklist Tracking Matrix.

Checklist Matrix			
Unit	**Checklists**	**Date Reviewed**	**Reviewed By**
314 MXS	Natural Disaster	1 Mar 15	A. Casale
314 MXS	Major Accident	5 Mar 15	H. Phipps
314 MXS	Terrorist Use of CBRN	10 Mar 15	M. Connors
314 MXS	CBRN Attack Response	15 Mar 15	R. Jennings
314 MXS	Unit Control Center Relocation	20 Mar 15	MSgt Rude
314 MXS	Shelter Management Team	25 Mar 15	TSgt Fenton

5.1.2.7. Conduct the CBRN and EM portions of the IRMP according to AFI 31-101, *Integrated Defense*, AFI 10-2501, and supporting manuals.

5.1.2.8. Support the CE Installation Management Flight (Environmental Compliance Section) in developing the chemical warfare agent section of the hazardous waste collection and disposal plan according to AFMAN 10-2503.

5.1.2.9. Review and coordinate on EM-related MAAs, MOAs, and MOUs. Integrate joint service, MAA, and host-tenant support agreements into the IEM program.

5.1.2.10. Coordinate with first responders and local civilian authorities so the DRF uses standardized off-base maps with the same off-base grid and Military Grid Reference System.

5.2. Effective Emergency Management Planning.

5.2.1. An effective planning process achieves the following:

5.2.1.1. Addresses all incidents probable to affect the installation, including recurring and/or planned special events. Planning covers all aspects of emergency preparedness, response, recovery and addresses mitigation concerns as well.

5.2.1.2. Integrates all response agencies and entities into a single seamless system from the ICP, through EOCs and UCCs. Utilize an all-hazards approach and be flexible enough with sufficient flexibility to apply in all emergencies, even unforeseen incidents.

5.2.1.3. Should be risk-based.

5.2.1.4. Addresses a public information system.

5.2.1.5. Determines all personnel requiring training for the job(s) they perform.

5.2.1.6. Emphasizes communications interoperability and redundancy.

5.2.1.7. Integrates decision points at critical junctions to ensure commander's intent and priorities are met.

5.2.2. Emergency planning is not a one-time event; rather, a continual cycle of planning, training, exercising, and revision takes place throughout the phases of the emergency management cycle.

5.3. All-Hazards Approach. EM planning focus is about an all-hazards approach applicable to the threats at the installation identified through a comprehensive risk assessment. This approach encompasses terrorist attacks, major disasters, and all other natural or man-made emergencies, including those defined in DODI 6055.17, warranting action to protect the life, property, health, and safety of military members, dependents, civilians at risk, and minimize any disruptions of installation operations. All-hazards planning focus is on developing capabilities critical to preparedness for a full spectrum of emergencies or disasters.

5.3.1. All-hazards planning includes many actions and processes taken during an emergency and can develop a generalized framework to respond, regardless of the situation (e.g., ice storm, hurricane, or resupplying a hospital).

5.3.2. This approach recognizes all emergencies can cause similar problems and many response actions to emergencies are generic (e.g., power outages, casualty management, C2). There is also recognition and anticipation that one emergency may cause others. Presently, the approach recognizes many risks require specific prevention, response, and recovery measures.

5.4. Emergency Planning Process. Emergency Managers use the emergency planning process with the IRMP when planning during the preparedness phase. **Figure 5.1** depicts the steps in the planning process. At each step, EM planners consider the impact of the decisions made during training, exercises, equipment selection, and other requirements.

Figure 5.1. Planning Process.

5.4.1. Step 1. Form a collaborative planning team (e.g., EMWG's AHRPT). A team best performs operational planning. Using a team or group approach helps organizations define the role they play during an operation.

5.4.1.1. Consider establishing a core team consisting of planners from the following units:

5.4.1.1.1. First and Emergency Responders (FES, SFS, Medical Group to include Public Health and Bioenvironmental Engineers, and EM, etc.)

5.4.1.1.2. Civil Engineer (e.g., planners with engineering, environmental, operations, natural resources backgrounds).

5.4.1.1.3. Force Support Squadron (e.g., planners with services, mortuary affairs, etc., backgrounds).

5.4.1.1.4. Functional expertise is required during specific portions of plan development (e.g., Safety, Communications, Public Affairs, Local Emergency Planning Committees).

5.4.2. Step 2. Understand the situation. Researching and analyzing information about potential hazards and threats facing the installation brings specificity to the planning process. Understanding the situation includes identifying the threats and hazards and assessing risk. The All-Hazard Response Planning process in AFMAN 10-2502 specifically outlines the criticality, hazard, vulnerability, and capability assessments.

5.4.3. Step 3. Determine goals and objectives using information from the hazard profile developed as part of the IRMP. The planning team considers how the hazard or threat would evolve on the installation and what defines a successful operation. Starting with a given intensity for the hazard or threat, the team imagines an event’s development from prevention and protection efforts, through initial warning (if available) to its impact on the installation and surrounding jurisdiction (as identified through analysis) and its generation of specific consequences (e.g., collapsed buildings, loss of critical services or infrastructure, death, injury, or displacement).

5.4.4. Step 4. Develop the plan. Plan development includes developing and analyzing courses of actions, identifying resources, and identifying information and intelligence needs.

5.4.4.1. Developing and analyzing courses of action involves generating, comparing, and selecting possible solutions for achieving the goals and objectives identified in Step 3. The same scenarios used during problem identification are used to develop potential courses of action. For example, some courses of action can be developed requiring a significant initial action (such as hardening a facility) or creation of an on-going procedure (such as checking identity cards). Planners consider installation needs, demands, goals, and objectives to develop several response alternatives.

5.4.4.2. Identify Resources. Once courses of action are selected, the planning team identifies resources needed to accomplish tasks.

5.4.5. Step 5. Prepare, review, and approve the plan. The planning team develops a rough draft of the basic plan, functional or hazard annexes, or other parts of the plan as appropriate. As the planning team works through successive drafts, the members add necessary tables,

charts, and other graphics. A final draft is prepared and coordinated to organizations having responsibilities for implementing the plan to obtain their comments.

5.4.5.1. The following criteria are commonly used to help in the review of the plan:

5.4.5.1.1. Adequacy—determining if the plan can accomplish the assigned mission.

5.4.5.1.2. Feasibility—determining if the installation can accomplish the assigned mission and critical tasks by using available resources within the time contemplated by the plan.

5.4.5.1.3. Acceptability—determining if it meets senior leaders approval based on cost and statutory guidance.

5.4.5.1.4. Completeness—determining if the plan incorporates all tasks to be accomplished and all required capabilities.

5.4.6. Step 6. Implement and maintain the plan. Exercising the plan and evaluating its effectiveness involves using training, exercises, and analyzing actual incidents or events to determine whether the goals, objectives, decisions, actions, and timing outlined in the plan led to a successful response. After an incident or event such as those listed below, the planning team reviews and updates the plan:

5.4.6.1. Natural disaster.

5.4.6.2. A major accident/incident.

5.4.6.3. A formal update of planning guidance and standards.

5.4.6.4. Change in senior leadership.

5.4.6.5. Major exercises.

5.4.6.6. Airshow.

5.5. Unit Implementation Instructions.

5.5.1. Organizations may develop several types of implementation instructions including Operating Instructions, Operating Guides, Standard Operating Procedures, QRCs, etc.

5.5.2. Implementation checklists to the IEMP 10-2 must be reviewed and approved by the unit commander annually. (T-0). They require R&EM Flight coordination when the IEMP 10-2 is revised. Review implementing instructions during unit PRs. Look for the following elements when reviewing the implementing instructions:

5.5.2.1. Step-by-step instructions for carrying out specific responsibilities.

5.5.2.2. Resources needed to perform the task.

5.5.2.3. Standards to which the task is performed.

5.5.2.4. Information contradicting the IEMP 10-2.

5.6. Support and Mutual Aid Agreements.

5.6.1. It is essential the EM planning process include a thorough understanding of the agreements in place at the installation. For instance, MOAs and MOUs are used to define areas of broad agreement between two or more parties.

5.6.1.1. MOAs are memorandums defining general areas of conditional agreement between two or more parties (e.g., one party agrees to provide support if the other party provides the materials).

5.6.1.2. MOUs are memorandums defining general areas of understanding between two or more parties. MOUs explain the intended actions of each party; however, these actions are not dependent on the actions of the other party (e.g., does not require reimbursement or other support from receiver).

5.6.2. Typically, installations have entered into earlier mutual assistance agreements (mutual aid) with the local community in the areas of firefighting, medical evacuation and/or other areas as appropriate. For situations where the requested support falls within the MAA, the installation responds based on the agreement.

5.7. Additional EM Plans and Requirement Resources are available in **Table 5.4**

Table 5.4. Additional Emergency Management Planning Resources.

Additional Resources
AFMAN 10-2502, *Air Force Incident Management System (AFIMS) Standards and Procedures*
Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide 101, FEMA
FEMA Independent Study Course, (IS-235b), *Emergency Planning*
FEMA Independent Study Course, (IS-15), *Special Events Contingency Planning for Public Safety Agencies*
U.S. Department of Homeland Security, *Target Capabilities List*
AFI 25-201, *Intra-Service, Intra-Agency, and Inter-Agency Support Agreement Procedures*
AFI 10-801, *Defense Support of Civil Authorities (DSCA)*

Chapter 6

INFORMATION MANAGEMENT AND COMMUNICATIONS

Section 6A—Information Management

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

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

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

6.4. Operating Guides. Develop, maintain, and schedule annual review of EM operating guides. **Table 6.1** lists recommended EM Operating Guides or topics that can be combined into continuity procedures.

Table 6.1. Recommended EM Operating Guides.

EM Library	
Leadership and Management	
EM Working Group	
Information Management and Record Keeping	
Planning Development and Review Process	
Equipment Inventory and Maintenance Process	
Education and Training Element Management	
Operations Element Management	
Logistics Element Management	
Planning Element Management	
Flight EM Exercise Evaluation Process	
Operations – Flight Response, Secondary Crash Network Activation	
PRs	
Information Program “ Be Ready” Awareness Campaign	
Flight Standby and Recall Procedures	
Emergency Management Support Team	
EM Budget	

Note: Guides may be combined

6.4.1. Establish and maintain an account in the Enhanced Technical Information Management System and T.O. 00-5-1, *Air Force Technical Order System* for EM program technical orders. (T-1). Prime BEEF T.O. accounts are discussed in AFPAM 10-219, Volume 8. Establish and maintain owner/user operator manuals for all EM response equipment not having an official, published T.O.

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

6.4.3. Review T.O. changes to ensure equipment is stored, marked, serviced, and used correctly, including training equipment.

6.4.4. Coordinate T.O. changes with the other elements within the flight to ensure training plans, implementing instructions, and operational plans are current. Brief flight personnel on T.O. changes affecting their responsibilities.

Section 6B—Community of Practice

6.5. Collaboration and Social Media Sites.

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

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

Collaboration Site Items
IEMP 10-2 (final coordinated copy and any coordination paperwork to show concurrence)
Training schedule
Annual PR schedule
Local EM documents such as briefings or response guides
Installation EM representative guide
Standardized response maps requirements
Response equipment requirements
EMWG minutes
Links to EM-related websites
EM "Be Ready" Awareness campaign materials (Visual Aids, Newsletters, Reference Material, etc.)
Flight contact information

6.5.2. Social media applications may be used to disseminate EM information to the installation general populace.

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

6.5.2.2. Information on social media sites must not be sensitive in nature, as all social media platforms are open to the public. (T-1).

Section 6C—Installation

"Be Ready" Awareness Campaign

6.6. Purpose. In support of requirements identified in DODI 6055.17 and AFI 10-2501, the AF established the AF "Be Ready" Awareness Campaign. The campaign meets EM educational requirements by taking the following actions:

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

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

6.6.3. Marketing the capabilities of the AF EM program. It is designed to bring customers to the R&EM Flight as the recognized emergency management experts on the installation.

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

6.7.1. Target the hazards identified in the installation's Hazard Assessment.

6.7.2. Determine what existing products are available to support the installation's local awareness campaign.

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

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

6.7.3. Determine the type and quantity of products needed to support a local awareness campaign adequately. Quantities should be based on population, lifespan of the products, and planned need (e.g., training, exercises, and inspections).

6.7.4. Consider stock and overstock concerns.

6.7.5. Create an execution plan for the campaign. Consider opportunities to maximize outreach (e.g., September is National Preparedness Month). When planning the installation's campaign include significant program messaging leading up to and during the month of September.

6.7.5.1. Use local sources such as social media, television, radio, installation public websites, commander's calls, newspapers, and installation marquees. Flights may also use the AFCEC/CXR-developed solutions in conjunction with the above.

6.7.5.2. Continuously look for opportunities to market your awareness message to the installation community. Examples include booths at the Exchange or Chapel and interaction with the installation's Public Affairs office.

6.7.6. Evaluate the campaign's effectiveness. For example, analyze trends by determining any increases/decreases in the following areas:

6.7.6.1. Customers approaching the flight to request information.

6.7.6.2. Calls and e-mails with inquiries.

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

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

6.7.6.5. Observations or strengths identified during local exercises.

6.7.7. R&EM Flights will submit an After Action Report that captures installation initiatives and accomplishments in promoting National Preparedness Month. (T-1). Provide the information requested in Attachment 7 and submit to AF/A4C through AFIMSC for inclusion in the Air Force's annual report to OUSD(P).

6.7.7.1. AFIMSC will review the submissions and nominate up to seven bases to AF/A4C for special recognition by the OUSD(P). Nominations are due to AF/A4C NLT 30 October (concurrent with R&EM Flight questionnaires).

Section 6D—Communications

6.8. Home Station Land Mobile Radio Requirements. In addition to a dedicated EM net, EM Sections should have access to a minimum of the following radio nets: airfield control tower, fire/crash, CE, Security Forces (SF), and Explosive Ordnance Disposal (EOD). If the EM Section does not have a dedicated EM net, work with the Installation Spectrum Manager (ISM). R&EM Flights coordinate Land Mobile Radio requirements with the Communications Squadron to plan radio systems upgrades.

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

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

6.9. Secondary Crash Network (SCN). Requirements for the EM Section's secondary crash net are outlined in AFI 13-204 Volume 3, *Airfield Operations Procedures and Programs* and identify minimum requirements for agencies to be added to the SCN. Typically, the SCN is activated only for the situations outlined in AFI 13-204 Volume 3. The EM Section establishes processes when SCN activates.

6.10. Additional information management and communication resources are available in **Table 6.3**

Table 6.3. Additional Information Management and Communication Resources.

Additional Resources
AFI 13-204, Volume 3, *Airfield Operations Procedures and Programs*
AFI 35-107, *Public Web Communications*
AFMAN, 33-363, *Management of Records*
T.O. 00-5-1, *Air Force Technical Order System*
FEMA Independent Study Course, (IS-242b), Effective Communication
Hammer ACE
Government Emergency Telecommunication Service
Wireless Priority Service 9WPS

Chapter 7

MISSION SUPPORT

Section 7A—Unit EM Programs

7.1. Unit Level EM Program. Based on the installation's CCIP, ensure each unit assigned or attached to the installation has a practical, realistic EM program that ensures a unit can prepare to respond and recover from various hazards/threats facing the installation.

7.2. Unit EM Program Scoping Factors. Not every unit EM program has the same requirements. The requirements should be tailored based on the unit's mission and EM responsibilities. The EMWG should approve the scope or depth of each unit EM program. Consider factors such as the unit's size, mission, IEMP 10-2 responsibilities, and UTC taskings. The EM Section may need to adjust scoping at deployed locations.

7.3. Unit EM Program Tiers. Consider dividing EM programs into two tiers as shown in **Table 7.1** The purpose is to identify EM programs having a more direct impact on the DRF. Units meeting the majority of the qualifications listed determine the respective tier.

Table 7.1. Unit EM Program Tiers.

UNIT EM PROGRAMS	
Qualifications	**Primary EM Program Requirements**
TIER I	
- Directly supports the DRF by providing membership to -- Crisis Action Team (CAT) -- EOC -- First Responders -- Emergency Responders -- DRF specialized teams - UCC whose primary role is direct recovery actions with counterparts represented in the EOC - Unit deployment commitments - CBRN Defense Survival Skills Training	- Appoint primary and alternate Unit EM Representative - Ensure unit is organized, trained, equipped to respond to emergencies and disasters - Prepare and submit unit EM report - Conduct two semi-annual self-assessments - Receive EM Program Review from R&EM Flight according to the CCIP - Maintain an EM information program - ACES Unit Scheduler
TIER II	
- Indirect DRF support - None, or minimal deployment requirements - Limited UCC responsibilities (e.g., personnel accountability only) - Maintain unit supporting checklists to IEMP 10-2	- Appoint Unit POC - Provide appropriate program orientation training to the POC and senior leadership or personnel - Receive unit EM Program Review on request of unit commander - Participate in exercises when directed - Maintain an EM information program

UNIT EM PROGRAMS
Notes: 1. The SFS provides a clear example of a Tier I program. SFS directly supports the DRF because it is represented in the EOC and they have First/Emergency Responders; response/recovery teams (e.g., military working dog team); critical unit control center activities; and large mobility commitments 2. A tenant organization (e.g., Army Air Force Exchange Service, Recruiting squadron) located on the installation does not directly support the DRF—needs to ensure personnel can respond to incidents on the installation. This could be one example of a Tier II program or consolidated under the responsibility of a Tier I program such as the Force Support Squadron

7.3.1. Consolidate unit EM programs when it makes sense to do so. For example, the Wing Staff is usually comprised of Finance, Legal, etc and, therefore, it may not be practical for every wing staff agency to have a separate unit EM program.

7.4. Unit EM Report. The Unit EM Report is a tool EM Sections can use to manage the program effectively. It summarize the status of a unit's EM program and, with proper signatures, can replace the need for independent appointment letters. Therefore, the data collected should be of significant value and easily justified.

7.4.1. Collect Unit EM Reports quarterly. The EMWG can determine a more stringent frequency. **Table 7.2** outlines areas used in a Unit EM Report for Tier 1 units. **Note:** ANG and Reserve units may submit reports semi-annually if the EMWG determines a necessity.

Table 7.2. Sample Unit EM Report Contents.

Unit EM Report					
1	Date of Report				
2	Primary and Alternate EM Representative	Contact Info	Date Assigned	Dates of computer based training	Date of Local Training
3	EM/Specialized team position assignments				
4	Unit Control Center Information	Building	Contact Information		
5	EM Training Courses and Sources	# Required		# Trained	% Trained
6	Program Review (PR) Observations	Last PR Conducted		Date PR is scheduled or month due	
7	Last Self-inspection conducted				
8	Shelter Information		Building, contact information		
9	Checklist reviews	Type of Checklist		Date Reviewed	Date CEX Reviewed
10	EM Logistics: Total # of CBRN training suits required and on-hand				
11	Unit EM Representative's Signature and date				
12	Unit Commander's Signature and date				

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

7.5. Unit Appointment Letters. Appointment letters serve as a confirmation of a unit commander's delegation of responsibilities to appropriate personnel.

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

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

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

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

7.8. EM Program Documentation. Documentation includes, but is not limited to, appointment letters, EM reports, training certificates, EM PR reports, replies, correspondence, class rosters, implementing instructions, and EM exercise/real-world after action reports/documentation. Consider creating a collaboration site as this is an ideal location to store these documents.

Section 7B—Facilities

7.9. Facility Requirements.

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

7.9.2. UFC 4-141-04 identifies a unified approach for the planning and design of EOCs. This document does not establish the requirement for an EOC or establish the operational procedures of an EOC. Commanders, security personnel, planners, designers, architects, and engineers use this document when planning or designing an EOC. EM Section members should be familiar with the publication to provide useful inputs when new construction is forecasted.

Section 7C—EM Relations with Civil Authorities

7.10. Local Emergency Planning Committees (LEPCs). LEPCs were established by the Emergency Planning and Community Right-to-Know Act (EPCRA) and members officials from the following organizations: elected state and local offices, police, fire, civil defense, public health, environmental, transportation, hospitals as well as community groups and the media.

7.10.1. AFI 10-2501 requires the installation commander to appoint an installation representative to the LEPC. Send a copy of this appointment letter to the Chairman of the LEPC with a courtesy copy to the local OEM.

7.10.2. The LEPC serves several purposes:

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

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

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

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

7.10.2.5. Work with industry and public to encourage continuous attention to chemical safety, risk reduction, and accident prevention by each local stakeholder.

7.10.3. The LEPC is a forum used in many communities to address all-hazard issues. Appoint a primary and alternate installation emergency manager to facilitate the following coordination activities with the LEPC and/or civilian agencies:

7.10.3.1. Attending LEPC meetings and bringing issues back/forth to installation leadership.

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

7.10.3.3. Exploring opportunities for joint training and exercise opportunities.

7.10.3.4. Sharing information and collaborating about procedures to build or maintain a COP.

7.10.3.5. Resolving conflicting response and recovery issues.

7.11. Additional EM mission support resources:

7.11.1. Emergency Planning and Community Right-To-Know Act (42 USC § 116) and subsequent 40 CFR 350 - 372 regulations.

7.11.2. Environmental Protection Agency site with information on LEPCs **http://www.epa.gov/osweroe1/content/epcra/epcra_plan.htm**.

Chapter 8

FINANCIAL MANAGEMENT

8.1. General. The BCE is responsible for providing the R&EM Flight with the funding required to sustain installation EM and CE Prime BEEF Program capabilities. The BCE assigns a RA as overall financial manager for CE programs. The R&EM Flight supports the BCE and RA through financial planning, program advocacy and funds execution.

8.2. R&EM Financial Program Areas. The R&EM Flight manages funding under the Contingency Operations (Program Element (PE) 28028F), Combat Support (PE 27574F), and CBRN Defense (PE 27593F) functional areas and accounts for funding with multiple sub-areas within each of these functions **(see Table 8.1)**. Requirements must be entered to the program area that best supports the need in order to provide accurate cost accountability. (T-1). Cost accountability guidance is provided for each area. It includes the associated PE and Responsibility Center/Cost Center (RC/CC) information financial mangers use to plan, track, and account for funding within each area. **Note:** Procedures to provide funding for R&EM Flight military and civilian manpower are not addressed in this publication. For manpower funding questions, contact the unit manpower office and refer to AFI 38-201, *Management of Manpower Requirements and Authorizations.*

Table 8.1. Facilities Operation, Readiness Engineering Cost Accountability.

Cost Accountability	
Functional Activity	PE/RC/CC
R&EM (Prime BEEF)	PE 28028F, RC/CC XX4402
EM Weapons of Mass Destruction (WMD)	PE 27574F, RC/CC XX4403
CBRN Defense	PE 27593F, RC/CC - None

8.2.1. R&EM—PE 28028F, RC/CC 4402. Funding includes all costs related to managing, training, and equipping CES personnel assigned to UTCs to deploy. It includes cost for squadron readiness support, CES peacetime disaster response, and contingency operations for all hazards. It provides funding for all personnel directly responsible for the oversight and management of the CE Prime BEEF Program, operational planning, equipment, unit assistance, UTC status reporting and contingency skills training (on-site, TDY, Silver Flag). Funding includes initial cost and sustainment associated with acquiring, managing, maintaining, and replenishing equipment; supplies required for mobility and home station deployment training; managing and operating a field training area for deployment exercises; and costs to prepare for exercises and inspections. Detailed program requirements are in AFI 10-210.

8.2.2. EM WMD—PE 27574F, RC/CC 4403. Funding provides contingency support services to prepare for wing/installation operations during natural disasters, major accidents, war, and other emergencies. It includes all programs required to prevent, prepare for, respond to, and recover from contingency operations for all hazards. It includes CE personnel responsible for the EM program who directly support the base IC and EOC operations and are responsible for the safety of personnel, facilities, and vehicles under their charge. The

funding provides for the cost of PPE and IPE expended or damaged during real world in-garrison/deployed CBRN response operations, required certification/proficiency training, and initial outfitting cost for newly assigned personnel. It includes the cost for a CE unit to provide installation deployment-related training, to acquire, manage, maintain, and replenish equipment required for mobility and home station deployment training, provide management/operation of a field training area for deployment exercises and all mandated EM exercises according to DODI 6055.17 and AFI 10-2501.

8.2.3. CBRN Defense—PE 27593F. CBRN Defense funding includes manpower authorizations, support equipment, facilities, and associated costs to organize, train, and equip personnel and units to survive and continue primary operations in a CBRN environment. This area includes funding and management oversight for Aircrew Chemical Defense Equipment and Groundcrew Chemical Warfare Defense Equipment (CWDE); CBRN Defense Home Station and Contingency Training, Equipment and Supplies; and Civil Reserve Air Fleet (CRAF) IPE. Cost accounting for CBRN Defense is under PE 27593F, Nuclear, Chemical, Biological (NBC) Defense Program; PE 55165F, NBC Defense Program (ANG); and PE 55166F, NBC Defense Program, (Reserves), (see AFI 10-2501).

8.3. Financial Management Operations.

8.3.1. Local guidance for managing the R&EM budget and financial programs are established by the installation and CE unit RA. HQ AFIMSC may provide supplemental financial guidance on the use of CE managed funds for the current or next fiscal year. The intent of this supplemental guidance is to synchronize funding efforts between MAJCOMs/AFIMSC Detachments and installations to ensure similar and complementary capabilities are fielded at all installations worldwide.

8.3.2. Flights may use the AFCEC-developed R&EM Flight Budget Template to facilitate development of the flight baseline funding requirements. This template and other financial management tools are available on the R&EM SharePoint under the Installation Financial Management area.

8.3.3. R&EM Flight leadership and financial managers should attend installation-level training courses or orientations to manage the flight programs effectively. The CES RA is the primary POC to request this training.

8.4. Unfunded Requirements. Identify unfunded requirements as part of the CES budget process. Maintain a current item list throughout the year. Include information such as the functional area, execution OPR, description, quantity, cost, mission impact, and priority. Provide requirements to the CE unit RA and MAJCOM/AFIMSC Detachment on a monthly basis. Coordinate with the execution OPR closely to ensure requirements remain valid and the organization is prepared to execute funds rapidly.

8.5. Additional EM Financial Management Resources are available in **Table 8.2**

Table 8.2. Emergency Management Financial Management Resources.

AFI 11-301, Volume 1, *Aircrew Flight Equipment (AFE) Program*
AFI 32-10140, *Programming and Resourcing Appropriated Fund Facilities Operation Requirement*
AFI 64-117, *Air Force Government-Wide Purchase Card (GPC) Program*
AFI 65-601, Volume 1, *Budget Guidance and Procedures* (For Non-Operations)
AFI 65-601, Volume 2, *Budget Management for Operations* (For Operations)
Air Mobility Command Pamphlet (AMCPAM) 10-260, *Civil Reserve Air Fleet (CRAF) Aircrew Chemical-Biological Warfare Defense Procedures*

Chapter 9

ASSESSMENTS AND EXERCISES

Section 9A—EM Program Review

9.1. Purpose. This chapter provides the guidance and procedures for installation-level Unit EM PRs. It directs a self-assessment for the R&EM Flight and each installation unit. The installation CCIP is a commander's tool to help units support the AF, MAJCOM, AFIMSC Detachment, and installation programs.

9.2. Emergency Management Program Review Guidance.

9.2.1. The objective of the unit EM PR is to enhance the organization's ability to execute its assigned mission by providing a method to ensure EM programs comply with directives and evaluate/correct problem areas in accordance with the CCIP.

9.2.2. PRs use CCIP report formats, requirements for formal replies, routing, and suspense dates for tracking and correcting deficiencies within established CCIP guidance.

9.2.4. R&EM Flights must program funding for travel expenses associated with conducting PRs on GSUs.

9.3. Self-Assessment Communicator (SAC).

9.3.1. The SAC is used for Unit EM PRs and IG Assessments, and Unit EM representatives use the SAC to perform self-assessments according to the installation's CCIP. The SAC is located on the IG MICT website at **https://mict.us.af.mil/MyMICTView.aspx**.

9.3.1.1. Highlighting program critical and non-critical items through the EMWG provides focus for a unit EM representative's efforts and increases trend analysis value.

9.3.2. Unit EM representatives track open deficiencies until closed. Units with open items will develop a plan and establish an estimated completion date to resolve the deficiency. (T-3).

Section 9B—Self-Assessment

9.4. Self-Assessment. The R&EM Flight may have a requirement to conduct a self-assessment of their programs for the unit commander or for the CCIP.

9.4.1. Coordinate unit self-assessment with the appointed CE unit self-assessment monitor and conduct according to AFI 90-201.

9.4.2. Elevate deficiencies beyond the capability of the R&EM Flight to the CE commander.

Section 9C—Exercise Support and Planning

9.5. Exercise Support. The regular evaluation of EM capabilities is vital regardless of whether the EM program is part of the installation exercise program. This includes coordinating cross-functional drills with other base agencies.

9.5.1. HSEEP is a capabilities and performance based exercise program providing a standardized policy, methodology, and terminology for exercise design, development, conduct, evaluation, and improvement planning. DODI 6055.17 states the installation exercise evaluation teams be staffed with SMEs in EM who are familiar with the HSEEP, Volume III. Although the responsibilities of the installation exercise program do not align with the R&EM Flight, it is important for essential EM personnel to understand and use key HSEEP aspects.

9.5.2. EM personnel involved in exercise planning should attend an HSEEP Training Course. An HSEEP Training Course is an intermediate-level training course incorporating exercise guidance and best practices from the HSEEP Volumes.

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

9.6.1. The following steps facilitate developing and tracking unit exercise objectives in accordance with AFI 90-201 and the CCIP.

9.6.1.1. Step 1 defines the capabilities to evaluate. Before providing the installation exercise objectives for scheduled exercises, know the CE capabilities prioritized for evaluation by the BCE.. In broader terms, one should identify capabilities to evaluate, CE OPRs, and the type of exercise best suited to the specific evaluation. **Table 9.1** shows sample exercise capabilities.

Table 9.1. Sample Exercise Capabilities.

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

9.6.1.2. Step 2 identifies the critical tasks associated with each identified capability. Knowing what actions need evaluating for each capability keeps focus on the evaluation. If these tasks are not already identified, document the tasks before the evaluation. **Table 9.2** shows sample critical exercise tasks.

Table 9.2. Sample Critical Exercise Tasks.

Step 2—Identify Critical Tasks	OPR	Task 1	Task 2	Task 3	Task 4	Task 5
CE Exercise Capability						
Coordinate WMD Response with FES/BE	CEX	Integrate into the IC planning cell	Establish plan to identify WMD	Determine entry to identify hazard	Initiate recovery plan	Inform ESF 5
Contingency Response Plan Adequacy	CEO	Activate CE UCC	Execute applicable CE tasks	Perform Resource Management		
Employ EM Emergency Response Vehicle to the scene to support IC	CEX	Make initial contact	Conduct pre-op check	Ensure correct inventory	Employ vehicle safely to site	Properly setup on-scene
Expedient Facility Repairs	CEO	Perform Site Assessment	Conduct Safety Assessment	Isolate damaged utilities	Identify Resources	

9.6.1.3. Step 3 tailors specific, measurable, attainable, realistic, and task-oriented (SMART) objectives for each exercise. The objectives should identify the conditions, actions required, and standards to be met. **Table 9.3** shows sample SMART objectives.

Table 9.3. Sample SMART Objectives.

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

9.6.1.4. Step 4 identifies the trends from the objectives. The installation exercise office should have an established process to track discrepancies. However, it is important for unit exercise planners to have visibility on how well CE met exercise objectives. Analyzing CE exercise trends and any changing conditions can be used to determine if the evaluation needs to be repeated in future exercises. **Table 9.4** shows sample exercise trend objectives.

Table 9.4. Trend The Exercise Objectives.

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

9.6.2. Ensure a unit process is established to track corrective actions developed for reportable deficiencies and observations. Work closely with the CE self-assessment monitor to develop corrective actions and elevate issues to the CE Commander if help is required to close open action items.

9.7. Additional Assessments and Exercise Resources are available in Table 9.5.

Table 9.5. Assessments and Exercise Resources.

HSEEP, Volume III
FEMA Independent Study Course, (IS-120a), An Introduction to Exercises
AFI 90-201

TIMOTHY S. GREEN, Maj Gen, USAF
Director of Civil Engineers
DCS/Logistics, Engineering & Force Protection

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFH 33-337, *The Tongue and Quill*, 27 May 2015

AFI 10-201, *Status of Resources and Training System,* 19 April 2013

AFI 10-210, *Prime Base Engineer Emergency Force (BEEF) Program,* 21 January 2015

AFI 10-244, *Reporting Status of Aerospace Expeditionary Forces,* 15 June 2012

AFI 10-245, *Antiterrorism (AT),* 21 September 2012

AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations,* 24 January 2007

AFI 10-403, *Deployment Planning and Execution,* 20 September 2012

AFI 10-404, *Base Support and Expeditionary (BAS&E) Site Planning*, 21 January 2015

AFI 10-801, *Defense Support of Civilian Authorities (DSCA),* 19 September 2012

AFI 10-2607, *Air Force Chemical, Biological, Radiological, and Nuclear (CBRN) Survivability,* 25 February 2010

AFI 11-301, Volume 1, *Aircrew Flight Equipment (AFE) Program*, 25 February 2009

AFI 13-204, Volume 3, *Airfield Operations Procedures and Programs*, 1 September 2010

AFI 21-113, *Air Force Metrology and Calibration (AFMETCAL) Management*, 23 March 2011

AFI 23-111, *Management of Government Property In Possession Of The Air Force*, 29 October 2013

AFI 24-302, *Vehicle Management*, 26 June 2012

AFI 25-201, *Intra-Service, Intra-Agency, and Inter-Agency Support Agreements Procedures,* 18 October 2013

AFI 16-1404, *Air Force Information Security Program,* 29 May 2015

AFI 31-101, *Integrated Defense*, 8 October 2009

AFI 32-10140, *Programming and Resourcing Appropriated Fund Facilities Operation Requirements*, 19 February 2010

AFI 33-360, *Publications and Forms Management,* 25 September 2013

AFI 33-364, *Records Disposition-Procedures and Responsibilities*, 22 December 2006

AFI 35-113, *Internal Information*, 11 March 2010

AFI 35-107, *Public Web Communications,* 21 October 2009

AFI 36-2201, *Air Force Training Program,* 15 September 2010

AFMAN 36-2236, *Guidebook for Air Force Instructors*, 12 November 2003

AFI 36-2618, *The Enlisted Force Structure,* 27 February 2009

AFI 36-2629, *Individual Reservist (IR) Management*, 13 August 2012

AFI 38-201, *Management of Manpower Requirements and Authorizations*, 30 January 2014

AFI 48-145, *Occupational and Environmental Health Program*, 22 July 2014

AFI 64-117, *Air Force Government-Wide Purchase Card (GPC) Program*, 20 September 2011

AFI 65-601V1, *Budget Guidance and Procedures*, 16 August 2012

AFI 65-601V2, *Budget Management for Operations*, 18 May 2012

AFI 90-201, *The Air Force Inspection System*, 21 April 2015

AFI 91-202, *The US Air Force Mishap Prevention Program*, 5 August 2011

AFI 91-203, *Air Force Consolidated Occupational Safety Instruction*, 15 June 2012

AFI 48-137, *Respiratory Protection Program*, 15 July 2014

AFMAN 10-2502, *Air Force Incident Management System (AFIMS) Standards and Procedures*

AFMAN 10-2503, *Operations in a Chemical, Biological, Radiological, and Nuclear (CBRN) Environment*, (When Published)

AFMAN 10-2605, *Education, Training, and Exercise Competencies for Counter-Chemical, Biological, Radiological and Nuclear Operations*, 24 April 2015

AFMAN 32-1084, *Facility Requirements*, 20 April 2012

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

AFMAN 48-155, *Occupational and Environmental Health Exposure Controls*, 1 October 2008

AFMAN 91-201, *Explosives Safety Standards*, 12 January 2011

AFPAM 10-219 Volume 8, *Prime Base Engineer Emergency Force (BEEF) Management*, 7 March 2013

AFPAM 10-243, *Augmentation Duty*, 1 August 2002

AFPD 32-10, *Installations and Facilities*, 4 March 2010

AFTTP 3-2.44, *Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Reconnaissance and Surveillance*, 1 March 2013

AFTTP 3-2.70, *Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Aspects of Command and Control*, 1 July 2010

AFTTP 3-2.83, *Multi-Service Tactics, Techniques, and Procedures for Installation Emergency Management, 1 April 2013*

AMCPAM 10-260, *Civil Reserve Air Fleet (CRAF) Aircrew Chemical-Biological (CB) Warfare Defense Procedures*, 26 September 2012

ATP 3-11.32, *Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological and Nuclear Passive Defense*

CJCSI 3900.01C, *Position (Point And Area) Reference Procedures*, 30 June 2007 (12 February 2013)

DOD 4140.27-M, *Shelf-Life Item Management Manual*, 5 May 2003

DODI 6055.17, *DOD Installation Emergency Management (IEM) Program,* 13 January 2009-Incorporating Change 1, 19 November 2010

DODI 6200.03, *Public Health Emergency Management Within the Department of Defense,* 2 October 2013

FEMA Comprehensive Preparedness Guide 101, *Developing and Maintaining Emergency Operations Plans*, November 2010

FEMA Independent Study Course, (IS-15), *Special Events Contingency Planning for Public Safety Agencies*, 31 October 2013

FEMA Independent Study Course (IS-75), *Military Resources in Emergency Management*, 25 February 2011

FEMA Independent Study Course, (IS-120a), *An Introduction to Exercises*, 23 January 2008

FEMA Independent Study Course, (IS-235b.), *Emergency Planning,* 31 October 2014

FEMA Independent Study Course, (IS-242b), *Effective Communication*, 31 March 2014

FEMA Independent Study Course, (IS-775), *EOC Management and Operations*, 6 August 2008

Homeland Security Presidential Directive (HSPD) 5, *Management of Domestic Incidents*, 28 February 2003

PPD-8, *National Preparedness*, 30 March 2011

PAD 07-02, *Implementation of CE Transformation Plan*

TO 00-5-1, *Air Force Technical Order System,* 1 April 2014

TO 00-20-14, *Air Force Metrology and Calibration Program,* 30 September 2011

UFC 4-141-04, Emergency Operations Center Planning and Design, 15 July 2008, Including Change 1, September 2008

USAF War and Mobilization Plan, Volume 1 (WMP-1)

40 CFR 350 through 372, (Current as of 10 August 2015)

42 USC § , *Emergency Planning and Community Right-to-Know,* 2010 Edition

Adopted Forms

AFTO Form 22, *Technical Manual (TM) Change Recommendation and Reply*, 31 March 2014

AFTO Form 244, *Industrial/Support Equipment Record, 29 May 2013*

AF Form 55, *Employee Safety and Health Record, 10 July 2013*

AF Form 623, *Individual Training Record Folder, 1 October 1996*

AF Form 847, *Recommendation for Change of Publication, 22 September 2009*

AF Form 1098, *Special Task Certification and Recurring Training, 1 April 1985*

AF Form 1800, *Operator's Inspection Guide and Trouble Report, 1 April 2010*

AETC Form 281, *Instructor Evaluation Checklist, 9 September 2009*

Abbreviations and Acronyms

ACES-PR—Automated Civil Engineers System – Personnel Readiness

ADLS—Advanced Distributed Learning Service

AEF—Air and Space Expeditionary Force

AEM—Associate Emergency Manager

AETC—Air Education and Training Command

AF—Air Force

AFCAEM—Air Force Certified Associate Emergency Manager

AFCAHR—Air Force Certified All Hazards Responder

AFCEM—Air Force Certified Emergency Manager

AFCEC—Air Force Civil Engineer Center

AFE—Aircrew Flight Equipment

AFH—Air Force Handbook

AFI—Air Force Instruction

AFIMS—Air Force Incident Management System

AFIMSC—Air Force Installation and Mission Support Center

AFMAN—Air Force Manual

AFMETCAL—Air Force Metrology and Calibration

AFPAM—Air Force Pamphlet

AFPD—Air Force Policy Directive

AFQTP—Air Force Qualification and Training Packages

AFRIMS—Air Force Record Information Management System

AFS—Air Force Specialty

AFSC—Air Force Specialty Code

AFTO—Air Force Technical Order

AFTTP—Air Force Tactics, Techniques, and Procedures

AFUTL—Air Force Universal Task List

AHRPT—All Hazard Response Planning Team

AMCPAM—Air Mobility Command Pamphlet

ANG—Air National Guard

ARB—Augmentation Review Board

ARC—Air Reserve Component

ART—Air Reserve Technician

AT—Antiterrorism

ATP—Army Technical Publication

BAS&E—Base Support and Expeditionary Site Planning

BCE—Base Civil Engineer

BE—Bioenvironmental Engineering

BEEF—Base Engineer Emergency Force

BEPO—Base Emergency Preparedness Orientation

C2—Command and Control

CAT—Crisis Action Team

CBRN—Chemical, Biological, Radiological, and Nuclear

CCA—Contamination Control Area

CCIP—Commander's Inspection Program

CCS—Contamination Control Station

CCT—Contamination Control Team

CE—Civil Engineer

CEA—Civil Engineer Environmental Flight

CEO—Civil Engineer Operations Flight

CEF—Civil Engineer Fire Emergency Services Flight

CES—Civil Engineer Squadron

CEX—Civil Engineer Readiness and Emergency Management Flight

CE-VLC—Civil Engineer Virtual Learning Center

CFETP—Career Field Education and Training Plan

CFM—Career Field Manager

CLS—Critical Level of Service

CM—Consequence Management

COP—Common Operational Picture

CRAF—Civil Reserve Air Fleet

CWDE—Chemical Warfare Defense Equipment

DAF—Department of the Air Force

DHS—Department of Homeland Security

DOD—Department of Defense

DODI—Department of Defense Instruction

DRF—Disaster Response Force

DSCA—Defense Support of Civil Authorities

EM—Emergency Management

EMST—Emergency Management Support Team

EMWG—Emergency Management Working Group

EOC—Emergency Operations Center

EOD—Explosive Ordnance Disposal

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

ERC—Emergency Response Capability

ESL—Equipment Supply Listing

ESF—Emergency Support Function

FAM—Functional Area Manager

FEMA—Federal Emergency Management Agency

FES—Fire Emergency Services

FLS—Full Level of Service

FPCON—Force Protection Condition

GPC—Government-Wide Purchase Card

GPO—Government Printing Office

GSU—Geographically Separated Unit

HAZMAT—Hazardous Material

HN—Host Nation

HSEEP—Homeland Security Exercise and Evaluation Program

HSPD—Homeland Security Presidential Directive

IAP—Incident Action Plan

IC—Incident Commander

ICP—Incident Command Post

ICS—Incident Command System

IDWG—Integrated Defense Working Group

IEM—Installation Emergency Management

IEMP—Installation Emergency Management Plan

IG—Inspector General

IHT—In-House Training

ILS—Inadequate Level of Service

IMA—Individual Mobilization Augmentees

IPE—Individual Protective Equipment

IR—Individual Reservist

IRMP—Integrated Risk Management Process

ISM—Installation Spectrum Manager

JACKS—Joint Acquisition Chemical Biological Radiological Nuclear (CBRN) Knowledge System

JDRS—Joint Deficiency Reporting System

JP—Joint Publication

JSA—Job Safety Analysis

Lbs—Pounds

LEPC—Local Emergency Planning Committees

LERO—Local Emergency Response Operations

LLS—Limited Level of Service

LRS—Logistics Readiness Squadron

MAA—Mutual Aid Agreement

MAJCOM—Major Command

MC—Mission Capable

MICT—Management Internal Control Toolset

MOA—Memorandums of Agreements

MOU—Memorandums of Understanding

MRE—Meals Ready to Eat

MSG—Mission Support Group

NATO—North Atlantic Treaty Organization

NBC—Nuclear, Biological, Chemical

NE—Not Evaluated

NFPA—National Fire Protection Association

NIMS—National Incident Management System

NMC—Not Mission Capable

OCONUS—Outside the Continental United States

OEM—Office of Emergency Management

OJT—On-the-Job

OPR—Office of Primary Responsibility

PAD—Program Action Directive

PD—Passive Defense

PE—Program Element

PMC—Partially Mission Capable

POC—Point of Contact

PPD—Presidential Policy Directive

PPE—Personal Protective Equipment

PR—Program Review

QRC—Quick Reaction Checklist

R&EM—Readiness and Emergency Management

R&S—Reconnaissance and Surveillance

RA—Resource Advisor

RC/CC—Responsibility Center/Cost Center

RDS—Records Disposition Schedule

RFI—Request For Information

SAC—Self Assessment Communicator

SAV—Staff Assistance Visit

SCN—Secondary Crash Net

SF—Security Forces

SFS—Security Forces Squadron

SIPRNET—Secret Internet Protocol Router Network

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

SMT—Shelter Management Team

STS—Specialty Training Standard

TDY—Temporary Duty

TM—Technical Manual

T.O—Technical Order

TWG—Threat Working Group

U.S—United States

UCC—Unit Control Center

UFC—Unified Facilities Criteria

UJTL—Universal Joint Task List

USAF—United States Air Force

UTC—Unit Type Code

WIT—Wing Inspection Team

WM—Whiskey Mike (Unit Type Code)

WMD—Weapons of Mass Destruction

WMP—War Mobilization Plan

Terms

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

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

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

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

Contingency—An emergency involving military forces caused by natural disasters, terrorists, subversives, or by required military operations. Due to the uncertainty of the situation, contingencies require plans, rapid response, and special procedures to ensure the safety and readiness of personnel, installations, and equipment. (DOD) A situation requiring military operations in response to natural disasters, terrorists, subversives, or as otherwise directed by appropriate authority to protect US interests. See also contingency contracting source. (JP 5-0).

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

Department of Defense contract personnel, Department of Defense component assets, and National Guard forces (when the Secretary of Defense, in coordination with the governors of the affected states, elects and requests to use those forces in Title 32, United States Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. Also called DSCA. Also known as civil support. (DODD 3025.18).

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

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

Federal Emergency Management Agency (FEMA)—The Federal agency tasked to establish Federal policies for and coordinate civil defense and civil emergency planning, management, mitigation, and assistance functions of Executive agencies. (Federal Emergency Management Agency). (DHS). (JP 1-02).

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. The Department of Defense contributes to homeland security through its military missions overseas, homeland defense, and support to civil authorities. (DOD). A concerted national effort to prevent terrorist attacks within the United States; reduce America's vulnerability to terrorism, major disasters, and other emergencies; and minimize the damage and recover from attacks, major disasters, and other emergencies. (JP 3-27).

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

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

Installation Commander—The individual responsible for all operations performed by an installation. (JP 1-02).

Mutual Aid Agreement (MAA)—Written agreement between agencies, organizations, or jurisdictions signifying they will assist one another on request by furnishing personnel, equipment, or expertise in a specified manner. Reciprocal assistance by local government and an installation for emergency services under a prearranged plan. Mutual aid is synonymous with "mutual assistance", "outside aid", "memorandums of understanding", "memorandums of

agreement", "letters of agreement", "cooperative assistant agreement", "intergovernmental compacts", or other similar agreements, written or verbal, constituting an agreed reciprocal assistance plan for emergency services for sharing purposes. MAA between entities is an effective means to obtain resources and should be developed whenever possible. MAAs should be in writing, be reviewed by legal counsel, and be signed by a responsible official. Written or oral agreement between and among agencies/organizations and/or jurisdictions providing a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident. (NIMS) (AFI 10-2501).

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

Program Element (PE)—An element of the DOD Defense Program representing a combination of personnel, equipment, and facilities which together constitute a specific identifiable military capability or support activity. (JP-1-02).

Ready Status—Equipment that must be used for response at a moment's notice.

Risk Management Plans—Risk management plans are developed in advance addressing reduced Emergency Response Capability (ERC) through control measures describing both the probability and consequence of the potential risk. These components include predicting the consequence of the identified risk and the probability of the incident occurring based on historic response data. Control measures can include varying the available resources by time of day and day of the week based on the predicted probability while considering the consequence during both periods of risk.

Simulant—The test agent used in the qualitative mask confidence training.

Specialty Training Standard (STS)—An AF publication describing an AFS in terms of tasks and knowledge an Airman in the specialty may be expected to perform or to know on the job. Also identifies the training provided to achieve a 3-, 5-, or 7-skill level within an enlisted AFS. It further serves as a contract between AETC and the functional user to show the overall training requirements for an AFSC taught in formal schools and correspondence courses. (See AFI 36-2201).

Threat Working Group—An Antiterrorism and Force Protection advisory body for the commander. Key functions include analyzing threats and providing recommendations to command concerning potential FPCON changes, Antiterrorism, and other measures based upon potential threats to facilities or personnel. (AFI 10-245).

Attachment 2

IN-HOUSE TRAINING (IHT) PROCEDURES

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

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

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

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

A2.2.2. AF Form 1098 identifies additional EM proficiency task requirements for maintaining qualification in the individual's duty position. 1098s are established by the CFM, AFIMSC Detachment EM Program Manager, or Unit Level FAM and lays out task requirements for maintaining the designated proficiency training.

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

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

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

A2.3.1. Based on this, develop an IHT schedule to meet the established objectives. Assign instructors based on flight personnel knowledge, skills, and ability. Coordinate joint and cross-functional training with outside agencies. Obtain annual and monthly training schedules from the following agencies: FES, EOD, BE, SF, ARC units on the installation, and local EM Offices and response agencies. Combining EM proficiency training with these

other agencies can aid in the development and validation of cross-functional checklists and cohesive response processes, which increases confidence and interoperability. **Table A2.1** provides examples of combined training activities. Provide the final training schedule to EMST members, FES, ARC EM, and BE personnel who may benefit from participating in the training.

Table A2.1. Example Combined Training Activities.

Participate with FES during HAZMAT training/exercises
Integrate into EOD/SF Night Vision Goggle classes
Sample analysis exercises with BE
Participate and use the EM emergency response vehicle during local exercises and/or SF/EOD response exercises
During EOD robot operations, provide CBRN detection equipment for suspected CBRN threat and participate in Improvised Explosive Device or HAZMAT response exercises
Coordinate with SF and Office of Special Investigations for scene preservation, evidence handling, and chain of custody procedures

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

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

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

A2.4.2. All EM personnel require a standardized common knowledge and skill set that is interoperable across the enterprise. This attachment outlines the best way to achieve those results.

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

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

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

A2.5.3. STS items can be accomplished during specific training events. STS line items can be employed differently and used multiple times depending on the scenario type.

A2.6. IHT Tool. To facilitate training, flights may use the workbook-based tool designed by AFCEC/CXR to assist EM flights with determining, facilitating, and scheduling training requirements. The tool is formatted using a series of tabbed spreadsheets to include AF Form1098, Prime BEEF, and additional training requirements. An integrated schedule generator populates requirements and displays upcoming training requirements. This tool is located on the R&EM Flight SharePoint.

Attachment 3

EXAMPLE UNIT EM CONTINUITY PLAN

A3.1. Table A3.1. provides an example of a unit's EM continuity plan.

Table A3.1. Example Unit EM Continuity Plan.

Unit EM Continuity Plan
This plan implements AFI 10-2501 as supplemented. It outlines duties, responsibilities, and procedures of the unit EM Program. The program encompasses all individuals; military, civilian, contractors; and offices assigned to ____ (fill in unit) ____. This document is a living plan and will be executed as needed
1. Program Management and Responsibilities.
1.1. The Commander, ____(fill in unit)____, is overall responsible for the unit EM program report and will:
1. Appoint two individuals as Unit EM Program Representatives to manage the program 2. Review the status of the unit EM Program through the unit's EM Program Report, and through periodic self-assessment 3. Appoint an appropriate number of knowledgeable individuals to the WIT to evaluate the unit's ability to support the IEMP 10-2, and other installation plans as tasked 4. Appoint a sufficient number of individuals to operate the Unit Control Center (UCC) when tasked to support 24-hour operations if tasked in the IEMP 10-2 5. Ensure scheduled individuals attend EM training 6. Attend scheduled EMWGs as required
1.2. ____(fill in office symbol of Unit EM Rep)____ will be appointed as the Unit EM Program Representative, will manage the ____(fill in unit)____ program, and will:
1. Complete on-line Unit EM Representative training upon assignment and before local EM Program Representative training 2. Attend local EM Program Representative training within 60 days of assignment 3. Submit Unit EM Program Report, within 5 duty days after the end of the reporting quarter 4. Conduct semi-annual EM self-assessments 5. Coordinate, through the R&EM Flight [____ (fill in unit) ____], an annual Program Review 6. Brief the Commander, ____ (fill in unit) ____), on matters regarding the EM Program either at unit staff meetings or by individual appointment 7. Disseminate and document EM Information Program material at least quarterly to unit personnel 8. Brief newly assigned unit personnel on EM information 9. Coordinate with the unit scheduler to secure EM training for required personnel
1.3. The Unit Deployment Manager is responsible for ensuring all unit personnel assigned to deployable UTCs are fully trained and qualified. Once personnel are tasked to deploy, the Unit Deployment Manager ensures personnel complete the CBRN Awareness on-line training and personnel are scheduled to attend CBRN Survival Skills training
1.4. The unit scheduler uses the ACES-PR Unit Scheduler to secure training for unit personnel

Unit EM Continuity Plan
for CBRN and EM classes.
1.5. The UCC manager is responsible for the operation of the UCC. The UCC manager will
1. Conduct an annual review of UCC checklists and update UCC checklists as required 2. Ensure UCC manning is sufficient to conduct 24-hour operations 3. Ensure requirements listed in AFMAN 10-2502, *Air Force Incident Management Systems (AFIMS) Standards and Procedures* are met and any deficiencies are identified to the unit commander 4. Operate out of the alternate UCC at a minimum of once per year 5. Ensure all members assigned to the UCC complete UCC Operations Computer Based Training, attend UCC Operations hands-on training, and participate in at least one exercise annually
2. Information Program.
2.1. The Unit EM Program Representative ensures all newly assigned military and civil servant personnel to "XX" CES and "XX" MSG Staff positions attend "Right Start" through Base Emergency Preparedness Orientation, or for contractors, receive new-hire orientation.
2.2. The Unit EM Program Representative conducts specific EM Orientation to newly assigned personnel as part of unit in-processing. The briefing consists of
1. Unit hazards, natural and man-made 2. Unit shelter-in-place program, lockdown, facility evacuation, bomb threats, recall rosters, and exercises response procedures 3. Unit mobility program
2.3. Quarterly disseminate EM Information Program material to all "XX" CES (military, civilian, and contractor) and "XX" MSG staff positions
3. Unit Specific Implementing Instructions.
3.1. Unit personnel review implementing instructions at least annually and modify checklists as needed.
3.2. When activated, the EOC/UCC reviews checklists applicable to the situation and makes modifications as need. This review is annotated as the last line entered in the Activities Log.
3.3. Specialized teams (e.g., EMST, Damage Assessment Teams) maintain implementing instructions in support of all tasked functions
3.4. The EMST provides a list of suggested changes to the EM Section for any checklists used during tasked operations. The EM Section reviews suggested changes, modifies checklists as needed, and maintains a working set for the EMST.
3.5. Damage Assessment Teams modify checklists as needed.
4. Emergency Management (EM) Program Report.
4.1. During the last month of the reporting period, the Unit EM Program Representative begins reviewing the EM Program Report.
4.2. The Unit EM Program Representative requests and reviews all Letters of Appointment of "XX" CES and "XX" MSG staff DRF members for changes and update information on the EM Program Report as needed. Those letters of appointment reviewed are
1. Unit EM Program Representative 2. Unit Control Center 3. Emergency Operations Center 4. Crisis Action Team
4.3. The Unit Deployment Manager, in cooperation with the Unit EM Program Representative,

Unit EM Continuity Plan
reviews UTC information and CBRN conducted training
4.4. The Unit Security Manager reviews the security clearances of members assigned to the EOC and CAT.
4.5. Along with EOC members, CAT, UCC manager, and Specialized Team leaders, the Unit EM Program Representative provides checklist review information.
4.6. When completed, the signed quarterly report is posted on the Installation EM collaboration site.
5. Self-Assessment.
5.1. If CCIP allows, twice a year (during the months of March and September), the Unit EM Program Representative conducts a unit EM self-assessment on "XX" CES and "XX" MSG staff using the MICT SACs. Information is entered into MICT via the appropriate SAC. The Unit EM Program Representative notifies the "XX" CES Commander of any significant deficiencies.
6. Training and Documentation.
6.1. The R&EM Flight documents all EM training conducted using ACESPR. Use sign-in rosters for all training conducted and filled according to the current EM file plan.
6.2. The Unit EM Program Representative posts a copy of all ADLS training certificates on the EM collaboration site. The Unit EM Program Representative will use the following naming convention when posting certificates: [Team Name] [Last Name, First Initial] [Date of Training] (i.e., EOC ReidA 20150707). Ensure information posted complies with the Privacy Act of 1974 (5 U.S.C. 552a) and protects all personally identifiable information.

Attachment 4

EMERGENCY MANAGEMENT PLANNING AND MANAGEMENT CAPABILITY STANDARDS

Table A4.1. Core Service: Installation Emergency Management Plan.

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

Table A4.2. Core Service: Emergency Management Working Group.

Definition	
The EMWG synchronizes AF policy and programs into the installation corporate structure and ensures installation implementation of EM and Counter-CBRN related concepts, training, and guidance passed from the MAJCOM/AFIMSC Detachment.	
Standard	
On a quarterly basis, plan, facilitate, and produce minutes for the installation EMWG. The Mission Support Group commander chairs the EMWG unless designated otherwise by the installation commander or functional equivalent. Incorporate in the EMWG local, state, tribal, federal and foreign national planning committees, councils, or groups as applicable. The EMWG also has as a sub-group, the AHRPT, to assist with the IRMP to develop, and refine installation response protocols. **Note:** Where feasible, integrate the EMWG with the Integrated Defense Working Group (IDWG) facilitated by the SFS or functional equivalent.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
2	Any 3E9X1 and 1 3E971 or civilian equivalents
References	
UJTL Link(s)	
AFUTL Link(s)	
AFTTP	
AFMAN	AFMAN 10-2502
Other	AFI 10-2501, DODI 6055.17

Table A4.3. Core Service: Hazard Assessment.

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

Table A4.4. Core Service: Capability Assessment.

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

Table A4.5. Core Service: Vulnerability Assessment.

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

Attachment 5

EMERGENCY MANAGEMENT PREPAREDNESS CAPABILITY STANDARDS

Table A5.1. Core Service: EM Preparedness Capability Standards.

Definition	
Provides all personnel assigned to the installation with the knowledge to protect themselves from effects of and to support unit response to the all-hazard threats to their installation.	
Standard	
No less than quarterly, disseminate EM-related material to unit-level EM representatives. Research and develop material based on the IRMP, LEPC, MAJCOM/AFIMSC Detachment guidance, and applicable FEMA information. Budget and order supplies.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
1	3E951 or civilian equivalent
References	
UJTL Link(s)	
AFUTL Link(s)	
AFTTP	
AFMAN	AFMAN 10-2502
Other	AFI 10-2501

Table A5.2. Core Service: Unit EM Program Administration.

Definition	
Enhance the organization's ability to execute its assigned mission and meet EM program compliance directives	
Standard	
Administer installation-level EM programs, unit EM PRs, and the R&EM flight self-assessment program according to the CCIP and the Air Force Inspections System. Plan, schedule, and conduct PRs according to this Manual, AFI 10-2501, and AFI 90-201. Establish findings; receive, review, and analyze corrective actions; track and analyze trends; report program status and trend analysis to the EMWG. Coordinate information to ensure compatibility with BEPO. Assist units to tailor information to unit-specific hazards, capabilities, and vulnerabilities. **Note:** EM PRs conducted according to the CCIP satisfy annual PR requirements for Tier I units.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
1	3E971 or civilian equivalent
References	
UJTL Link(s)	
AFUTL Link(s)	
AFTTP	
AFMAN	(This Manual)
AFI	AFI 10-2501, AFI 90-201

Table A5.3. Core Service: CBRN Survival Skills Defense Training.

Definition	
Hands-on training and evaluation of knowledge gained during the CBRN Defense Awareness Course about multiservice tactics, techniques, and procedures for CBRN defense operations.	
Standard	
Determine requirements for training to include forecasted number to train, instructor availability, class size, and AEF training window forecast. Schedule instructors and conduct training. Budget for consumable materials. Report status to EMWG.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
1 per 15 students	3E9X1
References	
UJTL Link(s)	
AFUTL Link(s)	
AFTTP	
AFMAN	
Other	AFCEC course requirements and AFI 10-2501

Table A5.4. Core Service: Disaster Response Force Training.

Definition	
Provide DRF members with the required knowledge and skills to prepare for, respond to, and recover from incidents requiring AF response. These courses include Local Emergency Response Operations (LERO), Shelter Management training, Decontamination training, EMST, PAR training, and other specialized team training.	
Standard	
Conduct DRF training as described in AFI 10-2501.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
1	3E931or civilian equivalent for EMST and PAR; 3E951 or civilian equivalent for LERO, Unit EM Representative, Shelter Management, and Decontamination Team training
References	
UJTL Link(s)	
AFUTL Link(s)	
AFTTP	
AFMAN	AFMAN 10-2502, AFMAN 10-2503
AFI	AFI 10-2501

Table A5.5. Core Service: EM Training/Mission Support.

Definition	
EM courses provide installation personnel with the required knowledge and skills to prepare for, respond to, and recover from incidents requiring AF response. This includes BEPO, Unit EM Representative Training, and Unit Commander In-Briefs.	
Standard	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
1	BEPO = 3E931, Unit EM Rep = 3E9X1, CC In-brief = 3E971
References	
UJTL Link(s)	
AFUTL Link(s)	
AFTTP	
AFMAN	
AFI	AFI 10-2501

Table A5.6. Core Service: EM Flight Training.

Definition	
Conduct flight-level training to include upgrade, proficiency, and certification-based training. This also includes Mission Readiness Training such as Nuclear Emergency Team Operations, ICS 300 and 400, AFIMC, and FEMA Courses.	
Standard	
Develop a comprehensive capabilities-based training plan to provide proficiency training to all EM personnel to update and maintain their technical and professional skills. Conduct research, review publications and technical bulletins, determine course and instructor schedules, plan and execute training, and document completion.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
2	Task Trainer and Task Certifier, military or civilian
References	
UJTL Link(s)	
AFUTL Link(s)	
AFTTP	
AFMAN	(This Manual)
Other	3E9X1 CFETP; IHT Tool; applicable AFQTPs, T.O.s, and operator's manuals

Attachment 6

EMERGENCY MANAGEMENT RESPONSE CAPABILITY STANDARDS

Table A6.1. Core Service: EOC Manager.

Definition	
The EOC manager works for the EOC director by providing support and functional expertise for emergency C2 of military resources through the ESFs. The EOC manager stands-up the EOC when directed and oversees the EOC operations. They collect information about the incident and provide the EOC director updates.	
Standard	
Consolidates ESF inputs into the COP. Provides requested support to the EOC Director and IC	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
1 per operational period	Certified 3E971
References	
UJTL Link(s)	
AFUTL Link(s)	
AFMAN	AFMAN 10-2502
AFI	AFI 10-2501

Table A6.2. Core Service: Emergency Support Function (ESF-5).

Definition	
Provide information and planning support to the EOC director, manage the CBRN Control Center, and ensure the control and protection of classified material. Keep detailed records/logs of decisions and events. Provide EOC Director, IC, and response agencies the situational awareness of emergency response and recovery operation, through the COP. Coordinate support from additional response elements with local civilian EM officials. Review and comment on incident lessons learned/after action reports. Strategically plan for future incident phases.	
Standard	
Provide multi-agency planning and coordination for operations. Provide liaison with local, state, tribal, federal, and HN authorities. Manage CBRN PD operations to include input to Mission Oriented Protective Postures level recommendations.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
1 per operational period	Certified 3E971
References	
UJTL Link(s)	
AFUTL Link(s)	
AFTTP	ATP 3-11.32
AFMAN	AFMAN 10-2503

Table A6.3. Core Service: Plume Modeling.

Definition	
Perform plume modeling in close coordination with the DOD Weather unit responsible for installation weather operations. Use Weather Flight data for Plume modeling for CBRN operations. Personnel assess and analyze estimated CBRN contamination contours, direct activities of CBRN specialized teams, determine actual contours of hazards through collection of survey/post attack data, and develop hazard duration estimations (persistency). The CBRN Control Center provides plume modeling/hazard analysis data to CBRN forces for associated activities of Downwind Hazard Analysis, cordon reduction or expansion, ground surveys, and CBRN sampling. It provides ability to reduce hazard areas and allows installation critical mission continuation. It protects responding forces from primary and secondary hazards through inputs to the local COP for senior leaders and control centers.	
Standard	
Develop and interpret model to enable leadership to make a risk-based decision.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
1 per operational period	Certified 3E9X1
References	
UJTL	OP 7.9.3
AFUTL	AFTA 6.2.1, 7.1.1, 7.1.2
AFTTP	ATP 3-11.32
AFMAN	AFMAN 10-2503

Table A6.4. Core Service: CBRN Warning and Reporting.

Definition	
CBRN warning and reporting is an information management function entailing collecting and analyzing data from field assessments. Services include retrieval of information obtained from local, state, tribal, federal, and/or HN authorities. The vertical and horizontal exchange of CBRN-related information provides C2 elements with detailed hazard analysis to support tactical and strategic objectives. Information also aids decision-making.	
Standard	
CBRN warning and reporting services are conducted by EM personnel throughout all operational periods. Each control center maintains the ability to transmit and receive warning and reporting information to parent and subordinate echelons.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
1 per operational period	Certified 3E9X1
References	
UJTL	
AFUTL	
AFTTP	AFTTP 3.2-46
Other	Ensure to include Air Operations Center Tactics, Techniques and Procedures, North Atlantic Treaty Organization, and International Standard Agreements for Collection Center Operations

Table A6.5. Core Service: CBRN Command and Control.

Definition	
CBRN C2 function resides in the CBRN Control Center and encompasses the related tasks and systems supporting commanders in minimizing degradation of mission due to CBRN hazards. It includes those tasks associated with acquiring friendly and adversarial CBRN services information, managing relevant information, and directing and controlling specialized teams. This service fuses information from the integrated early warning, hazard analysis, and other supporting sources, to include meteorological, terrain, intelligence, coalition allies, and civil support information. This service supports timely decision making related to situational awareness; protection; the restoration of operating tempo; and casualty treatment, care, and evacuation.	
Standard	
CBRN C2 functions direct and manage assigned resources to include specialized teams and equipment to execute commander's intent.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
1 per operational period	Certified 3E971
References	
UJTL Link(s)	OP 7.9.3
AFUTL Link(s)	AFTA 6.2.1, 7.1.1, 7.1.2
AFTTP	AFTTP 3-2.70, CBRN Command and Control
AFMAN	AFMAN 10-2502, AFMAN 10-2503

Table A6.6. Core Service: CBRN Detection Array.

Definition	
The CBRN detection array provides agent detection and presumptive identification activities. This function delivers information needed to determine protective postures and to tailor protective actions to the specific threats. The detection array provides an adjustable sensor service for detecting CBRN contamination with set-up and implementation of detectors based on the threat. The detection array layout must consider hazard characterization requirements for the highest priorities, such as mission critical areas, facilities, and population centers. Early detection provides time to implement protective measures. Accurate identification of CBRN materials enables selection of effective protective actions, medical treatment, and reduces mission degradation. As such, it provides C2 awareness of areas of suspected contamination.	
Standard	
According to local threat guidance, established and maintained the array to detect and/or warn of a CBRN attack.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
2 per team (based on incident/threat)	Certified 3E9X1
References	
UJTL	
AFUTL	

AFTTP	AFTTP 3-2.44

Table A6.7. Core Service: Mounted CBRN Reconnaissance and Surveillance.

Definition	
Mounted operations provide the installation commander an initial quick assessment of potential CBRN hazards. Vehicles provide speed and protection to CBRN Reconnaissance and Surveillance elements when conducting the mission. This includes shielding from radiological and nuclear hazards and allowing forces to move on avenues along terrain at a faster pace. Interact with CBRN Control Center to relay plume-modeling information to ensure a better contamination common operational picture .	
Standard	
Utilize available transportation platforms to locate and characterize CBRN contamination within a suspected area: 1.Confirm or deny the established contour of the cordon is free of contamination and encompasses the entire hazard area during increased threat level response 2.Employ and maintain CBRN detection array.	
Personnel Proficiency Standards (Optimal)	
# Personnel	**Requirements**
2 per Team per operational period (# of teams based on threat)	Certified 3E9X1s
References	
UJTL Link(s)	OP 7.9.3
AFUTL Link(s)	AFTA 6.2.1, 7.1.1, 7.1.2
AFTTP	AFTTP 3-2.44

Table A6.8. Core Service: Dismounted CBRN Reconnaissance and Surveillance.

Definition
Dismounted reconnaissance is a mode of reconnaissance conducted by using any of the forms of CBRN reconnaissance (route, area, or zone) while CBRN surveillance operations use the various forms of CBRN surveillance (area or point). Dismounted reconnaissance is best performed for an area when the size is conducive to military personnel operating on foot. Dismounted CBRN reconnaissance provides the tactical commander with accurate information pertaining to CBRN activity in the operational environment to prepare forces to operate in the CBRN environment or, if possible, avoid contamination. The key tasks for CBRN reconnaissance are detect, locate, presumptively identify, sample collection, survey, mark, and report.
Standard
Determine the extent of the hazard and mark area, collect and package samples for laboratory analysis, and provide detailed information for C2 decisions in developing recovery plans and personnel protection measures. Interact with plume modeling from the CBRN Control Center for a viable contamination COP supporting installation mission restoration. The mission is successful after the key tasks are completed as planned or upon reaching the expected source of the hazard and getting negative detection results. Employ and maintain CBRN detection array.

Personnel Proficiency Standards (Optimal)	
Personnel	**Requirements**
3-5 personnel per operational period 1 Team Leader 2 Survey Team 2 Backup (during Level A/B response)	Certified 3E9X1s
References	
UJTL Link(s)	OP 7.9.3
AFUTL Link(s)	AFTA 6.2.1, 7.1.1, 7.1.2
AFTTP	AFTTP 3-2.44

Table A6.9. Core Service: Decontamination Operations.

Definition
Manages operations to minimize the hazard and reduce the spread of contamination. This encompasses individuals and equipment, with or without the formal establishment of a decontamination corridor or station. **Note:** This does not include collective protection systems. 1. CCA provides installations the service to process and decontaminate personnel exposed to liquid, solid, aerosol, or vapor chemical, biological, and radiological agents. Although the equipment and procedures are primarily designed for these types of warfare agents, the CCA can be modified for use with personnel contaminated with Toxic Industrial Chemical and Materials. a. 3E9 personnel utilize the user-friendly tool Automated Decontaminant Calculator, which allows the warfighter to make a predetermined percentage concentration of chlorine solution without using complicated chemical formulas. b. This tool determines the volume of water needed for a set amount of decontaminant and vice versa. In addition, the user is able to choose from the most standard chlorine-based decontaminants: high-test hypochlorite, high tested bleach, calcium hypochlorite (at two concentration variations), and sodium hypochlorite (at three concentration variations). c. The tool was developed and then field-tested on (first year of military service) warfighters and with their expected level of chemistry expertise in mind. Informational icons provide a quick reference table with calculated values, safety and PPE information, and example scenarios. d. The scenarios include several word problems, answers, and a guided instruction for each step. Reference ATP 3-11.32. 2. The CCS provides radiological decontamination to personnel during a nuclear accident or incident involving a radiological source to limit the spread of contamination to an

uncontaminated area.	
Standard	
Establish decontamination operations to eliminate or reduce contamination from personnel and limit the spread of contamination from the hazard area. It is imperative a decontamination process be established and operational before entry.	
Personnel Proficiency Standards (Optimal)	
Personnel	**Requirements**
1 per operational period	Certified 3E9X1s
References	
UJTL Link(s)	OP 7.9.3
AFUTL Link(s)	AFTA 6.2.1, 7.1.1, 7.1.2
AFTTP	ATP 3-11.32

Attachment 7

NATIONAL PREPAREDNESS MONTH (NPM) AFTER ACTION QUESTIONNAIRE

1.Name of your installation:

2.Country: State: City:

3.Approximate total number of personnel at your installation:

4.Indirect information awareness outreach. Did your installation participate in indirect preparedness outreach activities (e.g. sending memorandum or e-mails; record a video or public service announcement; or create a newsletter or article)? ☐Yes ☐No

- How many indirect information awareness activities were taken?

- Total approximate number of individuals reached through these indirect information awareness activities?

5.Direct information awareness outreach. Did your installation participate in direct preparedness outreach activities (e.g. preparedness booth or fair; 5K Preparedness Run; in-person speaking engagement)? ☐Yes ☐No

- How many direct information awareness activities were taken?

- Total approximate number of individuals reached through these direct information awareness activities?

6.Did your installation conduct a preparedness discussion, training, drill, or exercise? If so, please consider providing additional detail in the final question. ☐Yes ☐No

- How many preparedness discussions, training, drills, or exercises were taken?

- Total approximate number of individuals that participated in discussions, drills, training, or exercises?

7.If your installation promoted the NPM campaign or preparedness activities through social media and communications channels, please provide quantitative totals.

- Internal Website Page Visits:
  (NOTE: Metrics being gathered are for visits and views of your specific internal preparedness site in September. Count only the exact webpage/site being promoted, not main websites where, for instance, an image is rotating or badge is promoting your preparedness or campaign site.)
- Internal Website Page Views:
  (NOTE: In this case, a visitor is someone who visits your specific preparedness site and is tracked by the cookie placed in their browser. As such, a single visitor can have multiple visits to your site after any 30 minute period of inactivity.)
- Public Website Page Visits:
  (NOTE: Metrics being gathered are for visits and views of your specific external preparedness or campaign site in September.)
- Public website Page Views:
- Facebook Posts
  (NOTE: Metrics being gathered are for total number of Facebook Posts on NPM campaign, or on preparedness in September.)
- Facebook Likes:

(NOTE: Metrics being gathered are for the accumulated total "Likes" among all Facebook Posts for NPM or on preparedness in September.)

- Twitter Total Tweets:
(NOTE: Metrics being gathered are for total number of Tweets on the NPM campaign, or on preparedness in September.)
- Twitter Total Views:
- Twitter Total Retweets:
(NOTE: Metrics being gathered are for the accumulated total "Retweets" among all Tweets for NPM or on preparedness in September.)
- YouTube/Video Posts:
(NOTE: Total number of videos placed on YouTube on the NPM campaign, or on preparedness in September.)
- YouTube/Video Views:
(NOTE: Metrics being gathered are for the accumulated total "Views" among all YouTube posts for NPM or on preparedness in September.)
- Other social media or communications channel:

8.Did your installation promote any of the following ways to participate in the NPM campaign? Please check all that apply.

☐Develop and test emergency communication plans.

☐Sign up for local alerts and warnings, or downloaded emergency-oriented applications.

☐Assemble or update emergency supplies or kits.

☐Document property and obtain appropriate insurance for relevant hazards.

☐Collect and safeguard critical documents (e.g., insurance policies and birth records).

☐Make property improvements to reduce potential injury and mitigate property damage.

☐Plan with neighbors to help each other out and share resources.

9.Did your installation promote hazard informational awareness? Please check all that apply.

☐Flood	☐Wildfire	☐Hurricane	☐Power Outage
☐Active Shooter	☐Tornado	☐Earthquake	☐Winter Storm
☐Tsunami	☐Volcano	☐All Hazards	☐Other:

10.Did your installation collaborate or partner with an internal or external stakeholder to participate in activities of common interest supporting installation and/or community preparedness efforts? Please check all that apply.

☐Local First Responders	☐City EM	☐County EM
☐State/Territory EM	☐International EM	☐NGO
☐Private Sector	☐FEMA	☐Other Federal Partners
☐Other military installations or sites	☐Community Schools	☐Specify your own value:

11.Did your installation register its preparedness activity participation or an event on the Department of Homeland Security's Ready Campaign website (www.ready.gov/prepare) to be counted in the national total?

☐Yes ☐No

12.Please highlight any exemplary efforts, engagements, or outreach activities taken during NPM. Please also provide any external web-links that detail your activities. This information is vital to our reporting, public affairs efforts, and selection of letters of recognition: