By Order of the Secretary of the Army:

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

Official:

MILTON H. HAMILTON
Administrative Assistant to the
Secretary of the Army
07276

DISTRIBUTION:

Active Army, USAR, and ARNG: To be distributed in accordance with DA Form 12-11E, requirements for FM 90-29, *Noncombatant Evacuation Operations* (Qty rqr block no. 5340)

FIELD MANUAL
NO. 90-29

HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, DC, 17 October 1994

NONCOMBATANT EVACUATION OPERATIONS

CONTENTS

Preface iv
Chapter 1 Overview
Description of NEO 1–1
Policy 1-2
NEO Environments 1-3
Chapter 2 US Organizations and Roles
Embassy Organization 2–1
Country Team 2–2
Washington Liaison Group 2–3
Regional Liaison Groups 2–3
Other Agencies 2–3
Chapter 3 Contingency and Predeployment Planning
Embassy Emergency Action Plan 3–1
Military Planning and Planning Assistance 3–3
Multinational Operations 3–4
Predeployment Planning 3–5
Intelligence Preparation 3–6
Command and Control 3–6
Advance Party 3–7
Chapter 4 Deployment
Intermediate Staging Base 4–1
Insertion of the Evacuation Force 4–2
Chapter 5 Evacuation Force Operations
Organization and Mission 5–1
Command and Control Element 5–1
Marshalling Force 5–2
Security Force 5–3
Logistics Element 5–4
Administrative Element 5–4
Initial Actions 5–5
Route Selection 5–5

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.

Preparation of Equipment 5-6
Marshalling Force Operations 5-6
Transportation 5-7
Movement Control 5-7
Assembly Area Operations 5-7
Securing Assembly Area 5-7
Dispatching Search Squads 5-8
Processing Evacuees 5-9
ECC Operations 5-11
Processing Center Procedures 5-11
Reception Station 5-12
Registration Station 5-13
Debriefing Station 5-14
Medical Station 5-14
Embarkation Station 5-14
Comfort Station 5-15
Operations Center Procedures 5-15
Executive Officer 5-16
Operations Officer 5-16
Intelligence Officer 5-16
Logistics Officer 5-18
Personnel Officer 5-19
Public Affairs Officer (PAO) 5-19
Civil Affairs Officer 5-19
Signal Officer (SIGO) 5-20
Withdrawal of Evacuation Force 5-20

Chapter 6 Safehaven Operations
Safehaven Site 6-1
Organization and Functions 6-1
Disposition of the Safehaven Force 6-3

Appendix A Psychological Operations A-1

Appendix B Guidelines for Rules of Engagement
General B-1
Suggested Rules of Engagement B-2

Appendix C Sample EAP Checklists
Checklist for US Military-Assisted Evacuation C-1
Assembly Area C-3
Helicopter Landing Zone C-4
Airfield Survey C-5
Seaport Survey C-7
Routes C-8

Appendix D NEO Planning Guidance
Advance Party or Liaison Team Guidelines D-1
Routine Information Requests D-2

	Possible Dilemmas	D-3
	Evacuation Control Center Considerations	D-4
	ISB Considerations	D-5
	Staff Guidelines	D-5
Appendix E	Repatriation Processing Center Processing Sheet	E-1
Appendix F	Sample Pallet Configurations for NEO Deployment	F-1
Appendix G	NEO Legal Guidelines	
	International and Domestic Law	G-1
	Use of Deadly Force	G-2
	Status of Detainees	G-2
	Claims	G-2
Appendix H	Sample Unified Command Public Affairs Plan Noncombatant Evacuation Operation (HN)	
	Section I. Situation, Mission, Execution, and Security	H-1
	Section II. General Ground Rules for the Media	H-4
	Section III. Media Statements for Courses of Action	H-5
	Section IV. Joint Information Bureau (JIB) (U)	H-7
	Section V. Principles of Information for News Media Coverage of DOD Operations (U)	H-8
Glossary		Glossary-1
References		References-1
Index		Index-1

PREFACE

Field Manual (FM) 90-29 establishes Army guidance for planning, coordinating, and executing noncombatant evacuation operations (NEOs) under nonemergency conditions. Nonemergency conditions are those in which full mobilization has not been authorized but deployment of combat forces or the use of force may be required to accomplish the mission. The manual provides direction to Army commanders and staffs charged with duties related to these operations. It attempts to harmonize procedures and terminology between the various government agencies that may be involved. It does not duplicate or supplant established doctrine dealing with tactical or strategic operations but provides a specific framework to apply that doctrine. Commanders with this type of mission should ensure that their planning staff is acquainted with reference publications to reduce the potential for flawed coordination and mission execution.

The proponent of this publication is the US Army Combined Arms Center and Fort Leavenworth. Send comments and recommendations on DA Form 2028 directly to Commander, US Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-SWW-L, Fort Leavenworth, Kansas 66027-6900.

Unless this publication states othewise, masculine pronouns do not refer exclusively to men.

CHAPTER 1

OVERVIEW

DESCRIPTION OF NEO

Noncombatant evacuation operations (NEOs) are conducted to evacuate civilian noncombatants and nonessential military personnel from locations in a foreign (host) nation during time of endangerment to a designated safehaven. NEOs are normally conducted to evacuate United States (US) citizens whose lives are in danger from a hostile environment or natural disaster. NEOs may also include the evacuation of US military personnel and dependents, selected citizens of the host nation (HN), and third country nationals. NEOs would not normally include retrograde operations of military personnel solely as part of a military operation. NEOs involve swift, temporary occupancy of an objective and end with planned withdrawals. They may include the use of force. If so, the commander limits the amount of force to that required to protect the evacuees and the evacuation force.

Every US embassy is required to maintain an emergency action plan (EAP), which includes an NEO plan. The Department of State is the lead agency for planning and conducting NEOs. NEO plans consider HN assets as the primary source of security, transportation, and temporary facilities. If HN assets are inadequate or unavailable, US military resources are used to fill the shortfall. If military forces are employed in a NEO, they usually comprise units from more than one service. The combatant commander (commander in chief (CINC), on being ordered to support a NEO, normally designates a joint task force (JTF) commander to exercise overall control of operations involved in the NEO. He is responsible for all activities, from initial planning and deployment to an intermediate staging base (ISB), to conduct of the evacuation and, if required, operation of the safehaven.

Evacuation operations differ from other military operations in that direction of the operation will usually remain with the American ambassador, if present, at the time of evacuation. Further, the order to evacuate is usually a political decision, with extensive ramifications. It indicates to the local population and other governments that the situation has deteriorated to the point that the United States has lost faith in the HN's ability to maintain control of the situation. This, in turn, may further destabilize the situation.

Requesting military assistance in an evacuation is potentially more destabilizing. The presence of armed US troops may overly alarm the local population, adding to the possibility of unnecessary violence and confusion. Should circumstances require introduction of US troops, the commander should plan for early execution of psychological operations (PSYOP) to project and define his intentions to the HN government, military, and populace. (See Appendix A for PSYOP guidance.) Although each embassy will have an EAP, the commander should not automatically assume its data is accurate and up to date. Prior coordination and site survey will probably have been restricted.

The commander must be prepared to deal with the situation as it exists at the time of evacuation. The Department of State determines the evacuation sites and timing of the operation. Evacuations can be politically sensitive and are monitored, if not controlled, from the highest level.

Military units aiding in the evacuation of US and other noncombatants whose welfare is threatened must protect themselves and their charges throughout the evacuation. As a situation develops, the unit secures assembly areas and an evacuation site, establishes defensive perimeters, and locates and escorts evacuees. Protecting the force and its charges may include establishing physical barriers to protect assembly areas and evacuation sites. Crowd-control agents and tactics and employment of tactical PSYOP teams (TPTs) may be necessary to extract evacuees or discourage hostilities. Dissemination and enforcement of clearly defined rules of engagement (ROE) are critical. Although the objective is not to destroy enemy forces and armed conflict should be avoided whenever possible, it may become necessary.

The HN government, military, and general populace must be advised of the ROE and intent of US and multinational forces. Well-publicized intentions preclude operation interference. Civil affairs (CA) and PSYOP forces are trained and equipped to develop, produce, and disseminate information that conveys the commander's mission in the language of the country of operation.

The situation will probably be such that the evacuation force commander may have to defend the

evacuation from hostile forces without first informing higher authorities. Thus, if given the opportunity, the evacuation force commander must influence the ROE to provide maximum leeway to the NEO force so as not to unduly restrain use of force where necessary. (See sample ROE in Appendix B.)

An evacuation may end with a withdrawal under pressure. A worst-case example is the evacuation of the US Embassy in Saigon in 1975. Evacuation may be by land, air, or sea, using convoys, rail, freed-or rotary-wing aircraft, ferryboats, or ships. Helicopter or boats may ferry evacuees to ships standing offshore.

POLICY

Pursuant to Executive Order 12656, the Department of State is responsible for the protection and evacuation of American citizens abroad and for safeguarding their property. This order also directs the Department of Defense (DOD) to advise and assist the Department of State in preparing and implementing plans for the evacuation of US citizens.

The chief of mission (COM), after approval by the Department of State's Under Secretary for Management, can order the evacuation of US government personnel and dependents, and other than "wartime essential" DOD personnel assigned to military commands. Evacuation transportation options, in order of preference, are (1) scheduled commercial transportation, (2) commercial charter, (3) US military charter, and (4) US military transportation. Transportation options must be coordinated through the Washington Liaison Group (WLG) (discussed in Chapter 2).

The following personnel can be ordered to depart and are eligible for evacuation assistance. Once evacuated, they may not return until approved by the Department of State and the chief of mission. Personnel in this category are as follows:

- American civilian employees of US government agencies, except mission essential DOD employees of military commands.
- US military personnel assigned to the embassy (such as Marine security guards, defense attaché, and security assistance personnel).
- Peace Corps volunteers.
- American citizens employed on contract to a US government agency if the contract so provides.
- Dependents of those above.
- Dependents of other US military personnel, including those assigned to military commands.

The following personnel cannot be ordered to depart but are entitled to evacuation assistance. They may return at their discretion and at their expense. These personnel are—

- Americans employed by non-US government organizations.
- Americans employed by or assigned to international organizations.
- Americans employed on contract directly by the host govemrnent, even if the contract is funded by the US government.
- Americans employed by private entities, such as relief organizations, even though the employer may receive some US government funding.
- Fulbright grantees and private American citizens.
- Family members of private American citizens, to include alien spouses, children, and other bona fide residents of the household.
- Other individuals designated by Department of State.

Legal permanent US residents (green card holders) are not entitled to any special assistance unless they fall into one of the above categories.

As a rule, if the US government is controlling the evacuation, the priorities for assistance are as follows:

- Priority I: American citizens.
- Priority II: Alien immediate family members of American citizens.
- Priority III: Third country national and designated foreign service national employees of the US government.
- Priority IV: Eligible non-Americans who are seriously ill or injured or whose lives are in imminent peril as determined by Department of State (but who do not qualfy for a higher priority).
- Priority V: Others that are eligible as determined by Department of State.

NEO ENVIRONMENTS

The military command tasked with conducting a NEO tailors its planning and action for evacuation assistance according to the anticipated situation. The three operational environments that the military may face in evacuation operations are permissive, uncertain, and hostile. These environments may exist due to an unfavorable political environment, conflict, or natural disaster in the host nation.

In a permissive environment, there is no apparent physical threat to evacuees. The host government will not oppose their orderly departure or US military assistance. Military assistance is normally limited to medical, logistics, military police (MP) or other security, and transportation. Security forces are tailored to what is required to protect military property and personnel. Depending on the political situation in the HN, however, the JTF commander may elect to have a reaction force on standby to respond rapidly if the environment becomes less permissive.

Military assistance maybe required because of a natural or man-made disaster or because of inadequate transportation facilities. US military support could then involve engineer units or contractors. Local law enforcement agencies may request MP or other US military forces to assist in maintaining and restoring order.

During Operation Fiery Vigil, June 1991, 20,000 US military personnel and dependents were evacuated from Clark Air Force Base and Subic Bay, Philippines, because of the eruption of Mount Pinatubo. Although not popular with the local population, this evacuation was unopposed and took place in a permissive environment.

In an uncertain environment, the degree of danger is uncertain. The host government may or may not be in control but cannot ensure the safety of US citizens. Because of the uncertainty, the JTF commander may elect to reinforce the evacuation force with additional security units and TPTs. The need for a reaction force becomes more important. Opposed entry operations may be required. In this environment, the JTF commander will probably elect to issue weapons and ammunition to evacuation force personnel. The ROE must be disseminated early enough to ensure troops are trained, and they must be strictly enforced to avoid escalation of hostilities. Advising the local populace, combatant and noncombatant, of the ROE and the intent of US or multinational forces decreases the likelihood of interference and inadvertent escalation of hostilities due to misunderstanding.

In January 1991, when US Marines were ordered to execute Operation Eastern Exit, the evacuation of Mogadishu, Somalia, the civil war had escalated to the point that the Somali government could not guarantee the safety of evacuees and the evacuation force.

In a hostile environment, host government or other forces are expected to oppose evacuation and US military assistance. The JTF commander may elect to deploy a sizable security element with the evacuation force. He may position a large reaction force either with the evacuation force or at an ISB. Opposed entry operations may be required. The ROE must be strictly enforced.

Regardless of the environment at the operation's onset, the commander must plan for the possibility that it may change. Volatile situations that would trigger a NEO also provide ripe environments for spontaneous or organized violence. Unfortunately, US citizens are often direct or indirect targets of this violence. Prior to the evacuation of Monrovia, Liberia, in August 1990, factions that had been ambivalent toward the United States suddenly threatened to take hostages. This is an example of an uncertain environment that became hostile.

The most volatile situation will occur when a major US ally, where substantial US government and nongovernment personnel are stationed, comes under direct attack and major US forces are involved. While the process for evacuation may remain the same, the nature will likely change. Control of the evacuation may pass from the ambassador to the military commander. Evacuation will not be the focus of military operations in the country. Mission, enemy, terrain, troops, and time available (METT-T) may cause large adjustments. The evacuation commander may have to rely on retrograde transportation, as opposed to dedicated assets. The urgency for completing the evacuation will increase.

All commanders must be prepared to deal with large numbers of displaced civilians and noncombatants, both US and other. This makes the presence of CA units critical along with the possible requirement to setup and operate temporary holding camps. The mission of the evacuation force is to safeguard and evacuate US citizens. The force should avoid engaging in combat operations whenever possible. Execution of PSYOP during the earliest phases of the NEO will minimize the potential for hostilities. If combat is unavoidable, the commander should use the minimum force required to ensure the safety of his command and its charges.

CHAPTER 2

US ORGANIZATIONS AND ROLES

EMBASSY ORGANIZATION

The primary responsibility for NEOs lies with the Department of State. The chief of mission (COM) is always the ambassador, if present, and is the ranking US official in the country. He is directly responsible to the President of the United States. In the absence of the ambassador, the deputy chief of mission (DCM) becomes the *charge d 'affaires.* The following paragraphs describe other key embassy officials and their duties.

The administrative officer (AO) is often the third in command in the embassy hierarchy. In a small post with no security officer assigned, the AO assumes the functions of the security officer and has operational control (OPCON) of the Marine security guard (MSG) detachment if assigned. The AO is also responsible for the embassy communications unit.

The general services officer (GSO) has many of the same functions as a J4 or S4. The GSO is normally responsible for all buildings, grounds, construction vehicles, and maintenance.

The chief of the consular section is responsible for many functions relating to US personnel and is an appropriate point of contact for the J2 or S2 and J3 or S3. Consular officers are, in general, responsible for the welfare of all US citizens visiting and residing in their country and for knowing their whereabouts and maintaining an estimated count.

The chief, security assistance office (SAO) may be the senior military person at the embassy. He maintains liaison with the host nation's military forces. He is authorized by law to perform specific military functions with host country military that are barred to all other embassy staff members.

The defense attaché officer (DATT) is a military person attached to the embassy in diplomatic status representing DOD. He has access to the daily embassy situation report (SITREP) and other written intelligence. Except for the MSG, all military personnel, even those not assigned to the embassy or under direct control of the COM, must coordinate their activities through the DATT.

The chief of station and defense attaché are ideal points of contact for the J2 or S2. They can provide information about HN civil and military capabilities, such as order of battle.

The USIS representative or public affairs officer (PAO) is responsible for media relations and approves all media contacts during a NEO. He is the point of contact for the JTF PAO.

The regional security officer (RSO) is a Department of State security officer responsible for the security functions of US embassies and consulates in a given country or group of adjacent countries. The RSO oversees the post security officer (PSO) and the special security force (SSF).

The PSO has general security duties at a specific embassy (or consulate). The PSO is a special staff officer under the control of the administrative officer and exercises OPCON over the Marine security guards assigned to the station.

The SSF are Department of State employees who respond to crises in foreign countries. They work for the RSO and provide additional bodyguard security for the COM, the DCM, and others as directed by the RSO.

The political officer is a foreign service officer (FSO) who reports on political developments, negotiates with the host government, and represents views and policies of the US government to his contacts. The political officer maintains regular contact with host government officials, political and labor leaders, and other influential citizens of the host country, as well as third country diplomats. The political officer is a major contributor to the overall intelligence picture.

The economic officer is an FSO who analyzes, prepares reports, and advises appropriate embassy and Department of State personnel on economic matters in the host country. Economic officers negotiate with the host government on trade and financial issues. They also work in close contact with relief organizations.

The medical officer is the senior medical person who is able to respond to and setup triage, trauma, and mass casualty operations. The medical officer can also advise the joint task force on medical threats and preventive medicine measures necessary for forces introduced into country. However, this should not take the place of good

medical intelligence by the evacuating force before the operation.

The MSG detachment has, at a minimum, a commander and five watch standers. Only with the express consent of the COM is the detachment available for duty with forces deployed to conduct the NEO. The MSG detachment missions and duties include—

• Exercising access control and providing stationary guard coverage of the principal buildings.

• Conducting visual inspections of controlled access areas to detect possible physical or technical penetrations.

• Providing temporary internal security guard protection to the COM's (or *charge d'affaires')* residence.

• Performing other duties required by circumstances requiring immediate action and as directed by the COM or *charge d 'affaires* and RSO or PSO.

• Protecting the principal buildings as outlined in the mission EAP or as directed by the COM or *charge d 'affaires* and the RSO or PSO.

The MSG detachment commander is normally a member of the emergency action committee (EAC). The EAC is the interface between the Department of State and DOD. Its mission is to brief, coordinate, and plan for the evacuation and protection of US noncombatants and certain designated aliens. The EAC normally consists of Department of State representatives and local representatives of the US government and country team.

COUNTRY TEAM

The country team is a council of senior officers, normally section heads, working under the COM's direction to pool their skills and resources in the national interest of the United States. The country team system makes possible rapid interagency consultation, action, or recommendations from the field and effective execution of US missions, programs, and policies.

The organization of each country team varies, based on the COM's desires, the specific country situation, the number and size of US programs, and the qualifications of the senior officers representing the agencies. The country team normally consists of the following members:

- Deputy chief of mission (DCM).
- Consular officer.
- Chief of station.
- Regional security officer.
- Political counselor.
- Commercial attaché.
- Agricultural attaché.
- Science officer.
- Public affairs officer.
- Administrative officer.
- Economics officer.
- Director of the United States Information Service (USIS).
- Drug Enforcement Agency (DEA) attaché.
- Director of the US Agency for International Development (USAID).
- Director of the Peace Corps.
- Defense attaché.
- Chief, security assistance office (SAO).

The COM is charged by the President with the responsibility for overall direction, coordination, and supervision of US government activities in the country to which he is accredited. All military personnel, even those not assigned to the embassy or under direct control of the ambassador, must coordinate their activities with him, normally through the defense attaché office (DAO) or SAO.

The Department of State, acting on the advice and recommendation of the COM, decides when evacuation of designated personnel will take place. Normally, evacuation commences according to the embassy EAP, using scheduled commercial transportation, commercial charter transportation, or US military transportation. Arrangements for charter transportation, civilian or military, must be made by the Department of State's Under Secretary for Management.

If evacuation requirements exceed the capability of the diplomatic mission, the Secretary of State may request military assistance from the DOD. This might happen when the threat to US citizens makes it impractical to wait for other means of evacuation or if military forces are required to actively protect US citizens. The Chairman of the Joint Chiefs of Staff (JCS), when directed by the National Command Authorities (NCA), tasks this mission

to the appropriate combatant commander (CINC). The CINC initiates appropriate military operations and coordinates with the State Department chair of his regional liaison group (RLG).

WASHINGTON LIAISON GROUP

The WLG is chaired by a representative of the Department of State. Representatives from the Office, Secretary of Defense (OSD); the Joint Staff; and the military departments are members. The Department of State invites other US government departments and agencies to participate as appropriate. The WLG is responsible for coordinating the planning and implementation of Department of State and DOD plans for the protection and evacuation of noncombatants abroad. The representatives of the WLG are the points of contact for their departments on all matters pertaining to evacuation planning and implementation.

The WLG, through the Under Secretary for Management, arranges transportation beyond that routinely available to the embassy. It designates the ISB, safehaven, and repatriation site. (Unless otherwise designated by the OSD, the ultimate safehaven for DOD employees and dependents is the United States.) The WLG coordinates with the Department of Health and Human Services, the Immigration and Naturalization Service, and the Customs Bureau to ensure all non-US government evacuees are met at the initial port of entry in the United States, processed into the country, and assisted in making onward travel arrangements, as required.

By law and executive order (42 United States Code (USC) 1313 and Executive Order 12656), the Department of Health and Human Services meets and assists evacuees at the US port of entry. Assistance is provided only if evacuees are without adequate resources to resettle on their own the embassy and the Department of State recommend assistance, and the individual wishes it.

REGIONAL LIAISON GROUPS

Regional liaison groups are joint monitoring and coordinating bodies established by the Department of State, chaired by that agency's political advisors to the CINCs, with representation from the DOD. RLGs ensure that embassies (or posts) and CINCs coordinate NEO planning. They provide advice and guidance to diplomatic and consulate posts and military commands in their areas by—

. Providing liaison between the WLG and the embassy.

• Ensuring coordination exists between the various embassies and military commands.

• Assisting embassies and commands in planning for evacuation and protection of US citizens and certain designated aliens in case of emergency.

•Reviewing EAPs and forwarding them to State Department with comments and recommendations.

OTHER AGENCIES

A NEO is by nature an interagency operation. It includes evacuation of not only US government personnel, but also nongovernment, private volunteer, and, possibly, international relief organizations. Although ideally, these organizations should work with the embassy for evacuation the commander may need to provide liaison teams to coordinate with them.

An interagency task force, reporting to an interagency working group, may also be formed. This was done to coordinate interagency efforts in the evacuation of Rwanda in 1994.

CHAPTER 3

CONTINGENCY AND PREDEPLOYMENT PLANNING

EMBASSY EMERGENCY ACTION PLAN

US embassies and consulates are required to have emergency action plans (EAPs) for the area under their cognizance. The chief of mission is responsible for the preparation of EAPs that, among other things, address the military-assisted evacuation of US citizens and designated foreign nationals from a foreign country. The conduct of military operations to assist in the implementation of EAPs is the sole responsibility of the supporting military commander. It is incumbent on the CINC to be proactive in supporting the COM in his planning to ensure that it is accurate and adequate to support military operations. Plans (to include photographs) give details on—

- Evacuation sites.
- Number of evacuees (total and by area).
- Assembly areas.
- Command posts.
- Key personnel (names, location, means of contact).

The *Emergency Planning Handbook* (EPH) is a consolidated source of guidance for foreign service posts on planning for and dealing with certain emergency situations. The EPH is the principal reference for posts in preparing and revising the EAPs. Appendix C of this manual contains sample EAP checklists from the EPH.

When feasible, notification procedures involve communicating with potential evacuees via the established warden system. Wardens are usually volunteers who have agreed to notify a certain number of US citizens when evacuation is possible. As a rule, written messages are more reliable than oral messages and should be used whenever possible. The five phases of an evacuation are travel advisory, drawdown, authorized departure, ordered departure, and standfast.

Travel advisories are issued to discourage additional travel into a potentially hazardous location. As the situation develops, the embassy may begin reducing staffing for government agencies to essential personnel only, through a *drawdown.* The third phase, *authorized departure,* encourages departure and authorizes funds and allowances for certain noncombatants. A sample authorized departure (leave commercial) notice is at Figure 3-1.

LEAVE COMMERCIAL

NAME OF POST:_____ DATE: _____

In view of the gravity of the current local situation, this office recommends that Americans whose presence in the country is not essential depart by commercial transportation as soon as possible. If adult US citizens have compelling reasons for remaining in the area, we suggest that dependents depart with their pets while normal commercial facilities are still available.

American citizens with valid passports and foreign dependents with valid passports or visas should not come to this office for travel arrangements. Rather, they should make their own arrangements directly with transportation companies or travel agents.

Persons departing are requested to inform this office by telephone _____ or by mail, of their departure plans, providing the following information: name(s), date(s) and place(s) of issuance of passports; probable date(s) and mode(s) of transportation; and names and addresses of next of kin or other point of contact in the United States or elsewhere.

This office can not accept any personal or real property for protection but will accept copies of inventories of property left in the country and attempt to arrange for protection of such property through the local authorities.

American citizens who do not have valid passports or are unable to arrange for their own travel or that of their dependents because of insufficient funds or other reasons should report to this office as soon as possible. They should bring with them—

1. Their American passport or other proof of US citizenship.

2. For non-American spouses, children, and dependents, passports or identification cards and proof of relationship (birth or marriage certificates). Please pass the contents of this notice to other US citizens and keep it handy for reference.

Figure 3-1. Sample leave commercial notice.

EVACUATION

NAME OF POST: _____ DATE: _____

Because of the situation in this country, the ambassador has determined that the evacuation of all US citizens is advisable. As the operations of this office may be terminated with little or no advance warning, American citizens wishing US government assistance should contact their wardens or this office immediately (Telephone _____). The Embassy/Consulate is arranging chartered transportation to the United States or to another safe haven. The issuance of tickets is not feasible and all persons being evacuated will be asked to sign promissory notes to cover the cost of their transportation. The Department of State will bill evacuees later for the costs incurred. (US government personnel and their dependents travel on official orders and their respective agencies, rather than the individual, will be billed.)

To provide proper protection and to help you leave safely, we ask you to follow these instructions:

1. Your warden is _____ and may be contacted at _____.

2. Your assigned assembly area is at

_____ a. Please be there at _____.
_____ b. You will be told later when to be there.
_____ c. Do not bring your vehicle to the assembly point.
_____ d. Bring enough food for each family member for ___ meals.
_____ e. Cooking facilities are not available, so bring ready-to-eat food (such as canned items and sandwiches).
_____ f. Bring an unbreakable container with ___quart(s) of water per person.
(items not checked are not applicable)

3. Prepare to bring with you all important personal papers (such as passports, immunization cards, cash, credit cards, and checkbooks) and one suitcase (66 pounds or less) per person containing clothing suitable for the local climate as well as for a change of climate. Remember eyeglasses, special medicines, and babies' and children's supplies. Do not bring firearms, liquor, or pets.

4. Adult family members should consider the possibility of becoming separated temporarily. Problems can be avoided by exchanging data concerning bank accounts, addresses and telephone numbers of relatives in the United States, and powers of attorney.

Please share the contents of this notice with other US citizens.

Figure 3-2. Sample evacuation notice.

STANDFAST

NAME OF POST: _____ DATE: _____

Because of the current local situation, this office recommends that Americans remain in their homes. Only the most essential outside activities should be conducted and public areas should be avoided until the situation improves. Since there is always the possibility the situation will deteriorate and you will be required to move elsewhere, this office recommends that you promptly take the following precautions:

1. Without hoarding, try to keep on hand a reasonable supply (7 to 10 days) of food, water, and fuel. if you have a personal automobile, be sure it is ready for immediate use; fill the gas tank and check the oil, water, tires, and battery.

2. If your passport, exit visa, or registration with this office is not current, contact us immediately at telephone _____.

3. Collect all important papers and documents, such as passports; birth, marriage, divorce, and naturalization certificates; immunization cards; insurance policies; bank books; as well as US and local currency.

4. Make or update a complete inventory of your household effects in duplicate.

5. Prepare for each family member one suitcase (66 pounds or less) to contain, as applicable, warm clothing regardless of season, eyeglasses, babies' and children's supplies, and special medicines.

6. Listen to the local media and Voice of America, US Armed Forces Radio, or the British Broadcasting Company (BBC) closely for announcements from the local government of this office.

Your warden is _____, who can be reached at _____.
We are monitoring the situation and will provide you with further guidance. Please pass the contents of this notice to other US citizens and keep it handy for reference.

Figure 3-3. Sample standfast notice.

POST CLOSING

NAME OF POST: _____ DATE: _____

The situation in this country is such that the US government is closing its offices here effective_____.
The Embassy of _____ located _____will protect US interest until further notice.
We recommend that American citizens leave the country immediately. Until this office ceases operations, we will make every effort to assist US citizens still wishing to depart. Those who plan to remain should provide their names, addresses, and next of kin so that this office can pass the information to the Department of State and to the _____ Embassy.
Please pass the contents of this notice to other US citizens and keep it handy for reference.

Figure 3-4. Sample post closing notice.

Authorized noncombatants are those who maybe ordered to depart. Other US citizens will be encouraged to depart, but will not be reimbursed by the US government for their travel. It is assumed commercial transportation will be available and adequate. In May 1989, a leave commercial advisory was issued in Panama when hostilities toward US citizens escalated. Operation Blade Jewel included moving DOD dependents and nonessential personnel onto bases and eventually out of the country.

An *ordered departure* completes the drawdown of all government personnel to absolute minimum staffing. Commercial charter or military transport maybe required, depending on the situation and the availability of scheduled commercial transportation. A sample notice (evacuation) is at Figure 3-2.

At any time during the authorized or ordered departure phase, the situation may escalate to the point that it is deemed hazardous for US citizens to move about the country. At that point, the embassy may issue a *standfast* advisory. This encourages US citizens to stay in their homes and wait for further developments. A sample standfast advisory is at Figure 3-3.

Embassy closing is the last phase of the embassy evacuation plan. (A sample notice is at Figure 3-4.) The US colors are struck, and all remaining US citizens are evacuated (does not include private US citizens and their dependents who desire to remain in country).

MILITARY PLANNING AND PLANNING ASSISTANCE

CINCs maybe tasked to assist the Department of State in the event of imminent or actual hostilities, significant civil disturbances, or natural and man-made disasters. They prepare contingency NEO plans for their areas of responsibility to assist the Department of State in protecting and evacuating US noncombatants and designated aliens.

The CINC, in coordination with the Chairman, JCS, and the NCA, decides the degree of military support and the type of operation to conduct. In determining what military forces and equipment and necessary and appropriate, the COM or principal officer and the CINC consider the international repercussions that may follow the use of US military forces and equipment in the area. They consider that the appearance of armed forces and equipment may cause stronger repercussions than the appearance of unarmed forces and equipment. Commanders prepare for a range of options-planning assistance, logistics support, show of force, or introduction of combat forces-to ensure a secure and timely evacuation. CINCs should make maximum use of the special operations commands within each unified command.

The embassy coordinates with the HN to eliminate or expedite administrative requirements for the evacuation force. Delays caused by customs, import duties, and operator licensing should be foreseen and avoided. US forces committed to the support of NEO plans conduct operations, as required to assist in the protection and evacuation of noncombatants by all available means of transportation. This may consist of augmenting commercial transportation, protecting evacuation routes and staging areas, and locating and protecting evacuees.

The Department of State, acting on the advice and recommendation of the COM, determines when to evacuate US noncombatants and designated aliens. Normally, a subordinate military commander must receive authorization from the appropriate unified command before using any forces and facilities in a foreign country

for protection and evacuation. However, if a command receives a request to provide assistance from the responsible US diplomatic representative, and the delay in obtaining authorization would jeopardize the safety of American citizens, the subordinate commander makes the decision to respond to the extent he deems necessary and militarily feasible.

The responsible unified command maybe asked to assist the embassy in developing and maintaining its evacuation plan. The command reviews plans for content and may conduct surveys of assembly areas, evacuation sites, embarkation points, transportation facilities, evacuation routes, and other sites significant to evacuation planning. The unified command may also assist in preparing and reviewing aspects of the post EAP that relate to or require military assistance.

When a situation develops suggesting the need for US military assistance in a NEO, the unified command, upon request or concurrence by the post through the Secretary of State to the Secretary of Defense, dispatches a liaison augmentation party (LAP). The LAP maintains liaison with the post, advising and assisting in the military aspects of the possible evacuation. It has secure communications equipment to maintain effective contact between the military elements involved and the post. The LAP usually requires certain up-to-date information that the post should have prepared in advance of the team's arrival. (See Appendix C.)

A military-assisted NEO usually consists of the following phases:

- Predeployment.
- Deployment.
- Evacuation.
- Withdrawal.
- Safehaven operations.

This chapter discusses predeployment and deployment phases. Evacuation, safehaven operations, and withdrawal phases are discussed in subsequent chapters.

MULTINATIONAL OPERATIONS

In planning for an NEO, the COM and CINC should consider the possibility of employing multinational forces. Any situation that would cause the United States to initiate an NEO would likely cause other countries to react the same. It maybe politically or militarily expedient to employ multinational forces in conducting the operation. These may be HN forces cooperating in the evacuation, or third nation forces whose citizens are also threatened.

Agreements to conduct multinational operations normally are initiated through Department of State channels and reflected in guidance the NCA provides to the CINC. The CINC then includes military commanders from the multinational forces in his planning. He also employs special operations forces (SOF) coalition support teams as liaison and translators. The following issues must be addressed when planning for a multinational NEO:

- Multinational chain of command.
- Command and control.
- Interoperability of communications and other systems.
- Frequency deconfliction.
- Specific roles.
- Specific rules of engagement.
- Fratricide avoidance.
- Multinational operations security (OPSEC).
- Multinational procedures, training, and rehearsals.
- Logistics.
- Funding.
- Identification and treatment of noncombatants.
- Force structure.
- Transportation.
- Security.
- Medical.
- Exchange of liaison personnel and translators.
- Releasability or disclosure of classified information.
- Movement control.

Operation *Dragon Rouge,* the evacuation of Stanleyville, Congo, November 1964, was a multinational operation using USAF aircraft and Belgian paratroopers. At that time, the Congo was a Belgian colony recently granted independence, and most foreign nationals in the Congo were Belgian citizens. Due to the political situation and constrained military resources (USAF had C-130

aircraft and nearby basing rights available), it was expedient to conduct a multinational operation.

The possibility also exists that other countries are conducting NEOs at the same time as, but independent of, the United States. If this occurs, it may be necessary for the CINC to coordinate with the other forces to organize use of limited resources and facilities. Many of the same concerns must be addressed as in a formal coalition, especially:

- Communications and frequency deconfliction.
- Specific rules of engagement.
- Fratricide avoidance.
- Multinational OPSEC.
- Transportation assets.
- Security.
- Liaison and translator.
- Coordinated use of available port, airfield, and lines of communication (LOC) facilities.

In 1986, with the downfall and exile of Jean Claude (Baby Dot) Duvalier as president of Haiti, and the subsequent anarchy, Headquarter, US Forces Caribbean (JTF 140), was directed to initiate crisis action procedures for a hostile NEO. During the planning, it was learned that the French Antilles Command was preparing to evacuate French citizens at the same time. Although the NEO was never implemented, the limited port and airfield capacity in Haiti would have caused a disaster had the two commands continued without coordinating their operations.

PREDEPLOYMENT PLANNING

The predeployment phase is a period of intense planning and preparation. (Appendix D contains additional guidance for NEO planning.) Predeployment planning begins when the JTF receives the warning order from the CINC and lasts until the evacuation force deploys to an ISB, if used or directly to the evacuation site. This is also the time the advance party (or liaison augmentation party) may be deployed. Prior coordination with the staffs of the regional CINC and, where possible, the post can significantly improve planning for any organization that has a NEO mission.

During this period, the CINC must request diplomatic authorization from Department of State. This will result in Department of State requesting required over-flight agreements.

Time may be critical. The JTF commander obtains the information he needs to conduct planning from the unified command. As a minimum, he must determine whether and where he must establish an ISB (if one has not been designated by the WLG), how many evacuation sites he needs and their general locations, points of embarkation approximate number of evacuees, and how they will leave the country. He must also determine the location of the safehaven and any intermediate safehavens and if he must establish and operate them.

The unified command can provide the JTF commander much information to begin planning from several documents on file at the CINC headquarter. The first is the operations plan (OPLAN) or concept plan (CONPLAN) for the emergency evacuation of citizens from the country or region in question. This is the CINC's baseline guidance for the operation. In most cases, this document contains an analysis of the area of operations and provides valuable background information about the geography and demography of the HN. Additionally, it identifies the headquarters which has responsibility for the operation The CINC develops the CONPLAN for each country in his area of responsibility. This critical document is reviewed and updated often to allow for expeditious planning should a NEO be required.

The second major document that should be immediately available is the EAP, discussed earlier. The plan contains many of the answers the JTF and evacuation force commanders will need as they plan the operation. It has a checklist for US military-assisted evacuation and information on routes, assembly areas, and helicopter landing zones. It also has airfield and seaport survey data. (Samples of these are in Appendix C.) Other critical sources of information available from the CINC include the NEO pack, the Regional Survey Team (RMT) Report, NEO Intelligence Support Handbook (NISH), and contingency support packages (CSPs).

The unified command staff and the embassy must coordinate regularly to ensure the OPLAN and the EAP are consistent. Failure to coordinate and update either plan can cost precious planning time or, even worse, cause disaster. The evacuation of Mogadishu, Somalia, in January 1991, is one such example. Although the embassy in Mogadishu had moved in 1989, the evacuation plan provided to the JTF contained a map from

1969. Helicopter carrying the evacuation force spent an additional 20 minutes over hostile forces looking for the embassy. In this case, the failure to update plans could have resulted in the loss of aircraft personnel, and evacuees.

Other documents invaluable to planning are produced by the defense intelligence community. The Intelligence and Threat Analysis Center produces the country profiles series in three volumes: *Armed Forces, Military Geography* and *Foreign Intelligence and Security Services.* The Armed Forces Medical Intelligence Center produces medical capabilities studies and the US Army 4th Psychological Operations Group (Airborne) produces psychological studies on specific countries. Civil affairs and PSYOP units produce studies and assessments that profile the salient features of a specific country and its people, as well as the PSYOP-relevant issues, characteristics, strengths, and vulnerabilities of that country. These and similar intelligence products are listed in the Defense Intelligence Agency (DIA) Register of Intelligence Products (secret) and the DIA Collateral Recurring Document Listing (confidential). These products can be obtained through the J2 or G2 using a DIA intelligence dissemination customer account (AR 381-19). Special PSYOP assessments may be requested from the Civil Affairs and Psychological Operations Directorate (SOJ9), United States Special Operations Command (USSOCOM), by the requesting command's J2, G2, S2, or CA and PSYOP staff officer.

INTELLIGENCE PREPARATION

Accurate and timely intelligence is key to the success of any NEO. To provide useful intelligence, the commander must ensure the intelligence effort will be fully engaged at all times. Current military intelligence doctrine emphasizes five main points.

First the JTF commander or COM drives the intelligence effort. He focuses on the intelligence system by clearly designating his priority intelligence requirements (PIR), mission requirements, and evacuation priorities. He ensures that the intelligence effort is fully employed and synchronized. He demands that the intelligence effort provide the intelligence he needs when he needs it, and in the form he needs.

Second, the intelligence officer synchronizes intelligence collection, analysis, and dissemination with operations to ensure that the COM or JTF commander receives the intelligence he needs in a form he can use, and in time to influence the decision-making process. Intelligence synchronization is a continuous process which keeps intelligence and electronic warfare (IEW) operations tied to the COM or JTF commander's critical decisions and concept of operations.

Third, broadcast dissemination of intelligence is the simultaneous broadcast of near real-time intelligence from collectors and processors at all echelons. It permits commanders and operational elements at different echelons to simultaneously receive the same intelligence. This provides the COM, JTF commander, evacuation control center (ECC), embassy intelligence personnel, evacuation teams, ISB personnel, and homebase or safehaven personnel with a common picture of the mission area.

Fourth, split-based intelligence operations enable the COM or JTF commander to have top-driven, high-resolution intelligence, regardless of which organic intelligence collection and production assets are currently employed, and in country. Split-based intelligence operations employ collection and analysis elements from all echelons, national to tactical, in sanctuaries or continental United States (CONUS), from which they can operate against the target area and transmit the intelligence product to the deployed unit.

Last, the COM or JTF commander tactically tailors IEW support for each phase of the operation based on mission requirements and the availability of resources. He must decide which key intelligence personnel and equipment to deploy immediately to the mission area, and when and if to phase in his remaining military intelligence (MI) assets.

COMMAND AND CONTROL

The general concept of operation for the evacuation force is to make contact with the embassy (or post), occupy the ISB, establish the ECC, secure assembly areas, send units to make contact with US civilians in outlying areas, and move them to assembly areas and subsequently to the evacuation site. The final step involves moving the evacuees to a safehaven and withdrawing from the evacuation site.

Once the CINC decides how the command will conduct the proposed NEO, he normally designates a JTF suitable for the mission. Normally the JTF is responsible to the CINC for all phases of the operation to include the ISB and the safehaven staging areas (if located outside the United States). Figure 3-5 depicts the chain of command for an evacuation operation. The JTF commander

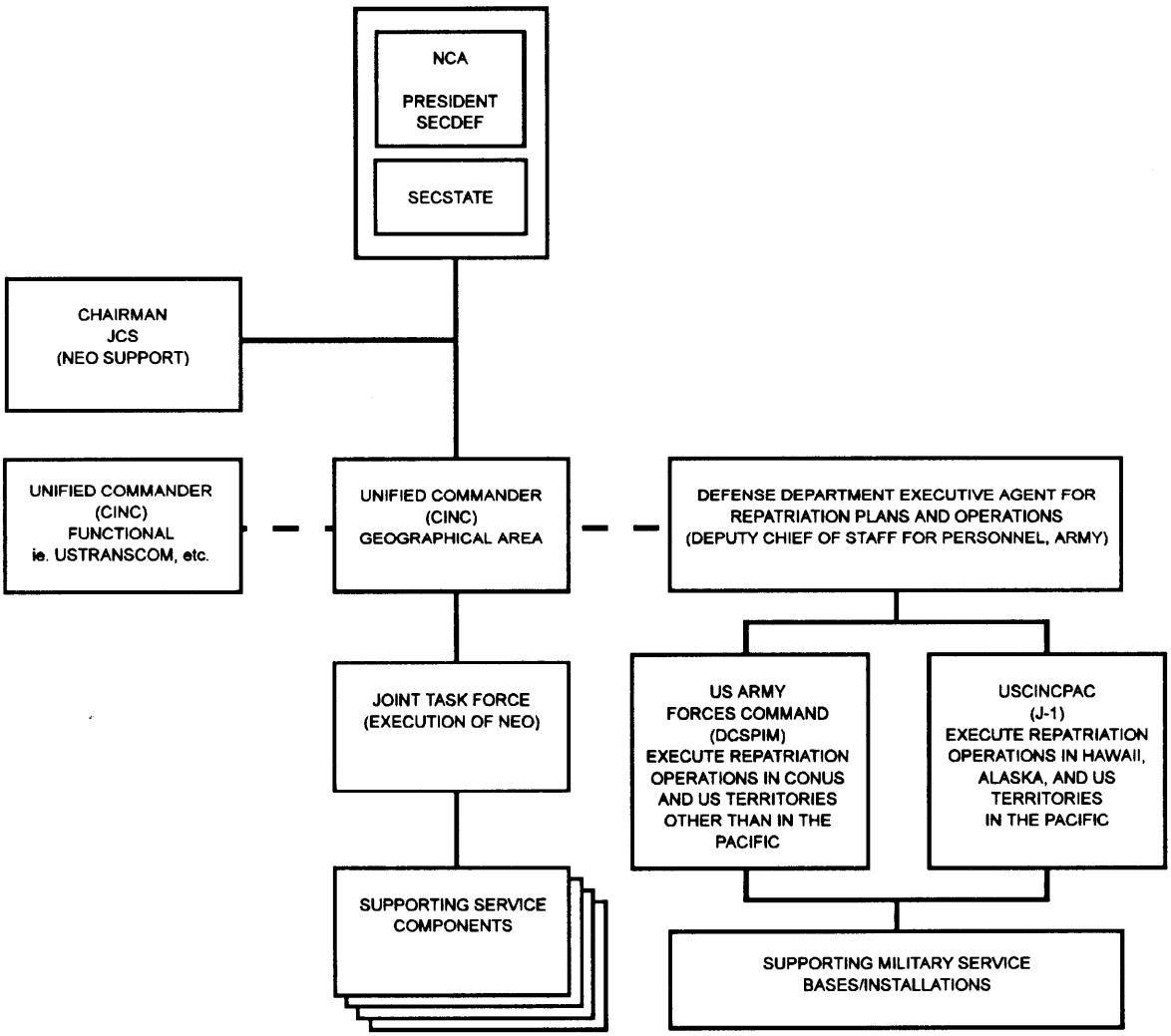


Figure 3-5. NEO/Repatriation operations organization chain of command.

exercises command and control over all military units in accomplishing the missions inherent in the evaluation operation. The principal Department of State official in the HN is the US ambassador.

The Department of State will normally designate the United States or a US territory as the official safehaven location. Intermediate staging areas may be used during the movement of evacuees back to the United States. During Operation Fiery Vigil, Guam was used as an intermediate staging area for the evacuation from the Philippines.

Department of the Army has been designated as the DOD executive agency to oversee repatriation plans and operations. As such, Department of the Army has designated the Commander, US Army Forces Command (FORSCOM), and Commander in Chief, US Pacific Command (USCINCPAC), as the executive agents for the execution of repatriation operations. As such, FORSCOM has tasking authority over all services for repatriation operations in CONUS. USCINCPAC is responsible for repatriation operations in Hawaii, Alaska, and US territories in the Pacific. (For a complete discussion, see Joint Plan for DOD Noncombatant Repatriation.)

ADVANCE PARTY

If the situation allows, the JTF commander may dispatch an advance party (or liaison team) prior to deploying the evacuation force to the HN. If not, the first element to land in the HN must assume that mission. In

any event the advance party must be established as early as possible. (Appendix D contains advance party guidelines.)

Special operations forces, specifically CA forces, have the best mix of skills and experience to assist in NEOs. They can provide the commander an economy of force measure for evacuation operations in general and advance party operations specifically.

The advance party in Operation Sharp Edge (the Monrovia, Liberia, evacuation) had nearly 10 weeks (from 31 May to 5 August 1990) to prepare for evacuation. Adequate time to plan, prepare facilities, and coordinate with the embassy resulted in a well-executed operation. Conversely, the US ambassador to Somalia requested military assistance to evacuate Mogadishu on 2 January 1991. On 5 January, because of the urgency of the rapidly developing situation the evacuation force was the first contingent to arrive for Operation Eastern Exit. Evacuees started departing immediately on the first aircraft. The evacuation force adjusted plans on site to allow for physical constraints that the advance party would normally have identified and resolved.

Travel to the HN by the advance party depends on METT-T and political considerations. The COM is ultimately responsible for determining the best mode of travel. Least conspicuous is for the advance party to arrive in the HN in civilian clothes on civilian aircraft. This method is possible only if the necessary passport and visa arrangements can be made and the environment is permissive. An uncertain or a hostile environment may require opposed entry operations. It is critical, therefore, for the theater headquarters, JTF headquarters, and embassy staff to communicate constantly so that they can immediately plan for and act on situational changes. Use of military aircraft allows the advance party to carry additional equipment they may need in setting up the evacuation site and establishing communications and liaison. SOF units may provide the commander with a wide range of skills for an inconspicuous advance party.

The mission of the advance party is to receive updated information on the HN situation, including enemy threat, and brief the US embassy or post staff on the concept of the operation. As a minimum, the party should brief the DCM, administrative officer, defense attaché (DATT), and RSO or PSO. This allows the post to begin necessary planning for inserting the evacuation force. The ambassador must approve all plans. Prior coordination between the CINC and post staffs helps eliminate confusion over responsibilities.

The JTF commander considers the following when selecting and preparing the advance party:

- The party should be small and inconspicuous to avoid drawing attention.
- It should deploy as far in advance of the main body as possible to allow the maximum time for coordination.
- Its leader should have the experience necessary to interact effectively with US embassy or post personnel and higher headquarters.
- It should carry with it specialized equipment. For example, it should have sufficient satellite communication (SATCOM) systems to establish communications with the JTF or higher headquarter and serve as backup for the post.

The advance party may be split into two groups-an embassy party and an evacuation site party. The *embassy party* coordinates with members of the country team for information and assistance in the following areas:

- Update or augmentation of country and local maps (should be part of the OPLAN or CONPLAN package).
- Access to local communications systems.
- Availability of water, rations; and medical supplies, equipment, and treatment facilities.
- Review of selected assembly areas for defensibility and logistics requirements.
- Degree of access to the transportation network, to include freed- and rotary-wing aircraft and truck and train transport.
- Potential for access to special engineer equipment if required.
- Information regarding temporary shelter for evacuees awaiting departure.
- Updated information pertaining to hostile forces and embassy intelligence assets.
- Updated information on numbers and locations of evacuees and wardens.

The embassy party also establishes communications between the evacuation site and the embassy and provides a link with the evacuation force commander. It provides the commander with updated situation reports. The following paragraphs describe the composition and duties of a typical embassy party.

The civil affairs representative may serve in a liaison capacity to the embassy and assists the operations representative in reviewing the NEO plan. He ensures that the JTF commander receives all updated information

which impacts on the plan to include a complete list of evacuees' names and addreses, availability and type of HN support to the operation, and information on how the embassy intends to address the news media. The CA representative stays at the embassy to act as the communications link with US forces in the operational area.

The civil affairs and PSYOP representatives present the CA and PSYOP supporting plans for embassy staff review and COM approval. Each coordinates with appropriate embassy officers to effect required and unilateral—and reciprocal—support with other government agencies.

The PSYOP representative assesses and updates the current psychological situation. He recommends modifications to PSYOP products already in development, and he advises the on-site commander of the best use of PSYOP assets for the mission. A medical officer may accompany the embassy party to evaluate the medical needs.

The intelligence representative coordinates with the senior military attaché and the RSO or PSO to provide the evacuation force updated intelligence estimates (which assess the that to the NEO). He should ensure the force has adequate maps prior to his departure. If not, he must seek assistance from the DATT or the RSO or PSO. He assists the operations representative in briefing the concept of the operation and determines any additional factors which might hinder the evacuation. He needs to bring necessary communications equipment to provide real-time intelligence.

The operations representative, assisted by the CA and intelligence representatives, briefs the concept of operation to the DCM, administative officer, DATT, and RSO or PSO. He reports to the advance party commander any information the embassy presents affecting the plan. If a PSYOP representative is not available, he also presents the PSYOP supporting plan for COM approval and coordinates with the embassy staff for implementation.

The logistics representative coordinates with the embassy staff to ensure that the force establishes the evacuation site at an approved location. He also requests access to any key HN transportation assets, particularly vehicles to transport the evacuees from assembly areas to the evacuation site. He coordinates for supplies the deploying force needs but cannot bring (such as water, medical supplies and equipment, and rations). Ideally he should have a contract officer. If not, he works with the embassy GSO.

Contracting provides a means to obtain local supplies and services in an area where no HN service agreements exist or where HN service agreements do not cover the required supplies and services. It improves response time and frees airlift and sealift for other priority requirements. Should the force need additional equipment such as earth moving equipment to develop access to an airstrip or port or to improve existing facilities, the logistics representative secures available equipment and hires the required equipment operators. If he cannot obtain this type of support from the HN, he notifies the JTF commander immediately to allow implementation of other options.

The *evacuation site party,* the second functional group in the advance party, secures and establishes the ECC site. In some cases, it may be impossible for the evacuation site party to secure the ECC site without a supporting security force. In this case, the JTF commander may consider augmenting the party or have the evacuation site party recon the ECC site and develop plans for occupying it when security forces arrive.

The ECC comprises two major areas—the operations center and the processing center. They are described in detail in Chapter 5. The ECC site should meet these criteria:

- Provide adequate shelter and facilities for the civilians being evacuated.
- Be militarily defensible in the event the situation deteriorates and hostilities begin.
- Be capable of handling long-distance radio communications.
- Provide access to HN telephone communications.
- Be in an isolated location in the same city as the embassy if possible.
- Have adequate ground access routes.
- Have adequate landing zones and or port facilities.
- Have access to local medical facilities if possible.
- Be suitable for billeting, messing and sanitation for the troop units who operate and secure the evacuation site.

The operations center is the command post of the evacuation operation. Although the ambassador and the JTF commander provide guidance, the personnel in the operations center define, establish, control, and direct the evacuation operation.

The operations center coordinates the evacuation effort from the arrival of the military forces, through the collection and departure of evacuees, to the departure of the military. For the operations center to function effectively, it must be located in the ECC, near the airstrip or seaport from which the unit will conduct& evacuation. If the situation warrants establishing more than one evacuation site, each site will have an operations center. The JTF commander designates the centermost capable of communicating with the others and the embassy as the primary center.

The operations center is the focal point of the evacuation operation. It is similar in function to a fully staffed command post. It comprises representatives from each primary staff section. Should the operation require special staff representatives, they collocate with the primary staff section with which they most closely work. Each staff section should be represented in the advance party.

The headquarter commandant lays out the ECC in preparation for the main body. He controls the work parties and secures the ECC until the security force arrives. He should have a current list of evacuees and wardens and maintain contact with the chief of the consular section.

The personnel representative establishes his portion of the operations center and lays out the processing center. He should be in contact with the JTF headquarters, the embassy, and the personnel officer.

The operations representative lays out the physical plan for the entire operations center and establishes the operations portion of the center. He ensures that the center coordinates and communicates among staff sections.

The intelligence representative establishes the intelligence aspect of the center. He works with the civil affairs representative to ensure evacuees are quickly screened for intelligence information, particularly possible threats.

The signal representative ensures that the force can establish and maintain communications from the evacuation site. He coordinates with the embassy party to install telephone trunk lines, establish secure radio and data communications with the embassy, and determine if the site has enough power to run the long-range communications equipment. He develops alternatives if it does not.

Existing domestic telephone lines can be a backup to military communication systems. Telephone lines are not secure; however, secure telephone units version III (STU III) manual encryption devices may be used to pass classified traffic. This means of communication maybe the most reliable, especially to remote evacuation sites. However in many underdeveloped countries, telephone lines may not be available outside of major population centers. This will cause increased reliance on frequency modulated (FM) or high frequency (HF) radio communications.

The logistics representative establishes the center's logistics section. He keeps in close contact with the embassy party to properly receive and use the resources obtained through the embassy and JTF, such as transportation, rations, and other supplies and services.

An MP representative should establish and conduct liaison with HN police officials through the RSO or PSO. He can ensure mutual understanding of points of jurisdiction and special handling of US military personnel outlined in the status of forces agreement. He can also coordinate additional support requirements that the HN police may or may not be able to provide, such as external security and crowd control.

If Air Force airlift assets are used in the evacuation, the Air Force representative ensures that the USAF personnel who support the operation have all the information they need to accomplish their missions. He pays particular attention to information that pilots need for initial evacuation site sorties. He coordinates with local air control service if available to obtain and transmit necessary information to the inbound aircraft. One of the first units to arrive with the main body should be the combat control team (CCT) with its vehicle and radios.

If evacuation is to be aboard US Navy vessels or aircraft, a similar representative from the Navy is needed to ensure port and landing facilities are adequate and coordinated.

Other representatives may accompany the advance party, depending on the situation. They include explosive ordnance disposal (EOD), medical, aviation (including air traffic control services), and US Immigration.

CHAPTER 4

DEPLOYMENT

INTERMEDIATE STAGING BASE

Use of an intermediate staging base (ISB) during deployment provides the JTF commander many advantages over deploying directly from home station. The ISB becomes more important as the distance from home base and the likelihood of hostilities increase. The commander can finalize his plans, gather additional intelligence, and conduct rehearsals and briefings in the ISB. Use of an ISB also provides an opportunity for units to redistribute and finalize their loads, and for soldiers to recuperate after the long trip from home station. The commander may choose to locate the reaction force at the ISB and use the ISB as an aircraft staging area. The ISB can also serve as a safehaven if required.

In 1990, during Operation Sharp Edge, the 22d Marine Expeditionary Unit (Special Operations Capable) deployed with Amphibious Squadron (Phibron) 4 off the Liberian coast from 3 June to 5 August. While the political situation ashore developed, the advance party finalized preparations, the commander finalized and briefed plans, and the evacuation force honed its skills through repeated rehearsals.

The Department of State is responsible for coordinating with the ISB government. This is true even if the ISB is an established US base in that country. Using the ISB as a staging point for launching forces into another country can pose significant political problems. The commander advises the COM of his requirements for the ISB. The ISB site should meet the following criteria:

- Be capable of handling the aircraft or ships used in the evacuation (airports have adequate runway length and ramp space and ports have adequate harbor depth and berthing space).
- Allow effective communication with JTF and CINC headquarters, the advance party, the ECC, the safehaven, and both the ISB and evacuation embassies.
- Have adequate facilities for billeting, messing, and sanitation requirements of the force (and evacuees if used as the safehaven).
- Be fairly isolated to provide maximum possible OPSEC.
- Have repair and refuel capability for aircraft used in the evacuation.
- Have storage facilities for perishables; petroleum, oils, and lubricants (POL); medical supplies; ammunition; and so forth.
- Be close to major medical facilities if possible.
- Have recreation facilities available for use by ISB and evacuation forces (and evacuees if used as a safehaven).
- Have chaplains and their assistants available.

If any of the above criteria cannot be met, the commander may be able to bring additional assets from home station. If the ISB cannot handle the transport requirements, the commander must consider an alternative means of transportation or inform the Department of State that the site is unsuitable.

The JTF commander deploys the ISB force as soon as possible. The ISB commander should know the size, composition, mode of travel, and itinerary of the evacuation force before deploying. He need not know the details of the evacuation force OPLAN when he deploys, but he must know arrival times, aircraft replenishment requirements, and any other specific combat service support requirements that the JTF commander may levy on him.

The composition of the ISB force depends on what support is required and what is already on site at the ISB. An ISB at an established, modern military base requires substantially less than one at a lesser-developed location. Minimum considerations for building the ISB force are—

- Maintenance and service requirements of aircraft or other modes of transportation to be used.
- Civil affairs and PSYOP.
- Liaison with the embassy and ISB national agencies (police, military, customs).
- Interpreters.
- Upgrade and operation of facilities for transportation, maintenance, refueling, billeting messing, and sanitation.
- Contract for local services and supplies.
- Local security.

• Communications with JTF, CINC, embassy (ISB and HN), evacuation force, and safehaven.

• Air traffic control and movement control.

• Sufficiency of HN medical infrastructure as determined by the JTF surgeon.

The following supplies and services should be considered in equipping the ISB force:

• Rigging material and equipment.

• Local transportation.

• Material handling (such as rolling stock and fork lifts).

• POL.

• Power supplies.

• Communications.

• Water.

• Showers.

• Subsistence.

• Latrines.

• Medical.

• Laundry.

• Chaplain.

• Maintenance, including aviation unit maintenance (AVUM)/aviation intermediate maintenance (AVIM).

• Air traffic control (ATC) and movement control.

• Procurement and contacting.

• Recreation and morale support.

The ISB force prepares the ISB for the arrival of the evacuation force and operates the base during its stay. It may provide support during the evacuation operation and function as the safehaven force. Since the ISB's role varies by operation, the point at which it completes its mission also varies. When the ISB has fulfilled its mission, the ISB commander requests release from the JTF commander. Upon release, the ISB force recovers and restores the site, notifies the embassy and the ISB government, and withdraws to home station.

INSERTION OF THE EVACUATION FORCE

After the advance party contacts the embassy and establishes the ECC, the JTF commander inserts the evacuation force. He has three options. He may land at the ECC, then deploy to the assembly areas; deploy his forces directly to the assembly areas; or simply land at the ECC and wait for the evacuees to come to him. This section examines each of these options.

With the first option, the entire force lands at the ECC. The commander issues final instructions and dispatches the marshaling force to collect the evacuees. This is the best option when the situation is vague and the advance party has been unable to provide the commander adequate information to disseminate to his subordinate units. The commander and his staff plan in detail after they arrive and have been briefed by the advance party leader or embassy staff representatives.

This option has significant advantages. Preparation time after their arrival allows personnel who may have spent long hours in transit to rest and recover before beginning the crucial part of the operation. This option also allows subordinate commanders to revise and improve plans based on the most current information the embassy can provide. If the advance party has not finished preparing the ECC, the main body can assist in completing the work. The chief disadvantage of this option is that it takes the unit longer to accomplish its mission, it may be unsuitable in a hostile environment.

Because the unit must be prepared for combat operations, it deploys with arms and ammunition. The marshaling force carries to the assembly areas only what the commander considers necessary.

The second option allows the marshaling teams to deploy directly to their respective assembly areas. This option is unquestionably more complicated than the first. The commander uses this option when he has had sufficient time to plan for its detailed execution or when the time available is so short that he must risk losing control of some of his units.

With this option, the commander must rely on the judgment of his subordinate leaders. He may not have an opportunity to change the plan once the unit leaves its home base or the ISB, and subordinate leaders may face unanticipated problems that require maturity and judgment.

Also, the force has to distribute the equipment it needs for the operation prior to loading the aircraft, adding time to the alert phase. The commander should

decide well in advance what the marshaling teams will need to accomplish their mission. Additional material may be delivered to and stored at the ECC. Once loaded, the marshaling teams must carry their equipment with them for the rest of the operation.

The commander's third option is to deploy the force to the ECC where it evacuates only those citizens who make their own way there. With this option, citizens who miss the notification also miss the evacuation, and the deploying force only partially completes its mission. This is normally an unacceptable alternative unless the embassy has notified and marshaled all evacuees in advance. The success of the operation depends on the embassy notification system.

A significant advantage to this course of action is that it requires fewer soldiers; the deploying force does not have to send units from the ECC to locate or escort potential evacuees. The force also requires less logistics support and fewer transportation assets.

Operation Sharp Edge combined aspects of all three types of deployments. While all evacuees were instructed to report to the embassy for evacuation, Marines deployed directly to two outlying assembly areas, picked up evacuees, and returned directly to the ship. The remainder of the evacuation force deployed to the embassy and, with few exceptions, processed and evacuated people as they made their own way to the embassy.

One other factor affects this step in the operation. The aircraft transporting the evacuation force may also transport the evacuees. If this is the case, the commander must determine what to do with aircraft from the time the military off-loads until the time the evacuees are picked up. Aircraft remaining on the ground with the military force are subject to sabotage or outright attack from hostile units or individuals. A large evacuation force increases the unit's security problems because it must guard more aircraft.

If the aircraft do not remain with the evacuation force, coordination must be made to ensure sufficient aircraft return at the right time. Ideally, as soon as there are an appropriate number of passengers, one plane lands, picks up the passengers, and departs. Precise timing reduces waiting time for evacuees as well as ground time for aircraft.

The evacuation force commander must find a suitable location for the aircraft to wait. Using the ISB or safehaven reduces the number of governments to be negotiated with for landing rights and logistics requirements to support the aircraft at multiple sites. Having the aircraft wait anywhere in the HN entails significant risks. During Operation *Dragon Rouge,* USAF C-130s staged out of Kamina and Leopoldville, Congo, in support of the evacuation of Stanleyville. Although these two cities were in the same country as the evacuation, they were sufficiently outside the contested area to be fairly secure. A large air fleet probably cannot wait in one location. The commander divides the fleet and disperses subunits to different airports. Places selected for the aircraft to wait should have the facilities to support the types of aircraft involved. Flights from home bases are usually long. Each aircraft needs a detailed postoperation inspection with needed repairs done before the force can use the aircraft again. The quality and availability of maintenance services are extremely important to the Air Force (AF) commander.

Perhaps the most effective way to control the aircrafts' arrival is through an airborne command and control aircraft which maintains constant communications with the ECC, the aircraft controllers, and the AF officer responsible for the aircraft. An airborne control center offers increased communications effectiveness when compared to aground control center. This aircraft is also ideal for controlling the marshaling team movements.

The solution the force adopts must result in the evacuees' spending minimum time in the holding area and the aircraft spending minimum time exposed to sabotage or ground fire.

Naval evacuation is a likely alternative to aircraft evacuation. Naval operations could include loading ships pier side at the seaport, ferrying evacuees from seaports to amphibious ships, transporting them aboard helicopters to ships, or using landing craft and beach operations. Beach operations are ideal for moving large numbers of evacuees at one time. Use of Navy ships as intermediate safehavens may allow a faster turnaround for tactical evacuation assets. If the situation warrants, marshaling teams and search squads may deploy from and return to offshore ships. This will allow the ECC to be shipboard. Crews of aircraft ferrying soldiers and evacuees to and from ships must be deck-landing qualified.

CHAPTER 5

EVACUATION FORCE OPERATIONS

ORGANIZATION AND MISSION

Once the main body of the evacuation force lands at the evacuation site, each component unit prepares for its own part in the evacuation. The preparation required at the evacuation site depends on the time that was available at home station and the ISB. This section describes the organization and mission of the evacuation force.

When the advance party rejoins the main body, the evacuation force consists of a command and control element, a marshaling force, a security force, a logistics element, and an administrative element (Figure 5- 1). It may be as small as a company team or larger than a brigade task force, depending on the number of evacuees, the number of evacuation sites and assembly areas, and the tactical situation. Fiery Vigil, conducted in the Philippines in l991, illustrates a large-scale evacuation operation. Units from all services using several means of transportation evacuated DOD personnel from multiple locations.

This chapter discusses a task force in a complex operation involving multiple assembly areas and deployment of a marshaling force. An operation of this level is most likely to occur in a permissive or an uncertain environment. It is easily modified to fit a more intense, hostile environment. Depending on the number and location of evacuees, assembly areas and marshaling forces may still be necessary. The size of the security force will be increased substantially and the ROE maybe relaxed somewhat in anticipation of a higher-level threat. Rapid evacuation, always a goal, becomes critical in a hostile environment. In-country processing may be curtailed substantially, limited to ensuring eligibility for evacuation, hastily inspecting for weapons and contraband, and manifesting evacuees.

COMMAND AND CONTROL ELEMENT

The command and control element is the evacuation force headquarters. It plans for and directs the evacuation. It has three major components (Figure 5-2, page 5-2). The first is the command group, which includes the commander, the executive officer, the sergeant major, and drivers or radio telephone operators.

The second major component is the staff element. It comprises the primary and special staff sections which run the operations center and the processing center. The functions of these first two command and control components are similar to those of a unit headquarters under normal cimcumstances and require no discussion. The staff section should include officers of other services

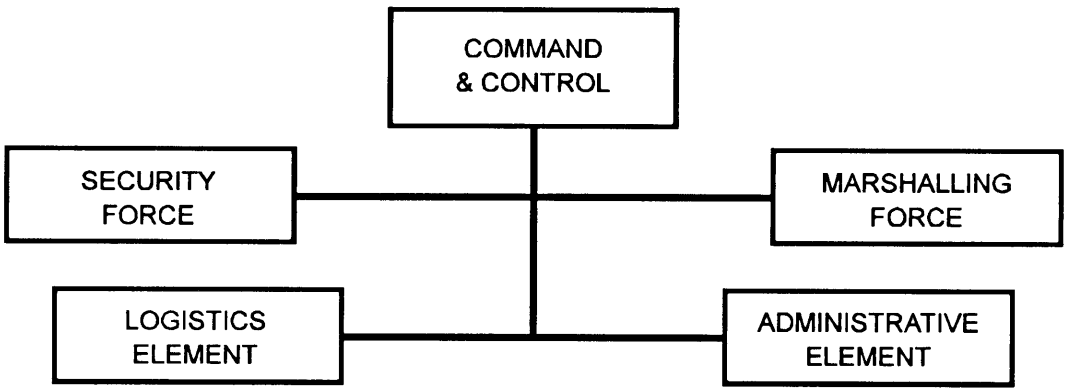


Figure 5-1. Typical evacuation force.

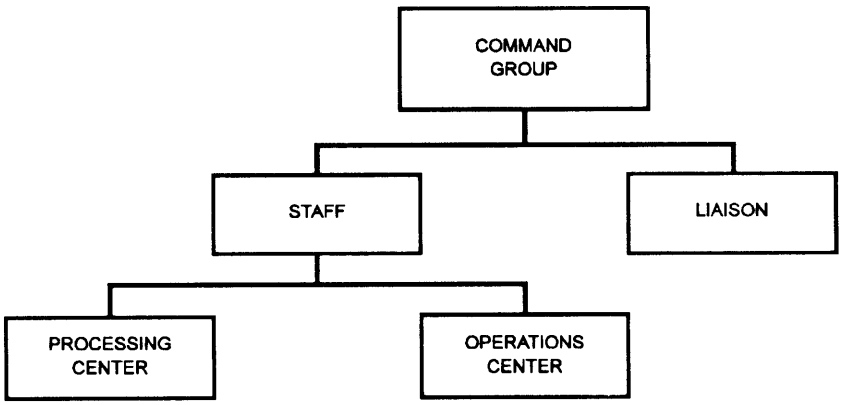


Figure 5-2. Typical command and control element.

or liaison officers to ensure effective coordination and communication throughout the operation.

The third component is the liaison section, made up of those personnel required to maintain continuous effective liaison with the embassy staff and other civilian government agencies. Civil affairs officers are ideally suited and trained for this function. The liaison section has an unusually important mission. Unless the civilians are waiting at the ECC when the evacuation force arrives, the operation's success depends largely on how effectively the embassy staff provides the evacuation force with the information, personnel, and equipment it requires. The liaison section must articulate these requirements to embassy personnel and transmit the embassy's response.

If the evacuation force commander remains in the embassy, the liaison section works under his control. Otherwise, the section works under the direction of the senior military staff officer present. Liaison personnel need excellent and redundant communications with the evacuation force, capable of both secure voice and data transfer. To prevent compromising critical information or jeopardizing couriers' safety, couriers should be used only as a last resort.

MARSHALING FORCE

The marshaling force is the evacuation force's operational element (Figure 5-3). All other elements exist primarily to support this element. It moves to and secures predesignated assembly areas, brings evacuees to them, and escorts them to the ECC. The size of the marshaling force depends on the number of sites and evacuees. The operations center may use the marshaling force headquarter as a subordinate control element if the force is too large to control with one headquarters.

The marshaling team is the execution element of the marshaling force. One marshaling team controls each assembly area and evacuates the citizens in that area. Each team has a command group, search squads, and a security squad. An infantry rifle platoon will typically be the base unit for the team augmented by personnel with special skills.

The command group consists of the team commander, a processing section, and an interpreter. It plans and directs the team's movement from the ECC to the assembly area, the security of the assembly area, the search for and collection of evacuees, and the return to the ECC.

Search squads find the citizens at their individual residences or through points of contact. They then escort them to the assembly area.

The security squad provides security to the team during movement and in the assembly area. The security squad must use all active and passive measures available to protect the team.

Each marshaling team should have an interpreter and, if possible, a guide. SOF teams may be attached with their organic loudspeakers, radio, television, and print media capabilities to assist the marshaling teams. This would facilitate communications with the HN general populace and noncombatant evacuees. In addition, SOF further support both security and search missions with teams familiar with the region, culture, and language.

Each marshaling team requires sufficient transportation to move to its assembly area quickly and to transport the evacuees and their security back to the ECC.

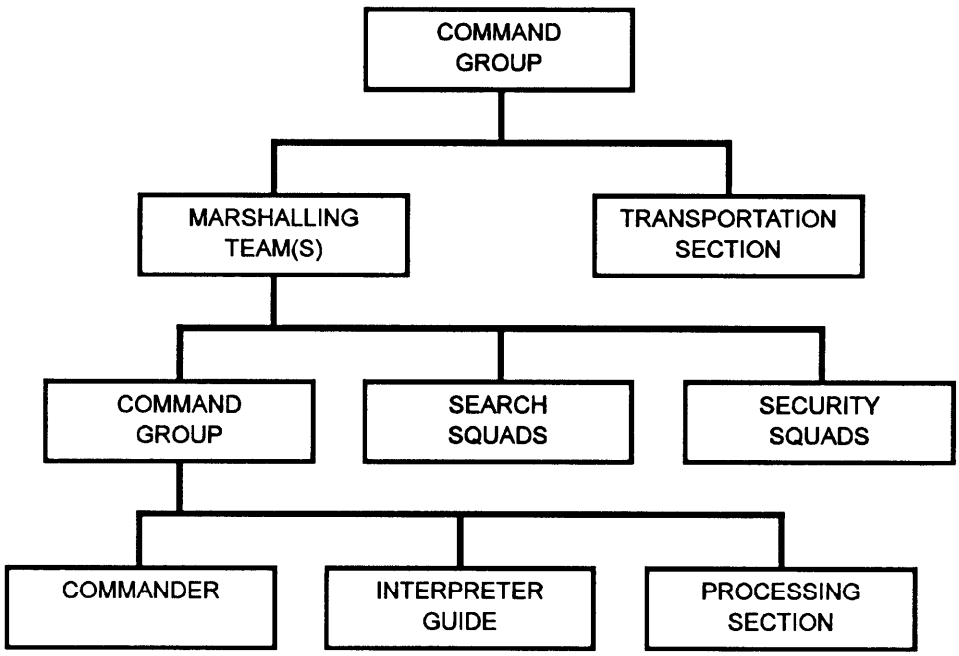


Figure 5-3. Typical marshaling force.

The best solution is for all transportation requirements to be organic to the deploying force. While it is possible that transportation can be acquired from the HN through contractual arrangements made by the embassy, the environment may be such that any arrangements with the HN may disappear at any time.

SECURITY FORCE

The security force is the third major element of the evacuation force (Figure 5-4). This organization has two missions. First, it secures the ECC perimeter. It may also secure the actual evacuation site (airfield, landing zone, dock). Second, it provides a reaction force to respond if a marshaling team or other unit encounters difficulty and requires assistance.

The perimeter security mission is standard for any military unit. It involves establishing defensive positions at intervals along the perimeter of the ECC, controlling the entrance to the site, and establishing an early warning so that a surprise assault does not breach the perimeter. The force must deploy with adequate barrier material and

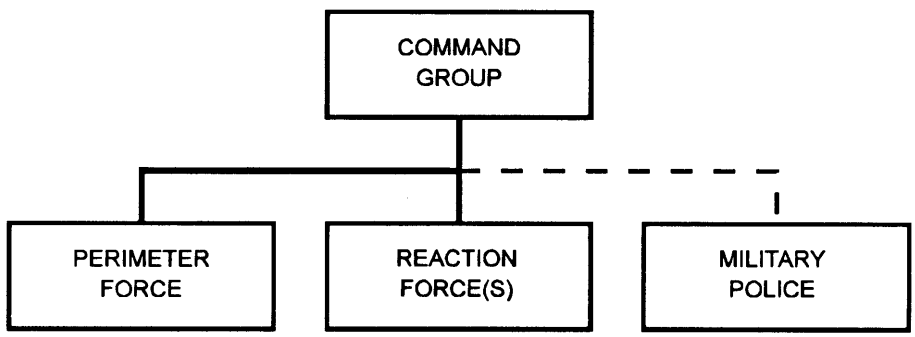


Figure 5-4. Typical security force.

nonlethal crowd control equipment and munitions to secure the ECC and protect it from hostile activities.

Inherent in the perimeter security mission is the requirement to control all civilian and military personnel inside the perimeter, a function the military police performs well. If the security force has an MP unit, the commander gives it specific responsibility for controlling personnel within the perimeter.

The reaction force is the reserve of the evacuation force. It responds to any crisis, although the commander is most likely to use it if the perimeter of the ECC is violated or a marshaling team encounters more trouble than it can handle.

For example, a situation might develop in which HN citizens attempt to enter the ECC or disrupt its operations. The security force commander tries to avoid a confrontation between US military forces and HN civilians. The evacuation force commander should ask that HN police or military respond to the civil disturbance or that a HN official attempt to placate the civilians. If these measures fail, the commander may be forced to use his troops in a crowd control role. During Operation Sharp Edge, serious confrontation was avoided through the display of disciplined US Marines and the threatened use of riot control agents. Tactical PSYOP teams can significantly increase the team's crowd-control capability.

The reaction force's size depends on several factors. First, planners consider its varied missions and the situations it might have to respond to at any given time. For instance, several marshaling teams out at once would require a larger reaction force than only one.

Another factor is the HN's desire and ability to provide military and police forces to control disturbances. If the police and the military are still responsive to the government, and its leaders are willing to commit these forces to control disturbances involving Americans, the need for a reaction force diminishes. The number of evacuation sites needed is another factor. Each evacuation site has a reaction force.

Planners also consider the transportation the reaction force needs to cover its assigned areas when determining its size. The farther the force must go to respond to a unit in difficulty, the less time it has to respond to other crises. If the reaction force travels by helicopter, its response time is less than if it travels on foot or by truck.

Finally, when designing the reaction force, planners consider the size of the JTF reaction force and the travel time required to employ it. If the ISB is close, the evacuation force's reaction force may be minimal.

The reaction force must always have dedicated transportation to deploy at a moment's notice. The best transportation provides the most flexibility-ideally, both trucks and helicopters. Like the marshaling force, the security force either brings its transportation with it or uses HN transportation.

The security force then has three functional components: the command group, the perimeter force, and the reaction force. The evacuation force commander may designate a battalion as the security force, providing a command structure for the force. For this mission, a military police element and truck or helicopter transportation may be task-organized to support the battalion.

LOGISTICS ELEMENT

The logistics element of the evacuation force provides logistics support for the operation. The logistics support force is normally limited to the minimum essential support for a short-duration mission. The HN may provide some support, but for the most part, the deploying force plans to be self-sustaining. Although the commander may try to procure supplies and services locally to complete the mission, his unit can depend on only what it takes on deployment.

Logistics units supporting NEOs are primarily organic to the supported force and augmented by specific capabilities as required. Supplies and services are limited to those that sustain life and support the mission. A detailed logistics estimate assists in determining these requirements. Augmentation forces provide specific medical, transportation, supply, service, or maintenance requirements that logistics units organic to the deploying force base can not provide.

ADMINISTRATIVE ELEMENT

The administrative element is responsible for the smooth operation of the CC processing center (Figure 5-5). Normally, a processing center has six stations: reception, registration, debriefing, medical, embarkation and comfort. The evacuation force S1 is usually the officer in charge. Each station may have to operate 24 hours a day.

Soldiers trained as personnel clerks and supervisors work best for the reception and registration stations. A representative from the consular section should be stationed with the administrative element to aid in processing third country nationals and US citizens whose eligibility is questionable. The reception station should have male and female military police assigned to assist

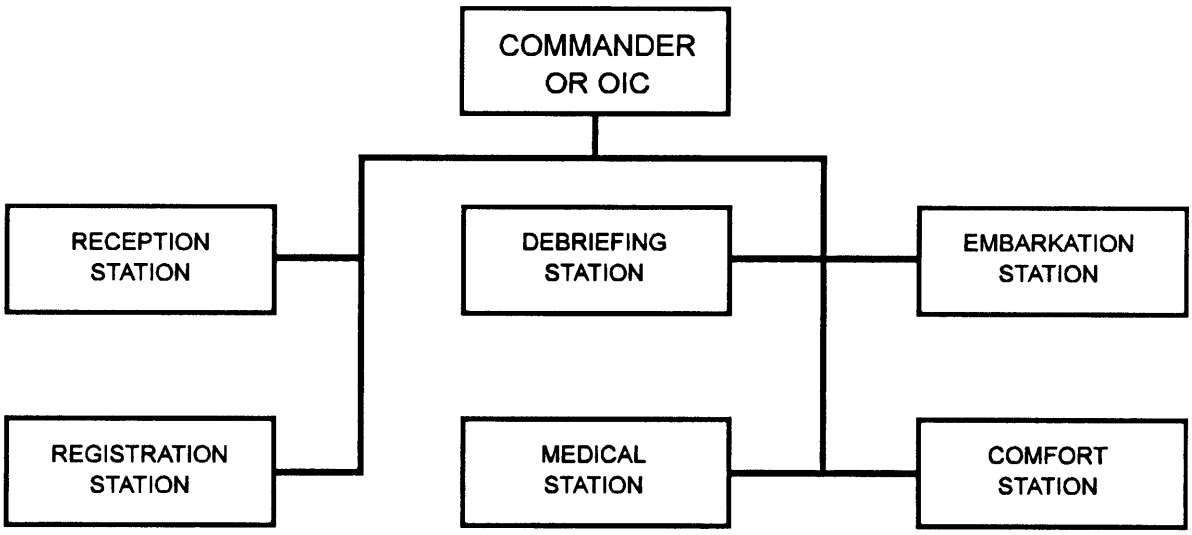


Figure 5-5. Administrative element.

with inspections, and escorts assigned to assist with movement of evacuees through the processing center.

Medical officers and enlisted personnel operate the medical station and tend to special medical needs. Usually, logistics personnel operate the comfort station and a tanker/airlift control element (TALCE) runs the embarkation station. Attached counterintelligence or civil affairs teams operate the debriefing station. If the evacuation force commander determines that time and space allow for evacuation of pets, veterinary personnel must be on hand to ensure pets are properly immunized for return to the United States and for passage through intermediate safehavens. If pets cannot be transported or left with friends, euthanasia maybe the best alternative, also requiring veterinary personnel.

The administrative element should include chaplains and chaplains' assistants. Their skills are important at the ECC in ministering to the needs of distraught evacuees.

INITIAL ACTIONS

The previous section detailed the organization and mission of each major element in the evacuation force. This section discusses actions the force takes after it lands to prepare the marshaling force for deploying its teams to the assembly areas.

ROUTE SELECTION

The marshaling force commander first obtains the information collected by the advance party. Significant information includes an updated list of evacuees' names and addresses, specific medical conditions that will affect the evacuation effort, current maps, current developments in the political situation, and sources of help should a confrontation develop. Marshaling teams then use this information as they determine their routes, link up with available interpreted, and ensure transportation is on hand.

The evacuation force commander and his staff confirm the suitability of routes to and from each assembly area. They may have had insufficient information available at their home base to plan the routes in detail. Some planned routes may be unusable. Engineer, MP, or aviation assets are ideal for hasty route recons.

The commander considers several factors when selecting these routes. Air movement of marshaling teams and US citizens is best because it involves minimal confrontation and requires less time. However, the commander must also plan an overland route to use in case air operations are unsuitable.

Aerial mutes must avoid known or suspected air defense weapons systems, areas where overflight might provoke a reaction from the HN (such as a military post or a sensitive installation), or built-up areas where overflight

could cause unnecessary stir. Aircraft should use several routes to enhance security and reduce signature. If possible, aviation missions should be flown at night, using night vision devices, to reduce risk of detection.

Conducting the evacuation during darkness helps avoid unnecessary publicity and reduces the likelihood of confrontation. The HN government will probably have a curfew in effect, and the local citizenry will be less active. With less vehicular traffic, marshaling force vehicles will likely avoid traffic congestion. The disadvantage to using darkness as a cover is that marshaling teams may get lost or have greater difficulty locating evacuees, particularly if they have no guides or interpreters.

If the unit moves in daylight by vehicle, the routes should avoid densely populated areas, main traffic arteries, and potential road blocks (such as construction sites, railroad crossings, and narrow bridges). The operations center coordinates the routes so that vehicles from separate assembly areas do not intermingle. Again, the use of multiple routes enhances security and reduces signature

Once the commander selects the routes, the operations center staff informs the marshaling force commander. He in turn passes them to the marshaling teams on strip or topographical maps that exhibit enough detail to be useful. If possible, marshaling team commanders recon the routes by helicopter prior to movement.

PREPARATION OF EQUIPMENT

The marshaling force ensures it has all the equipment required to conduct the evacuation. When determining the weaponry to bring, it considers the ROE and limitations on the use of deadly force. If the need for force arises, the marshaling force will likely need more than individual small arms. A well-armed force is a greater deterrent to aggression. Crew-served weapons, squad automatic weapons (SAWs), light antitank weapons (LAWs), and grenade launchers should be considered part of the force's equipment.

Use of riot control agents (CS), other than on US military installations, requires approval from the President, through the tasking headquarters and the COM. If authorized, CS should be used instead of live ammunition whenever possible. Each person in the unit should have a protective mask. Measures to protect evacuees in the case of CS use include planning its use in relation to prevailing winds; moving evacuees quickly to limit potential contact with CS; and stocking additional protective masks at assembly areas for evacuees' use while awaiting movement to the ECC.

Each vehicle should have at least one-man portable radio. The marshaling team commander needs at least two radios: one for his internal net, and one for the marshaling force net. He will find secure voice capability desirable.

Special communications requirements in built-up areas and over extended distances may inhibit the use of line-of-sight communications systems. The signal officer must plan for the use of high-frequency nets for communications on the move and SATCOM nets for static connectivity.

Evacuees may need rations or medical attention. The marshaling teams must be prepared for emergencies and for the possibility they cannot return to the ECC immediately. The teams must bring water, rations, and emergency medical supplies as well as blankets, extra clothing, infant supplies, and male and female sundry packs. Supply personnel consolidate these requirements in emergency kits, replenishing them as the teams use them.

Teams that include a combat lifesaver or combat medic can provide enhanced first aid or limited medical support if needed.

MARSHALING FORCE OPERATIONS

The marshaling force locates evacuees at or near their homes and moves them to the ECC. In its most complete form, the operation has several marshaling teams under the control and direction of a marshaling force headquarters. Leaving the ECC, the teams proceed by predesignated routes to their respective assembly areas; secure them to use as bases of operation, dispatch elements to contact, identify, inform, and return the evacuees to the assembly areas; escort the evacuees back to the ECC; and turn them over to ECC personnel for transportation out of the country.

Although the marshaling force staff can locate near the ECC operations center, it may operate more effectively closer to the assembly areas. This is particularly true if the assembly areas are far from the ECC and the unit lacks a communications relay system.

The operations center controls and plans the operation, so it receives situation reports from they marshaling force headquarter. The marshaling teams make as many trips as necessary until they service all assembly areas.

If the commander decides not to send out search squads, the marshaling teams remain in their respective assembly areas, and the evacuees come to them. After waiting a suitable amount of time, the marshaling team either escorts the evacuees to the ECC, or sends out search squads to contact US citizens that have not appeared.

TRANSPORTATION

Key planning for the marshaling force includes choosing the best method to transport the marshaling teams and the evacuees. Options for moving marshaling teams include helicopter, airborne insertion, vehicle, and foot. If volunteered, vehicles belonging to the evacuees may be used to move both the marshaling teams and evacuees to the ECC.

Marshaling teams moving on foot must reduce their vulnerability as much as possible. A close tactical formation reduces the chance of separation and enhances the commander's control of his unit if someone tries to disrupt the march.

Vehicular movement is preferred to foot movement but requires more coordination. Drivers must be oriented to primary and alternate routes and provided accurate maps. Local drivers may be used. In some situations, their experience with the road network may aid timely evacuation. Movement by convoy requires security and sufficient radios to maintain control. A traffic circulation plan is needed to identify main and alternate evacuation routes, critical points, and checkpoints. This will simplify reporting. Safe houses or areas should be identified for drivers and passengers if vehicles break down.

If local drivers are not available, unit personnel may drive the marshaling teams and the evacuees after being briefed on the HN's traffic laws. Convoy driving presents some difficulties even when drivers know the laws. In some countries, unfamiliar laws amplify the difficulties and make an incident more likely.

Each team should have an attached mechanic with sufficient equipment to make emergency repairs. If a vehicle breaks down, the marshaling team commander decides whether to attempt repairs or to abandon it. The mechanic can expedite repairs and provide the commander an expert opinion. The commander must not allow anyone to remain with the vehicle without adequate security.

MOVEMENT CONTROL

The marshaling force staff monitors the progress of the teams and reports their locations to the operations center. Teams report reaching and departing all checkpoints. They render additional reports in code when they secure their assembly areas, when they are prepared to return with the evacuees to the ECC, and at any other time the commander considers appropriate.

Team commanders use a similar reporting system to control the movement of their search squads. Such a system, improperly prepared and coded, can add to the mission's OPSEC by reducing radio transmission time. Using specially prepared, coded execution checklists is ideal. This allows the team commander to pinpoint immediately the exact location of each squad if needed.

ASSEMBLY AREA OPERATIONS

The marshaling team has two basic functions once it arrives at the assembly area. It secures the area itself, and it assembles all the evacuees inside this secured location and begins processing them for evacuation.

Securing Assembly Area

The marshaling team occupies the assembly area just as any tactical unit clearing and occupying any assembly area within the constraints of the tactical environment and ROE. Team actions should include occupation of an objective rally point; leader's recon; briefing; and movement to, occupation of, and securing of the assembly area. Once the commander places his security, no one should be allowed inside the perimeter without an escort. An interpreter, if available, remains with the team commander where he can respond to inquiries from the local populace. Security personnel maintain contact with the command group by using short-range radios or telephones.

NEOs must be treated as tactical operations, even in a permissive environment. The team commander must remember that the population, or elements within it, may turn hostile, and he must be able to defend the assembly area if it is attacked. Consequently, the area must be defensible and the security squad and those search squads present must be in defensible positions.

A member of the embassy staff (PSO or RSO) generally chooses the assembly area. If it cannot be

suitably defended, the team commander should direct evacuees to an appropriate place nearby. The team commander should attempt to get approval of the new location from an embassy representative. If this proves impossible, the commander is still responsible for protecting his force and its charges. As a minimum, he should inform the marshaling force commander of his decision.

Dispatching Search Squads

The responsibilities of search squads demand well-trained and well-disciplined soldiers capable of dealing with civilians who will often be under much stress. Commanders must ensure that soldiers assigned to search squads and their leaders are competent, calm under stress, and fully able to handle civil-military interactions. Because the operation is so complex, this section describes in detail the actions of the search squad, fully realizing that the commander may choose not to use them if he deems their use might provoke hostilities against US forces and or evacuees.

As soon as possible after arriving in the assembly area, the marshaling team commander dispatches his search squads, assigning search responsibilities based on the embassy's most current evacuee list. If the ambassador and his staff have successfully implemented the evacuation plan, all US citizens know that evacuation is necessary and are prepared to act accordingly. Inevitably, some people will not have heard, and search squads must locate and accommodate them. In this situation, PSYOP loudspeaker teams and civil affairs direct support teams can be invaluable. The force commander must, however, weigh OPSEC and force protection requirements against notification capabilities.

If all evacuees have been informed, the team commander may not have to dispatch search squads. Evacuees may come to the assembly area on their own if conditions allow for their free movement.

The search squad proceeds to the addresses it has for the potential evacuees. If the individual or family is not present, the squad leader tries to determine their location by asking the neighbors. He may leave instructions in a visible place, but he must consider the effect these instructions will have if they fall into unfriendly hands. If the individual or family is present, the squad leader proceeds as follows.

Each search squad leader has a complete list of the instructions he must give to each individual. If possible, the embassy advance party obtains sufficient copies of the instructions so that the squad leader can supplement his oral briefing and give a written copy to each potential evacuee.

Once he makes contact the squad leader gets one of two responses. Either the individual or family will go, or he or they will stay. If someone decides to remain in the HN, the squad leader repeats the ambassador's warning that the situation is extremely dangerous and the embassy can not assist evacuees if it closes.

If this warning has no effect, the squad leader leaves the address of a point of contact (if available) and asks the individuals to sign a waiver certificate. This shows that the US government has given them the opportunity to depart under US protection and they have refused the offer (see Figure 5-6). If they will not sign, the squad leader makes a note of the time, date, and circumstances surrounding the offer. He should also remind US government employees and their dependents that they may not disregard an evacuation order. (Certificates of waiver may be locally produced by the evacuation force.)

If the evacuees decide to go with the marshaling team, the search squad leader explains the conditions of the evacuation. Again, if possible, he gives them a written document expressing these conditions.

Baggage limitations (usually one 66-pound bag per person) are usually indicated on the embassy evacuation notice. The marshaling team must use common sense in making allowances for evacuees with infants and for other special circumstances. The squad leader must also be thoroughly briefed on what to do with pets. If time and space allow, the commander may authorize evacuation of pets. If not, pets should be left with friends. The evacuation force commander may also have arranged for euthanasia as an alternative. If pets are to be evacuated, owners should bring immunization records to speed processing.

Each evacuee must have documentation that provides positive identification. Normally, documentation includes any or all of the following: passport, consular report of birth, DOD-dependent identification (ID) cards (to include multitechnology automated reader cards (MARCs), or seaman's papers. Unless the embassy has specified otherwise, the search squad should not delay operations due to lack of documentation. Questionable people should be identified, segregated, and moved to the processing center with other evacuees. Processing center personnel may have to delay individuals or separate families if they cannot provide positive identification

Agreement made, this _____, day of _____, 19 _____, between _____
_____ and the United States Army.
Whereas the United States Army agrees to evacuate _____

_____

said offer of evacuation is declined by the above named individual(s), with the understanding that the offer will not be repeated.

Evacuee _____ Army Representative _____

Evacuee _____ Witness _____

Figure 5-6. Sample of waiver of evacuation opportunity.

Embassy personnel make the final determination prior to evacuation.

Evacuees must surrender all contraband prior to departure. All nonprescription controlled substances (such as narcotics and amphetamines) and drug paraphernalia, weapons, explosive devices, and national treasures are considered contraband.

Evacuees wishing to go with the search squad must act quickly. While they are preparing their belongings for departure, the squad leader records their names so that he has a record of who his team brings back to the assembly area.

US citizens wishing to be evacuated may travel on their own to the ECC. If they drive their cars to the ECC, they may park there and turn the keys over to an embassy official. This should be discouraged, however, for security reasons. The search squad leader notes the individual's name and indicates his intent is to report directly to the ECC. The team commander reports this information to the processing center officer in charge (OIC) when the marshaling team returns to the ECC.

The search squad leader asks each evacuee if he knows of other US citizens in the area. If evacuees identify citizens who are not on the list the embassy provides, the squad leader notes the names and addresses and reports them to the marshaling team commander who reports them to the operations center.

The search squad leader or marshaling team commander may be asked to evacuate alienor HN personnel such as savants or close friends. These requests may come from US citizens speaking in their behalf or directly from the individuals seeking evacuation. Regardless of the source of the request, the commander has authority to evacuate only US citizens or those on the list provided by the embassy. He must refer any questionable individuals to an embassy official.

US policy is that no one may grant asylum within the territorial jurisdiction of another power. The on-site commander, regardless of grade, may grant temporary refuge under conditions of urgency to save a person from imminent danger. Because such an action may result in retribution against US forces or citizens, he must weigh his decision to grant refuge against the potential danger. US embassy representatives must assume responsibility for these individuals as soon as possible.

The search squad proceeds, in turn, to each assigned location and then returns to the assembly area. To preclude infiltration at the assembly area, the search squad leader vouches for each evacuee. He then turns the evacuee over to the marshaling team command group for inprocessing. The commander may send the squad on another search mission or incorporate it into the perimeter security force.

Processing Evacuees

While the security force prepares positions and search squads deploy, the team command group prepares to take in evacuees. Teams must not spend significant amounts of time compiling administrative data. They must, however, identify each evacuee entering the area and identify medical problems and take appropriate actions (such as administer first aid or arrange for medical

evacuation (MEDEVAC)). Individuals arriving at the assembly area on their own must be given the same information the search squads have already provided their groups.

The command group of the marshaling team conducts the processing at the assembly area. A senior noncommissioned officer (NCO) and several assistants can easily do this while the remainder of the team secures the area.

The team must positively identify each individual from a passport or other official documentation. The security team should allow no one into the assembly area without positive identification as an individual to be evacuated. The team commander resolves any discrepancies by having the individual provide reasonable proof that he is a US citizen. US embassy personnel are the final arbiters in disputes. Individuals in question must be segregated and returned to the ECC with the marshaling team where the commander turns them over to embassy personnel.

Embassy-designated wardens can help the team commander immensely. They are personnel who have knowledge of the individuals in the area and can verify their status. They may even have completed processing packets for each evacuee already prepared. This will speed up processing. Unfortunately, the warden system is not foolproof wardens may arrive at the assembly area too late to be of help.

Some problems with US citizen identification may be avoided if each marshaling team has a complete list of evacuees' names. The team commander can then check to see if an evacuee from another area reported to his location. The commander must remember, however, that embassy personnel must make the final decision to deny evacuation to anyone who is not on the list. The only exception will be someone posing a direct threat, as discussed later in this section.

Evacuees must submit to individual inspections before entering the assembly area. This is to ensure their safety as well as the marshaling team's. Amnesty boxes may be provided. The commander should avoid strip searching or other physically intrusive forms of search unless he determines that such procedure are necessary for security and safety. He may want to use metal detectors (for personnel and baggage) and dogs (for baggage only) to speed up the inspection, but without demeaning the evacuees. Military police are trained for this type of operation. Inspectors must remember that the evacuees are human beings, mostly US citizens, and under extreme personal stress. They should be treated with the utmost courtesy.

Conflicts may occur between individual evacuees and members of the marshaling team. Disputes may arise over the amount of baggage, speed of the operation, confiscation of contraband, or deportment of specific individuals. Marshaling team members must remember they have no legal jurisdiction or control over US citizens. They cannot force any civilian to do anything against his or her will unless the civilian is threatening them with bodily harm.

The relationship between the military escort and the civilian evacuees is one of voluntary cooperation. If a citizen becomes disruptive, the team commander gives him the choice of conforming to the rules or departing to fend for himself. The presence of military police, well-versed in the rules of engagement and crowd control, helps to avoid or mitigate such conflicts. The team commander should make allowances for the despair felt by the evacuees, but he cannot endanger the welfare of the other evacuees or his command. He should document the incident and obtain written statements from witnesses.

Personnel arriving with more than the allowed baggage should be counseled about baggage restrictions. As long as sufficient transportation is available, they should be allowed to carry it with them to the processing center, where the embassy can arrange for disposition of excess baggage. This would be an ideal time to mark or tag all baggage for future identification. If evacuees are to be separated from their baggage during transport, the team commander may want to inventory pieces and provide receipts. The simple two-piece tag system used by airlines is one method. Unless an evacuee declares something of high value in his baggage, the commander should not be concerned about contents beyond inspections already discussed. Evacuees with high-value items should be warned that under no circumstances will the government assume responsibility for them. The commander may desire to obtain a written statement to this effect.

The next step in processing evacuees is to record the requisite information on each evacuee. A detailed history is not necessary, but the information recorded must be scrupulously accurate. The command group enters the individual's name, age, sex, citizenship, identification type and document number, and next of kin or permanent home address in an alphabetically tabbed logbook. Figure 5-7 offers an example. The command group handwrites all entries accurately and legibly. The laptop or notebook computer is an alternative for inputting

NAME LAST, FIRST, MI	AGE/SEX	CITIZENSHIP	PERMANENT HOME ADDRESS CITY, STATE	T A B
				A
				B
				C
				D
				E
				F

Figure 5-7. Sample evacuee log book.

evacuee information into a database for quick retrieval upon return to the ECC. The information must be backed up to ensure it can be retrieved later.

Once the team makes the proper entries in the log book, the commander briefs the evacuees. He gives them an updated situation report, the anticipated schedule for the remainder of the evacuation and any other useful information. He strives to make them feel as comfortable as possible. He cautions them against distracting the security personnel by engaging them in conversation, and he asks them to remain in the most protected portion of the assembly area.

The marshaling team attends to evacuees with special needs first. Medical personnel determine if medical problems require immediate evacuation or special transportation. If so, the commander reports the emergency and acts to move the ill or injured evacuee to the ECC.

Once the marshaling team accounts for the evacuees on its list, its commander requests permission from the marshaling force commander to close out the assembly area and return to the ECC. The marshaling team usually follows the same procedures when returning to the ECC that it followed when it conducted its earlier movement. The commander may adjust to take advantage of more convenient transportation. Helicopter or vehicular transportation is more desirable than foot marches, especially with a large number of civilians with varying physical capabilities.

When the team arrives at the ECC, it moves directly to the processing center. The commander turns his charges and log book over to the reception station OIC for the final processing and embarkation. If his team is assigned another assembly area, he obtains another log book.

ECC OPERATIONS

Once the marshaling team brings the evacuees to the ECC, processing center personnel assume their complete control. The operations center continues to coordinate all the operation's requirements, while the processing center evacuates the citizens to the safehaven.

The evacuation force executive offilcer (XO) oversees, and has supervisory responsibility for the staffs of, both the processing and operations centers. However, if this stretches his resources, the commander may designate a subordinate headquarters (company or battalion) to operate the processing center.

PROCESSING CENTER PROCEDURES

Processing center personnel move the evacuees from the ECC to the safehaven. Operations in the processing center are similar to preparation for overseas replacement (POR). Evacuees are screened to certify identification and to ensure documentation is accurate and information current. The center must have a representative from the embassy's consular affairs office to assist in determining eligibility of questionable evacuees.

Evacuees either arrive with a marshaling team or report directly to the ECC. If they arrive without escort, processing personnel verify their identity and eligibility

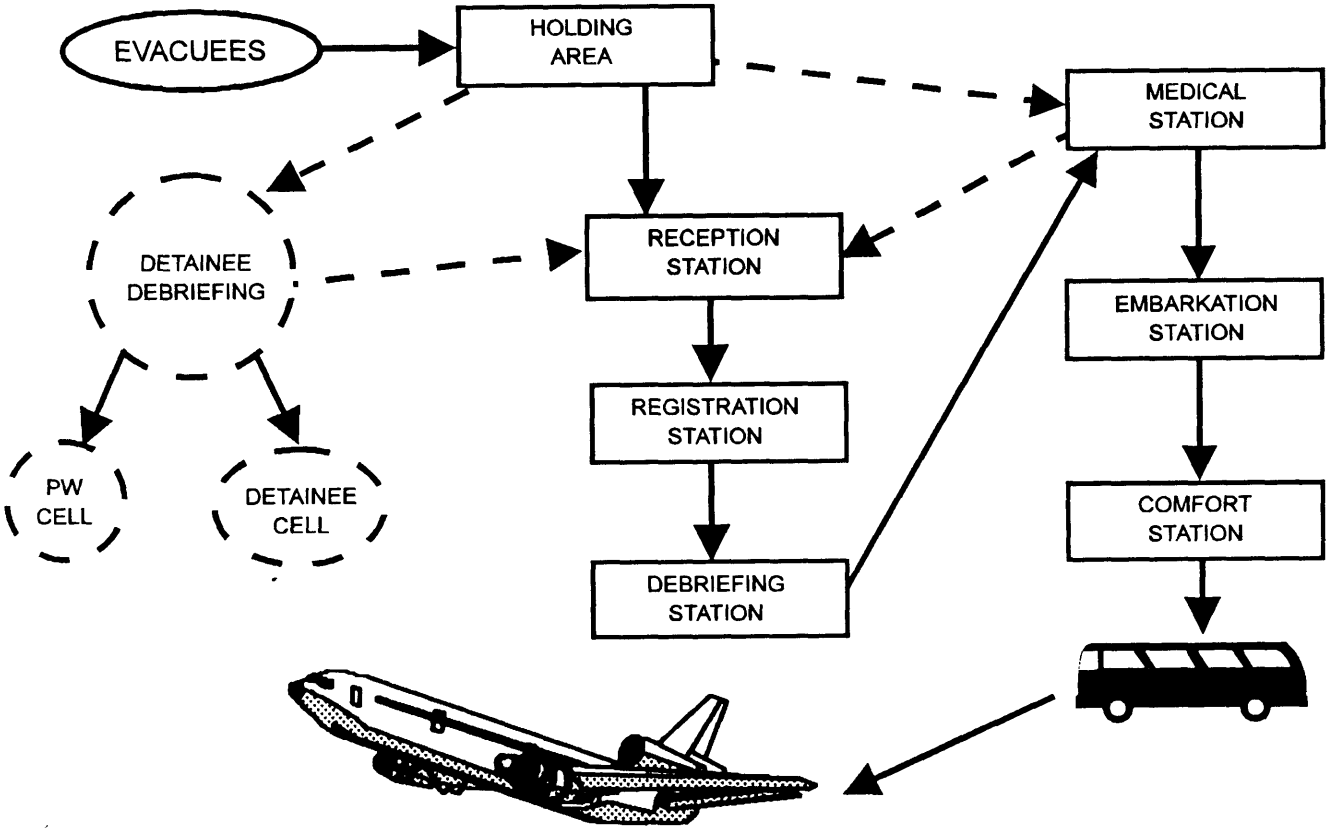


Figure 5-8. Sample of processing center flow.

for evacuation prior to entry intothe ECC. The evacuees then proceed through the six stations.

The six main stations in the processing center are reception, registration, debriefing, medical, embarkation and comfort. An aircraft hanger or similar building is ideal for the processing center. Figure 5-8 shows the flow of evacuees as they go through the stations of a typical processing center.

Reception Station

As evacuees arrive at the ECC, the reception station's OIC collects all available information from the marshaling teams who escorted them. Information from their log books helps to reduce processing time. The evacuees then move into a holding area where they are welcomed and briefed. They are organized into flight-sized groups (family integrity is maintained where possible with children remaining with their parents), inspected for any contraband, and provided an escort to take them through the remaining stations. Unaccompanied children should be identified to an embassy official. Ideally, they will be escorted by a designated guardian or an embassy official. Older children may travel unaccompanied, but younger children must be escorted until turned over to a legal guardian.

The initial briefing should provide evacuees sufficient information to allay their fears about the evacuation process. The briefing should—

- Give a brief summary of reasons for the evacuation.
- Explain the stations through which the evacuees will process.

• Explain the need for an inspection of personnel and baggage.

• Explain that communication means are limited and not for personal use.

• Explain what support to expect at the safehaven.

• Explain what to expect upon arrival in the United States (or other terminal point).

• Explain what the repatriation center will provide.

• Offer an opportunity to ask questions.

• Provide an amnesty opportunity for any contraband.

Each evacuee and all baggage are inspected at the conclusion of the briefing. Inspections conducted at the assembly area need not be repeated unless the commander feels more thorough inspections are needed. Areas used for individual inspections should be screened. Hand-held metal detectors can expedite the inspections. All contraband is confiscated. Many foreign countries sell drugs over the counter that US law requires a prescription to obtain, including medical personnel on the inspection team can aid in identifying these drugs. All weapons, excluding those of US government security personnel, are confiscated and receipts issued to the owners. Embassy or customs officials will be consulted about the disposition of these weapons—whether they are to be left behind or returned to the owners at the repatriation center.

A guide then escorts those evacuees who have been briefed and inspected through the remaining stations. After he presents them to the embarkation station OIC, the escort returns to the reception station for further duties.

Evacuees suspected of being enemy agents or criminals should be separated from the others and escorted under guard to be further screened by military intelligence (MI) personnel in the debriefing area. At the conclusion of the interrogation, the evacuees are allowed to continue their processing set free, or placed into a detainees' area.

Registration Station

At the registration station, personnel complete the administrative paperwork each evacuee must have to leave the country. The evacuee proves his identity, signs a register, and completes an evacuee identity card. Evacuees prove their identity by using passports, dependent ID cards, seaman's papers, or anything that unquestionably establishes US citizenship. If time allows, each evacuee should be photographed to provide a visual reference. Cameras and film should be brought for this. Only the COM or his representative can determine *not* to evacuate someone.

Foreign nationals must either be on the list of potential evacuees provided by the embassy or post, or secure approval from the US embassy, before they can continue processing. Registration station personnel should supervise foreign nationals until they are cleared for evacuation or escorted outside the ECC. If available, military police should be stationed here to react to any hostile incidents.

Each evacuee provides information to the registration station clerk concerning his background and personal history. This is recorded in duplicate in an evacuee register (Figure 5-9).

One copy is sent to the operations center, the second is carried by the escort until his group reaches the embarkation station. The embarkation station uses the evacuee register for final manifesting purposes.

Each evacuee falls out an evacuation information card listing next of kin information and any unusual

CONTROL NUMBER	NAME (LAST, FIRST, MI)	PERMANENT HOME ADDRESS (CITY/STATE/COUNTRY)	EVACUATION PRIORITY	ID NO	CITIZENSHIP

Figure 5-9. Evacuee register.

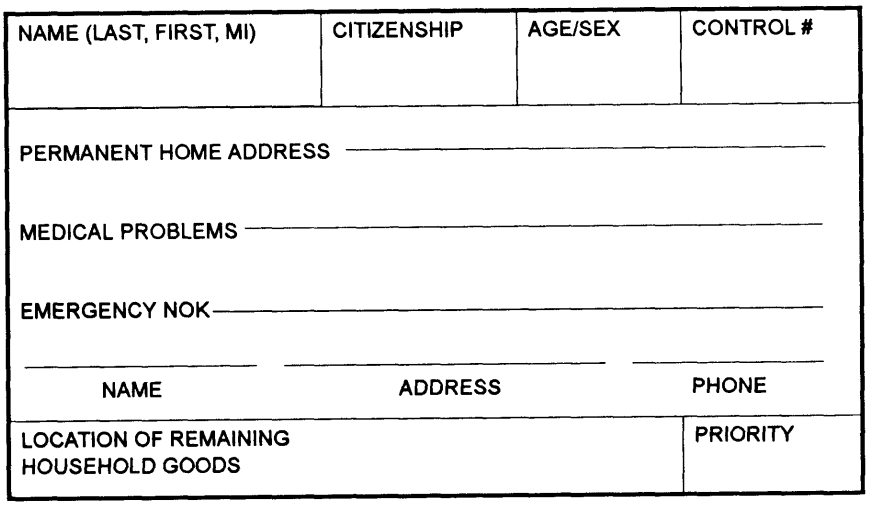


Figure 5-10. Evacuee information card.

circumstances or requirements that might affect the health and safety of himself or others (Figure 5-10). Each evacuee is given a copy of DD Form 2585, Repatriation Processing Center Processing Sheet, which they must complete before arrival at the repatriation center. (See Appendix E.)

If transportation is scarce, the evacuation force commander establishes evacuation priorities based on information provided by the US embassy and on his own requirements. Chapter 1 outlines the standard listing for evacuation priorities. A supplementary priority system using colored priority cards can speed processing. For example: red cards identify evacuees requiring immediate medical care and selected VIPs; white cards, US citizens; blue cards, foreign nationals; and green cards, all others.

Debriefing Station

The debriefing station is optional, depending on the situation and time available to the evacuation force. It should be manned by counterintelligence or civil affairs teams.

Each evacuee is debriefed to glean information that may affect the evacuation force, its mission, the evacuees, or other US government activities in the country. The commander's critical information requirements (CCIR) dictate specific items of interest. Other areas might include—

- Movements and activities of belligerents.
- Locations of other potential evacuees.
- Changes in political situation.

This station may also serve as the detainee debriefing station. If so, detainees should be physically separated from other evacuees.

Medical Station

The medical station provides emergency medical treatment and immunizations required by the safehaven country (time and resources permitting). Every evacuee processes through the station, but the medical officer examines only those with medical problems. Each individual describes his state of health and indicates whether he needs emergency treatment. Serious medical cases have priority for evacuation but must complete processing. Relatives or friends can provide the information, but the medical officer ensures that no seriously ill, injured, or wounded persons leave his station until they finish processing and are medically stabilized for evacuation.

Embarkation Station

Personnel at the embarkation station manifest and organize the evacuees into flight order, issue boarding passes based on flight order, and verify baggage tags. The escort of each arriving group gives the evacuee register copies and the evacuee information cards to the station OIC and returns to the reception station. When preparing the final manifest, the embarkation station OIC ensures that information on the manifest agrees with information provided on the evacuee register.

Boarding passes reflecting the appropriate chalk order for departure eliminate confusion when boarding the

aircraft and also identify members of a particular chalk order. Personal baggage is checked to ensure there has been no mix-up.

The embarkation station also provides a new escort for each chalk. This escort accompanies the group to the comfort station and is the point of contact for all questions. He maintains positive control, keeping the group together in a designated area until the transport is ready to receive them. He also coordinates evacuee logistics requirements with the comfort station OIC to make the evacuees' waiting time as comfortable as possible.

Comfort Station

The comfort station is a temporary waiting area for the evacuees until they board the evacuation aircraft. For long waits, the station must have sufficient shelter, cots, blankets, latrines, water, infant supplies, and food to make the evacuees' stay as comfortable as possible and provide some degree of privacy. The logistics officer may choose to include male and female sundry packs. Chaplains and their assistants may be available to counsel evacuees suffering from stress. Transportation assets should be available to transport evacuees and their baggage to the point of embarkation. If pets are to be evacuated, pet areas should be identified.

OPERATIONS CENTER PROCEDURES

The operations center is the hub of activity for the evacuation force in the HN. The evacuation force commander controls and directs the entire operation through his center staff.

The evacuation force XO usually controls the center, which has representatives from each primary and special staff section participating in the operation. Under normal conditions, these sections are personnel, intelligence, operations, and logistics, with communications, movement control, Air Force and Naval liaison, and other appropriate sections performing special missions. Figure 5-11 shows a typical operations center.

Each evacuation operation has its own unique characteristics, and each commander tailors the operation to suit the situation. Therefore, the following information is not detailed and is intended only as a guide. The advance party will have coordinated with the embassy to identify facilities for the center before the main body arrives. The signal representative from the advance party will have arranged for and installed telephone lines. Each staff section will have sent representatives to prepare its respective area. If these activities are not finished when the main body arrives, they continue concurrently with the preparation and dispatching of the marshaling forces.

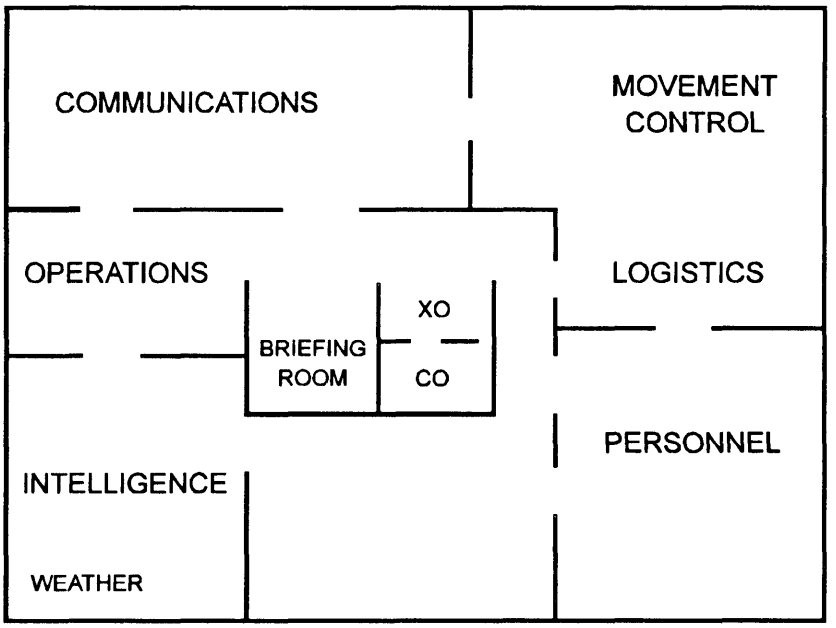


Figure 5-11. Typical operations center.

Executive Officer

The XO has the supervisory responsibility for the ECC. He approves its location and ensures that the processing center and operations center work closely together. He mediates and resolves all disputes. Considering his responsibilities, he divides his time between the processing center and the operations center.

Operations Officer

The operations officer organizes, establishes, and coordinates the operations center. The center's operations section has several missions. It maintains an accurate and timely situation report that describes in detail each unit's progress during the evacuation. The section requires each subordinate element to submit reports any time its status changes. It plots each unit's location on its situation map and provides the commander with a comprehensive update as he desires.

The section maintains the evacuation force staff log or the significant events log to record the operation's history. It uses its own input and information provided by the other staff sections.

The section also prepares plans for the evacuation force to use if hostilities occur or other circumstances develop that might cause the evacuation force to assume a more tactical posture. The section updates this plan as the situation changes so that it can be quickly implemented.

The operations section maintains radio and telephone communications with the JTF headquarters, embassy, security force, and marshaling force and is the net control station for the command net. It also maintains radio communications with the airborne relay station (if used), ISB, and safehaven. The tasking headquarters may arrange to augment the evacuation force with additional primary and back-up long-range communications equipment.

Depending on the situation, the communications facility at the embassy can provide alternate communications capability. Within the operations section, the PSYOP officer establishes a PSYOP emergency action center to handle any crises requiring PSYOP resolution. He also provides liaison to coalition forces, if any.

This section should also be capable of preparing for and coordinating fire support activities in a hostile or uncertain environment. Both Navy and Air Force assets must be planned for, if available.

Intelligence Officer

The intelligence officer provides the evacuation force with all required intelligence information, both prior to and during the mission. This involves beginning the analysis process at the homebase and continuing the process while at the NEO location. In country, the intelligence section operates in two places, the embassy and the operations center. The key mission for the intelligence officer is to collect sufficient information to identify the threats and challenges to the NEO posed by the operational environment and hostile or disruptive elements. Any steps he takes to increase the information flow or otherwise keep the intelligence efforts fully engaged helps him achieve this goal and improves the likelihood of success for the operation. (The mission of the intelligence personnel at the embassy is described in Chapter 3.)

The intelligence officer uses the intelligence preparation of the battlefield (IPB) process to aid in analyzing the environment and the threat to assist in military decision making. The IPB is a continuous process which consists of four steps:

- Define the battlefield environment.
- Describe the battlefield's effects.
- Evaluate the threat.
- Determine threat courses of action (COAs).

The four steps, as they apply to NEOs, follow.

Define the Battlefield Environment. The intelligence officer first determines the area of interest. Within the nation where noncombatants will be evacuated, he must—

• Identify the locations of groups that might influence operations.

• Determine which countries could be used as an ISB or a safehaven to shelter evacuees.

• Determine which countries might assist or hinder the operation.

The intelligence officer must identify whether the environment of the evacuation is expected to be permissive, uncertain, or hostile. He must also—

•l Identify the operational time sensitivity.

• Fully identify the scope of the demographic situation that has prompted the evacuation to include religious, economic, and legal situations.

• Give increased emphasis to the structure, disposition and effectiveness of the HN government and

military, as well as of those groups that may try to disrupt the NEO.

Describe the Battlefield's Effects. To identify all legal issues that could impact on the evacuation, the intelligence officer confers with the legal advisor to the JTF commander or COM. He also conducts a thorough weather and terrain analysis of the area of operations. Considerations for NEOs may include—

• Population status overlay encompassing all areas included in the evacuation, the population broken down by political affinity or regional majority sentiment, such as progovernment, proinsurgent, anti-American, or neutral.

• Logistics sustainability overlay for the area of operations identifying available sources of food and potable water, and consolidation points that are defensible and equipped with power, water, heat, and restrooms.

• Lines of communication (LOC) overlay that identifies all routes into and out of the evacuation area, to include major streets, highways, railways, subways, waterways, and airfields.

• Key facilities and target overlay depicting all mission essential facilities to the operation and potential targets for the hostile factions.

• Standard terrain analysis using the military aspects of terrain-routes and areas that offer good observation for friendly security forces, and potential obstacles, choke points, and ambush sites.

• Standard weather analysis for the area of operations, considering effects of weather on hostile groups, trafficability, air operations, seaborne operations, communications, and choice of evacuation facilities.

Evaluate the Threat. The intelligence officer identifies all groups in the HN that are involved in the current volatile political situation. The focus is on groups that have the potential for hostile action or whose nonviolent activities, such as demonstrations or marches, could disrupt or delay evacuation operations. He also identifies any nongovernmental organizations that might interfere with the evacuation, such as media personnel, relief organizations, and students. Tools useful in evaluating the threat may include—

• An activities matrix to connect individuals or groups with specific events or types of activity.

• A coordinate register to record activities in the vicinity of key facilities, such as embassies and consolidation and embarkation points. Detail will vary, but one square kilometer grid areas are normally used.

• A situation map to depict all relatively permanent information dealing with threat groups, such as headquarters and training bases.

• An incident map to provide historical cumulative information on trends and patterns of threat activity.

• Journals, order of battle workbook and order of battle files, tailored to the NEO mission, to record and maintain data pertaining to threat organizations.

Determine Threat Courses of Action. This is the culmination of the IPB process. The intelligence officer now combines knowledge of the environment and the threat to develop COA models for possible situations on the ground. Course of action models for a NEO may include, but are not limited to, the following:

• A permissive or uncertain NEO in which the host nation is either actively supporting or neutral towards the evacuation.

• An uncertain or hostile NEO with intentional interference by hostile groups. The intelligence officer considers areas where interference is likely, such as checkpoints, consolidation and embarkation points, and choke points. Additionally, he analyzes types of probable interference and tactics by group; for example, ambushes, car bombings, or riots. He develops alternative routes and COAs for these interference points and tactics.

• Any type NEO where threat groups maintain control or influence over HN support personnel or activities, such as police, dock or airport workers, transportation personnel, telephone or radio employees, and food or water suppliers.

• Any type NEO where unintentional interference by indigenous personnel or nongovernment organizations (NGOs) could affect the evacuation such as United Nations or CARE (Cooperative for American Relief for Everywhere) relief convoys, news media, and refugees.

The intelligence officer wargames all developed COA models, concentrating on those most probable. He uses other NEO staff participants to role play hostile groups, HN government and military NGOs, and indigenous personnel. He develops alternative friendly COAs to counter any anticipated delays or interference.

The intelligence officer also controls the collection and dissemination of intelligence. As in any operation, the standard collection plan format is a valuable aid, but if PIR and intelligence requirements (IR) are many and varied, then the dispersed battlefield collection plan format may be more suitable for the operation. Regardless of format used, written collection plans help

focus collection efforts toward answering mission essential PIR and IR.

Collection sources and agencies for the NEO include those used in conventional military operations as well as some that are not normally considered. The intelligence officer will make traditional use of all organic or attached collection assets, such as aerial platforms to photograph critical areas or patrols to conduct reconnaissance on key evacuation routes. Other sources and agencies not normally utilized, but potentially useful, include local news media, liaisons with HN police, government, and military; and questioning of the evacuees themselves.

Logistics Officer

The logistics officer provides supplies and services to the evacuation force and controls its transportation assets. His personnel operate the logistics and movement control sections.

The logistics section monitors the status of supplies and services needed by the force. The transportation available dictates how much of each class of supply the unit can bring on the operation. The logistics officer must arrange, at a minimum, for transporting from home base the supplies critical to the evacuation.

The logistics officer designates and supervises a purchasing officer (PO). The PO procures locally any items the evacuation force needs but did not bring, or any items designated for local purchase as an economy measure. The PO coordinates with the embassy GSO to determine how much currency to bring to cover the anticipated purchases. The GSO can help the PO in conducting local business or may perform these duties himself.

As with supplies, the services rendered by the logistics officer will depend on the way the commander conducts the operation. The evacuation force's success may depend on the transportation available to the marshaling forces to conduct marshaling operations. If the force cannot bring its own transportation, the logistics officer, through the PO, procures it locally. He also arranges for fuel and repairs to vehicles critical to the evacuation. The expected environment dictates the initial transportation requirements. The tasking headquarter will ensure that sufficient airlift assets are available for the operation if ground transportation is impractical.

The requirement for some supplies and services depends on the duration of the operation. Some services unnecessary for a two- or three-day operation become critical for longer periods. These include clothing, laundry, water purification, engineer support, and direct support maintenance.

The task force must plan for mortuary affairs duties for both military personnel and evacuees. Even in a permissive NEO environment, the evacuation force may encounter deaths among elderly, critically ill, or newborn evacuees. Mortuary affairs ensures proper and respectful treatment of human remains. The decision to transport remains is dependent on, but not limited to, the specifics of the situation, to include the tactical environment, weather, and capacity of receiving ships and or aircraft. In no case should civilian remains be transferred before all evacuees are safely embarked.

The logistics officer should have an EOD team to respond to bomb threats, sabotage attempts, mines, booby traps, or unexploded ordnance.

The logistics officer billets and feeds the deploying force and the evacuees. If the situation allows, he provides hot rations once daily for all personnel. If he cannot cook at the ECC, he may prepare food at the ISB and transport it to the ECC. He also may procure meals locally. If so, veterinary support must be available to inspect subsistence for wholesomeness and preventive medicine personnel to inspect local water for potability. The logistics officer must be prepared for special dietary requirements, as well as for baby food and formula for infants. The embassy may be able to provide the advance party information on special dietary requirements.

The logistics officer must always plan for a lengthy stay at the ECC. Billeting requirements are usually minimal; however, a lengthy operation, bad weather, or inadequate transportation can result in a long wait for the evacuees. The logistics officer needs to plan for sufficient food, blankets, cots, and sanitary supplies (including feminine hygiene and infant requirements) to make the evacuees comfortable. Sample pallet configurations for short- and long-term operations are at Appendix F.

The logistics officer is also responsible for the movement control element. This element coordinates the movement of marshaling teams to and from the assembly areas and the arrival and departure of evacuation transportation.

A movement control element should be attached to the evacuation force prior to deployment. The movement control element helps the marshaling teams complete their movement quickly with no incidents. The people making up this element need experience in coordinating convoy movement.

Coordinating evacuation transportation with evacuees is complex and demanding. Vehicles, ships, or aircraft waiting to pickup passengers are lucrative targets for hostile elements. They attract the attention of roaming mobs that may grow more hostile at such sights. Therefore, the commander should consider dispersing his transportation assets until they are needed at the embarkation site.

Movement control personnel should know the passenger capacities and characteristics of the transport. The ideal situation results when the TALCE can talk to pilots in dispersed aircraft, compute their flight time, and schedule them to ensure smooth flow while taking on passengers. Controllers for overland or sea movement strive for similar precision sequencing.

The communications available to the movement control element must be mobile, sophisticated, reliable, secure, and capable of long-range transmission and reception. There must be back-up and repair capability for all types of radios. The logistics officer, in coordination with the signal officer, must ensure that the radios used are compatible with those of the evacuation transport.

The movement control element should have a dedicated land line to coordinate with the embarkation station This ensures evacuation transportation and evacuees are ready at the same time.

Personnel Officer

The personnel staff has responsibility for the personnel actions attendant to the evacuation and for the morale and welfare of the evacuation force. Its primary responsibility is the processing center operation.

The personnel section is responsible for actions that normally fall under the adjutant's purview. Most personnel actions, however, can wait until the evacuating force returns to home base.

The personnel section is also responsible for the morale and welfare of the evacuees. A chaplain provides nondenominational services and comfort to the evacuees as they deal with the trauma of being so quickly uprooted.

The personnel staff also comprises the medical element. This includes combat health support (CHS) personnel with the troop units as well as with the medical station in the processing center.

The personnel officer ensures legal advice is provided to the commander. It is imperative that a trained legal officer join the evacuation force early in planning and deploy with it. The commander may need legal assistance when required to search third party nationals who may commit some crime against US property or personnel, to restrain an unruly US civilian who refuses to cooperate, to answer claims against US forces, or to interpret the rules of engagement.

Other legal problems may result when there is no status of forces agreement (SOFA) between the United States and the HN. Without this agreement, the HN has legal jurisdiction over all US citizens, military and civilian. The ambassador should therefore attempt to negotiate a waiver of criminal jurisdiction of US personnel. Because the ambassador may not have anyone on his staff with legal experience in this area a legal officer with overseas experience will be useful. Appendix G provides specific legal considerations.

Public Affairs Officer (PAO)

Rumors will run rampant in a NEO unless the commander deals with them through an effective command information program. The PAO is responsible for this function and publishes a rudimentary information sheet that provides accurate, detailed, unclassified information to all units. He coordinates his efforts with the embassy PAO and USIS representatives. Timely information reduces the uncertainty characteristic of the uninformed. For short operations, the PAO may develop a less-cumbersome alternative. The ECC staff provides information about the operation while the liaison at the US embassy provides information about political developments in the HN.

Should the need arise, the PAO is also responsible for briefings and releases to the media. However, unless circumstances dictate otherwise, the military directs all media inquiries for information and assistance to the US embassy. The COM is responsible for media activities and NEO coverage. A sample public affairs plan is at Appendix H.

Civil Affairs Officer

In addition to performing liaison functions with the embassy, the civil affairs officer prepares the civil affairs annex to the operations order (OPORD). He can be valuable in identifying and debriefing evacuees and advising the commander on how to minimize population interference with evacuation operations. His training in dealing with dislocated civilians makes this officer ideally suited for NEOs.

Signal Officer (SIGO)

The SIGO is vitally important to the operation. He ensures all elements maintain communications with the ECC. He should have a communications platoon augmented with personnel and equipment to support unusual mission requirements, including radio sets and special equipment required to interface with embassy and other service communications systems. As part of the advance party, the SIGO makes communications arrangements and tests the suitability of the various sites for radio communications.

He prepares and issues the signal operating instructions (SOI) for the operation. He includes a high number of spares and changes the vocabulary in the SOI to fit the circumstances.

WITHDRAWAL OF EVACUATION FORCE

Once all the marshaling teams return, and no evidence exists that the force must evacuate other civilians, the evacuation force commander notifies the tasking headquarters that the evacuation phase is completed. The JTF commander asks the senior Department of State representative remaining in the HN if he may conclude the evacuation. Once permission is granted, he conducts his withdrawal.

The situation in the HN may be deteriorating and locals will know that the Americans are withdrawing. These two factors may combine to heighten the possibility of an armed attack on the remaining US forces. Once the civilians leave, the evacuation force adopts a defensive position until the last unit departs.

After receiving permission to withdraw, the evacuation force commander encourages all personnel other than members of the evacuation force to depart quickly. Although personages like the ambassador or the senior military attaché may wish to stay until the last man departs, soldiers should be the only persons remaining.

Support elements should depart first with all equipment not essential to the withdrawal. Once this is accomplished, the commander moves his force to the least exposed portion of the airfield or port. He deploys a mobile security team to protect aircraft on final approach from attempts to destroy the aircraft by hostile forces near the glide path. Pilots should be aware of the danger and use deception tactics as long as possible before landing and as soon as possible after taking off.

One useful technique for the security force is to evacuate all but one deployed rifle company, and to have sufficient aircraft or ships available at one time to extract this force in one lift. With this method, no unit remains on the ground without the capacity to temporarily withstand hostile action. Leaving a smaller force might tempt some unfriendly element to inflict casualties on the last group to leave.

If the situation deteriorates, the commander can decide to leave nonessential items of equipment on the ground and evacuate the force. He must recognize the propaganda value this precipitous action has for an observer who can then say the United States withdrew in disorder. Because such an action might have awkward repercussions, the commander takes this action only in dire circumstances.

Once the entire evacuation force has departed, the JTF commander notifies the CINC that the evacuation is complete. He gives similar notification when the last aircraft or ship leaves the airspace or territorial waters of the HN.

The tasking headquarters has determined the destination of the evacuation force in the initial planning process. If there is no reason why it must go to a safehaven, it returns to home base as soon as possible. If another mission exists for it, the commander adjusts accordingly.

CHAPTER 6

SAFEHAVEN OPERATIONS

SAFEHAVEN SITE

The safehaven is a location designated by Department of State in an area or country to which evacuees may be moved quickly and easily. Ideally, the safehaven will be in the United States, with repatriation operations taking place at the safehaven. Unless the OSD designates otherwise, the United States is the ultimate safehaven for DOD combatants. Circumstances may exist, however, that require an intermediate safehaven. The evacuation force may lack adequate strategic transportation to move all evacuees from the HN to the United States at one time. The situation in the HN may prevent complete processing at the ECC. A need may exist for several evacuation sites, requiring the evacuating force and evacuees to consolidate at a central point outside the HN.

The Department of State may select the intermediate safehaven site or the JTF commander may request a specific location through the WLG. Often the ISB can serve as the safehaven. The Department of State coordinates with the safehaven government for use of facilities and temporary status of forces agreements. Other support required includes customs requirements, security, transportation, and billeting.

The safehaven force must be a separate organization from the evacuation force, under the control of the JTF commander. It should deploy no later than the evacuation force; however, logistics requirements to support a large number of evacuees may require that it deploy earlier.

The Department of State selects the intermediate safehaven site in coordination with the safehaven government. It is important that the JTF commander advise the State Department representative during negotiations. Following are factors considered when selecting a site:

• OPSEC before and during the operation to ensure the mission's success and to prevent undue pressure against the safehaven government.

• Communications capability with the ECC, JTF headquarter, and local embassy.

• Airfield or port capacity suitable for the aircraft or ships being used, both for the evacuation and for later onward movement of the evacuees. Consideration should include runway length and condition, aircraft parking, availability of maintenance, and refueling support or channel depth and harbor and berthing space. The Defense Mapping Agency may be able to provide updated, classified information on potential ports of embarkation.

• Site near major transportation hubs.

• Adequate billeting, rations, and potable water for both the evacuees and the task force.

• Availability of emergency services such as fire fighting, crash and rescue, medical resources, and ambulance.

• Defensibility. Although the safehaven will operate under the auspices of a host government it may not have the goodwill of the local population. It maybe a prime target for terrorism and riots. The commander must plan for such situations and act to protect the evacuees and the JTF personnel at the safehaven.

• Structurally sound buildings,

ORGANIZATION AND FUNCTIONS

The safehaven force, organized similarly to the ECC's processing center team normally operates under the JTF commander. It comprises primarily combat service support units with limited security forces to provide necessary internal and perimeter security. Five typical safehaven elements are—

. The command group.

• The reception team.

• The processing team.

• The comfort team.

• The scheduling team.

The *command group* normally comprises the commander, XO, sergeant major, signal officer, chaplain,

liaison officers, and interpreters. The commander is responsible for the operation of the safehaven. The XO, as his executive agent, commands the advance party (if used) and supervises the operation of the safehaven stations. The sergeant major advises the commander on all matters pertaining to enlisted soldiers, to include their interaction with evacuees. The chaplain ministers to the spiritual needs of the force and evacuees and helps soldiers and evacuees to deal with the stress and hardship created by the evacuation. The liaison officer and interpreters assist by maintaining contact with the embassy and host government. They articulate the needs of the force and advise the commander on the safehaven country's disposition toward the force and evacuees.

The *reception team* consists of a briefing section and a public affairs section. The briefing section briefs the evacuees on their arrival concerning the current situation in the host nation, the description and operation of the safehaven, further travel options and arrangements, customs requirements, and projected departure times.

The public affairs section provides information to the media if the embassy does not reserve this duty for itself. (See Appendix H.) It exercises the following control over media activity in the safehaven:

- Protects the privacy of evacuees.
- Restricts the media from billeting areas.
- Escorts media personnel in the safehaven area.
- Ensures interviewers of soldiers and evacuees have the permission of the commander and the individual concerned.

The *processing team* is organized into an administrative section, a legal section, a transportation section, an intelligence section, a medical section, and, if required by the safehaven government, a customs section. The administrative section registers and accounts for evacuees. It ensures all information required by the State Department or the JTF has been collected. It should not duplicate processing completed at the ECC, but should verify that all information is complete and correct. This is also an ideal place to check completion of the Repatriation Processing Center Processing Sheet, DD Form 2585, required for all evacuees. The legal section advises evacuees on claims procedures and assists in relations between evacuees, soldiers, and safehaven country nationals.

The transportation section arranges transport for DOD personnel and dependents to their final destination. If the evacuee is not authorized government transportation, this section functions as a travel agent. If the evacuee is unable to pay for travel, the transportation section finance representative arranges for a travel allowance that the evacuee must repay. The section expedites departure of evacuees from the safehaven as much as possible.

The intelligence section conducts counterintelligence screening and debriefs the evacuees. It emphasizes the following PIR:

- Information on any evacuees not yet evacuated from the HN.
- Information useful in after-action reviews of the operation.
- Personal observations useful to historians or in developing the operation history.

The medical section examines evacuees and their medical records (when available) in enough detail to detect communicable diseases or other conditions requiring immediate medical attention. This screening may not be necessary if the medical team at the ECC has conducted a thorough screening. The section advises the commander on hygiene and preventive medicine and also inspects any food or water obtained from local sources. The section should be prepared to perform emergency surgery or to coordinate with local hospitals for this eventuality.

The *comfort team* provides logistics support for the safehaven operation. It is responsible for supplies, billeting, sanitation facilities, food, and local transportation of evacuees and the safehaven force. A contracting or purchasing officer should be assigned to assist in these responsibilities.

Billeting is ideally accomplished through facilities or hotels provided by or contracted from the safehaven country. However, the force may have to establish a tent city. This requires the safehaven force to arrive early enough to accomplish this before evacuees begin arriving and to contact locally for labor and sanitation facilities.

Meals ready to eat (MRE) are the ideal solution to food supply, but the section must be prepared to provide special diets. The medical section, the CA representative, and the chaplain can advise the logistics officer in this area. Medical personnel must inspect any food or water procured locally before consumption.

If the climate of the safehaven country differs substantially from the HN's, the comfort team may need to provide adequate clothing. It provides infant supplies

and feminine hygiene supplies. It also provides transportation to the force and evacuees for—

• Local purchase of necessary items that were not brought with the force.

• Travel to local hotels, if used.

• Travel to the point of embarkation, if different from the safehaven site. If organic transportation is inadequate, additional support may have to be contracted locally.

The *scheduling team* plans the departure of evacuees from the safehaven. It coordinates with the transportation section for arrangements already made and the comfort team for transportation to the points of embarkation. The team ensures transportation arrangements are adequate and conflicts are resolved. It transports evacuees to the points of embarkation and contracts for porters, if required. It also manifests authorized passengers on military flights.

DISPOSITION OF THE SAFEHAVEN FORCE

When the last evacuee has departed or been released from the safehaven, the commander requests permission from the JTF commander to close the site. On receiving permission, the force recovers all equipment and personnel, returns the site to its original condition, and coordinates release of the site, through the local mission, back to the safehaven government, if appropriate. Although the safehaven commander must still be concerned for the security and safety of his force, the situation in the safehaven country may not warrant a tactical withdrawal.

The final stage of a NEO is repatriation operations. DOD Directive 3025.14 designates the Deputy Chief of Staff for Personnel, Army, as the DOD executive agent responsible for repatriation plans and operations in connection with the return of DOD noncombatant evacuees. As the executive agent, the Army directs repatriation operations for DOD evacuees and coordinates with other federal, state, and local agencies in planning for repatriation operations in CONUS and Hawaii and for the onward movement of evacuees arriving in either location.

Under conditions of a nonemergency evacuation Commander, FORSCOM, and USCINCPAC are the safehaven commanders for DOD repatriation in their respective areas of responsibility. As such, Commander, FORSCOM, as delegated by CINC USACOM, has tasking authority over all services relative to repatriation operations in CONUS and US territories other than those in the Pacific theater. USCINCPAC is responsible for repatriation operations in Hawaii, Alaska, and US territories in the Pacific. For a more detailed discussion of repatriation operations, see the current *Joint Plan for DOD Noncombatant Repatriation.*

APPENDIX A

PSYCHOLOGICAL OPERATIONS

This appendix provides guidance for the planning and execution of PSYOP in support of a NEO. It also provides information relating to the capabilities, resources, and organization of a PSYOP group.

PSYOP are defined as operations planned and executed to convey selected information and indicator to foreign audiences to influence their ambitions, motives, objectives, and reasoning. They ultimately influence the behavior of foreign governments, organizations, groups, and individuals. The purpose of PSYOP is to induce or reinforce foreign attitudes and behavior favorable to the unit's objectives. Special operations forces (SOF) are regionally oriented with experience and expertise in every country in which a IWO could be conducted.

PSYOP units support NEOs by assessing the psychological climate in the area of operations and determining the most effective application of PSYOP to influence the indigenous population. Information programs may be directed at US evacuees and may involve radio, loudspeaker, and leaflet operations.

Indigenous target audiences, on the other hand, may be targeted for PSYOP programs that channel their behavior toward noninterference. PSYOP efforts in support of NEOs include—

• Explain the purpose of the US or multinational force actions to counter disinformation confusion, and misinformation

• Assist the commander and CA officer in establishing control of noncombatant evacuees, the neutral local populace, and other groups in the area of operations to help minimize casualties and prevent interference with friendly military operations.

• Assist the commander and CA officer in providing an analysis of political and cultural factors to help maximize political and psychological factors of the operation.

• Assist the commander and CA officer by creating positive perceptions of US intent and goodwill.

• Planned audiences for PSYOP during a NEO include nonbelligerents (local neutral populace) and friendly civilian (noncombatant evacuees). While PSYOP cannot be directed against a US audience, it can provide resources and assets for providing information to such an audience.

All active component (AC) and reserve component (RC) PSYOP units are subordinate to US Special Operations Command (USSOCOM). The 4th Psychological Operations Group (Airborne) (4th POG [A]) is the only AC PSYOP organization. Other AC Army organizations, as well as selected organizations of the other services, have unique capabilities which can be employed in the conduct and or support of PSYOP. Principal capabilities of PSYOP forces are—

• Analyze potential targeted audiences to identify critical communicators and media, cultural and language nuances, and applicable themes and symbols.

• Develop programs and products which support supported CINC's mission and objectives, based on the above analysis.

• Employ organic and nonorganic assets to develop print photographic, audio, visual, and audiovisual products which support these programs.

During contingency operations, the senior PSYOP headquarters is doctrinally OPCON to the supported CINC, JTF, or combined task force (CTF) commander. In accordance with the Joint Strategic Capabilities Plan (Annex D), 4th POG (A) is charged with providing the Joint PSYOP Headquarters with joint operational level focus and developing the CINC or commander's joint or combined PSYOP campaign plan. This includes integrating other service PSYOP assets into the plan. Maneuver units normally have tactical PSYOP elements attached to execute the face-to-face dissemination.

The 4th POG (A) is capable of providing PSYOP support ranging from propaganda and product development, to media production, to strategic, operations, and tactical information dissemination. The 4th POG's organic media assets include light-to-heavy print production; audio production; amplitude modulated (AM), FM, and shortwave radio broadcasting stations; audiovisual production and dissemination; and tactical loudspeaker dissemination.

During contingency operations, PSYOP battalions or their subordinate elements are task-organized to provide the full range of PSYOP support required. The following paragraphs describe major task organizations.

The *PSYOP task group (POTG)* is employed on large-scale sustained operations and commanded by

4th POG (A) commander. It consists of group headquarter, appropriate regional PSYOP battalions, a dissemination battalion one or more tactical PSYOP battalions (potentially including RC units), and, if required, an enemy prisoner of war (EPW) PSYOP unit. Commander, 2d POG (an RC group) could also command a second POG in case of two large-scale contingencies. When augmented with assets from other services, the force becomes a joint POTG (JPOTG).

The *PSYOP task force (POTF)* is employed on a wide range of small-scale operations (for example, Hurricane Andrew relief, Operation Restore Hope), and commanded by a regional PSYOP battalion commander. It consists of a task force headquarter, appropriate regional PSYOP battalion assets, elements of a PSYOP dissemination battalion, and elements of a tactical PSYOP battalion. The POTF can range in size from 20 to almost 300 personnel, depending on the mission.

The *PSYOP planning cell* is employed as a temporary staff augmentation to a joint headquarter or for assessment and planning of a contingency where no previous OPLAN or CONPLAN exists. It is usually led by a major with appropriate functional area experts attaché usually less than 12 personnel. It is the most likely PSYOP element to augment the staff of a JTF or CTF formed to conduct a NEO.

The *military information support team (MIST)* is a rapidly deployable, mission-tailored team. It has the media capability of a small town (mini- AM/FM radio station, 1-kilowatt television station, modest newspaper or leaflet production capability, and three to six tactical loudspeaker teams) which can deploy on little more than one C-141 aircraft. Large-scale sustained operations require a larger deployment package.

The *corps PSYOP support element (CPSE)* is employed to provide PSYOP support to a corps. The CPSE conducts PSYOP staff planning for the corps staff based on the corps commander's guidance and the PSYOP campaign plan. It provides staff supervision of the DPSEs (see below).

The *division PSYOP support element (DPSE)* is a seven- to nine-man staff-planning section with selected equipment from a tactical PSYOP company. The DPSE conducts PSYOP staff planning based on the supported commander's guidance and the PSYOP campaign plan. It provides staff supervision for BPSEs attached to maneuver brigades. The *brigade PSYOP support element (BPSE)* consists of a three- to four-man headquarter and three to five loudspeaker teams of three personnel each. The BPSE conducts PSYOP staff planning based on the supported commander's guidance and the PSYOP campaign plan. The BPSE provides either staff supervision for tactical PSYOP teams (see below) which have been attached to subordinate maneuver battalions, or provides C^2 for tactical PSYOP teams retained under brigade control. A BPSE, along with TPTs, could be a PSYOP package attached to NEO marshaling force and or security force.

The *tactical PSYOP team (TPT)* can work under the C^2 of the BPSE, DPSE, or directly for a maneuver battalion commander. When attached to a maneuver battalion, the TPT chief acts as the PSYOP staff advisor to the battalion S3. Each TPT is equipped with tactical loudspeaker systems which may be manpacked or mounted on unit's organic high-mobility, multipurpose wheeled vehicle (HMMWV). In addition to loudspeaker broadcasts, TPTs can disseminate printed materials, conduct face-to-face PSYOP, gather and access the effectiveness of friendly and hostile PSYOP, or acquire PSYOP-relevant information from and on the local populace. TPTs are force multipliers for NEO marshaling teams and security elements.

The 4th POG (A) personnel (soldiers and civilian) include regional experts and linguists who understand the political, cultural ethnic, and religious subtleties of the target audience. They also include functional experts in technical fields such as broadcast journalism radio operations, print, illustration, interrogation layout operations, and long-range tactical communications.

The unified command's PSYOP officer is responsible for preparing the PSYOP portion of the Operations Annex to the CINC's NEO OPLAN or CONPLAN. Authority for approval for PSYOP programs and products should be delegated to the JTF commander in the PSYOP appendix. On approval of the PSYOP portion to the OPLAN by the Joint Staff and OSD, the unified command PSYOP officer requests a PSYOP supporting plan from USSOCOM (SOJ9). This request is forwarded through operations channels to the 4th POG (A) and appropriate regional PSYOP battalion. In coordination with interagency policy makers, the Joint Staff has developed and provided to the unified commands a generic PSYOP support plan for NEOs.

The PSYOP supporting plan includes identification and development of a generic PSYOP campaign and products to support potential NEOs based on guidance from the unified command's PSYOP appendix. Many generic PSYOP products have been developed to support crisis-situation (limited nature) NEOs.

APPENDIX B

GUIDELINES FOR RULES OF ENGAGEMENT

GENERAL

NEOs are not strictly under the control of either the CINC or the JTF commander. These commanders are responsible for conduct of military operations in support of the NEO. The COM has responsibility for the NEO and final responsibility for rules of engagement (ROE). The ROE for NEOs should reflect the limited military objective to be accomplished. ROE are positive restrictions on the use of military force to prevent a commander and his soldiers from violating the national policy of the US government or the Law of Land Warfare. The ROE for NEOs shall limit the use of military force to that necessary to successfully complete the mission, provide for self-defense of the military force, and defend evacuees.

The ROE should be disseminated to the indigenous population as part of the PSYOP program. This will inform them of the reasons for US actions and help minimize civilian interference with the operation. Commanders (and soldiers) have an inherent right to protect their forces (and themselves) from attack. ROE do not diminish this responsibility but enable the commander to determine the fine line between aggressive or offensive actions and defensive actions.

Defensive actions are conducted only as aggressively as necessary to protect US lives, property, and equipment. They may include pursuit only until the attacker is no longer in a position to inflict casualties upon US personnel, property, or equipment. Subordinate commanders will ensure that all personnel are thoroughly indoctrinated in the need for use of minimum force, for humane treatment of evacuees, and for good order and discipline when conducting NEOs. Commanders at all echelons will take care to use only the force necessary and to take no action that might be interpreted as initiating hostilities.

Ideally, ROE should allow for centralized control at JTF level and decentralized execution of fire support, close air support (CAS), and employment of riot control agents. The evacuation force commander, if at all possible, should have authority to employ supporting arms to ensure the safety of his force and the accomplishment of his mission. However, ROE are usually based on national strategic and political considerations rather than on tactical considerations. Following are suggested prohibitions:

• Personnel are prohibited from declaring that no quarter will be given.

• No person will kill or wound an enemy who has laid down his weapon, has no means of defense, or has surrendered.

• Personnel will not shoot small arms, crew-served weapons, or artillery into populated areas or buildings which are not defended.

• Personnel will not fire on religious, social, civic, and historic monuments or facilities, and on hospitals or places where the sick or wounded are collected, unless they are being used at the time for military purposes. In this instance, military purpose is defined as a threat to the accomplishment of the NEO. Attack on any of the above named facilities can only be warranted if it is being used to initiate hostile, aggressive acts; endanger the lives of evacuees or members of the task force; or prevent mission accomplishment.

• Personnel are prohibited from looting.

• Personnel will not destroy or seize any property unless such destruction or seizure is demanded by operational necessity (within above parameters). Medical supplies and equipment will not be destroyed.

• In addition to the above, personnel will ensure that—

• All money, effects, and articles of personal property, except arms, military equipment, and military documents, remain in the possession of the prisoners and detainees.

• All captured or detained personnel are afforded humane treatment.

SUGGESTED RULES OF ENGAGEMENT

Permissive and uncertain environments may involve US personnel being attacked or threatened by unarmed hostile forces. The on-scene commander may reduce or overcome the threat with—

• Warnings to demonstrators.

• Show of force, including the use of crowd or riot control formations.

• Additional force as necessary to meet and overcome the threat. Additional force is authorized to prevent loss of life and major damage to property and equipment. Firing on unarmed personnel should be a last resort. The use of force will be discontinued when it is no longer necessary to accomplish its immediate purpose.

• Riot control agents. These will be employed only when authorized by the President and CINC, subject to the effective ROE, and then only defensively, to protect US personnel and installations. If the use of riot control agents has not been previously granted, the JTF commander should request approval from the CINC during the planning phase.

In a hostile environment, if US personnel are attacked by an armed, hostile force, the on-scene commander may be governed by the following rules:

• Use adequate force to control the situation.

• Respond to hostile fire directly threatening US personnel or equipment with timely fire directed at the source of the hostile fire only. Exercise restraint to avoid escalation. If possible, use sniper or marksman fire to reduce the threat.

• Use air attack only when it is apparent it is the only means of protecting US personnel.

• Return fire across the boundaries or territorial waters of a third country if a hostile force persists in committing hostile acts after it has retired across that boundary.

• Discontinue the use of force when it is no longer necessary to accomplish its purpose. After hostilities cease, the commander will institute necessary measures to control the situation and assist the injured.

For aircraft operations, suggested ROE in permissive and uncertain environments are to report any threatening actions to higher authority by fastest means available. Threatening actions include—

• Small arms aimed at or following the aircraft.

• Medium caliber or antiaircraft weapons aimed at or following the flight path of the aircraft.

• Electronic indications that fire control radar is tracking aircraft.

• Low passes or simulated gun runs by fixed- or rotary-wing aircraft.

In a hostile environment, suggested ROE for aircraft operations are—

• Limit actions to those required to reduce the threat to an acceptable level.

• Report any fire to the next higher authority. Fire may be returned to reduce the threat to acceptable levels to protect the aircraft and crew.

• Return fire immediately to protect the aircraft and crew if fired upon by radar-controlled guns or missiles.

• Report immediately threatening action by fixed-wing aircraft against helicopters.

A sample ROE card for soldiers is at Figure B-1.

RULES OF ENGAGEMENT FOR SOLDIERS

Rules of Engagement Before Hostilities

(Note: Leaders refer to complete ROE in OPLAN/OPORD)

1. If you are operating as a unit, squad, or other formation, follow the orders of your leaders.

2. As a sentry, follow challenge procedures and the orders of the officer or sergeant of the guard and these ROE.

3. If you are not operating as a unit or other formation, you may use deadly force when necessary to—

   a. Defend yourself from serious injury or death.

      * Do not use deadly force to protect yourself from the threat of mere harassment, such as someone throwing rocks at you, or minor injury.

   b. Defend other US, allied, and coalition soldiers and US citizens from life-threatening attack.

   c. Defend critical buildings, supplies, and equipment.

      *Your leaders will point out critical areas and outline challenging procedures.

Rules of Engagement During Hostilities

(Note: Leaders refer to complete ROE in OPLAN/OPORD)

1. If you are operating as a unit, squad, or other formation, follow the orders of your leaders.

2. As a sentry, follow challenge procedures and the orders of the officer or sergeant of the guard and these ROE.

3. If you are not operating as a unit or other formation, you may use deadly force when necessary to—

   a. Defend yourself from serious injury or death.

   b. Defend other US, allied, and coalition soldiers and US citizens from life-threatening attack.

   c. Defend critical buildings, supplies, and equipment.

4. Use indirect fire only when approved by the task force commander.

5. Avoid injuring innocent civilians or their property, medical personnel, and chaplains; they are protected targets.

   * Someone attacking you is not a protected target.

   * Avoid firing into a crowd of apparent noncombatants because you may start a riot or injure innocent people.

   * Do not fire automatic weapons into a crowd unless ordered to do so or absolutely necessary to save your life or the lives of other US, allied, and coalition soldiers and US citizens.

6. Your leaders may change these ROE; follow their orders.

Figure B-1. Sample ROE Card for Soldiers.

APPENDIX C

SAMPLE EAP CHECKLISTS

This appendix contains sample checklists from 12FAH-1, *Emergency Planning Handbook.* Checklists similar to these are normally found in an embassy emergency action plan.

CHECKLIST FOR US MILITARY-ASSISTED EVACUATION

1. Name and title of American official in charge of the evacuation: _____.
2. American officials remaining behind: (Attach list with names, means of contact).
3. Post officials available to assist in the processing and evacuation: (Attach list - See Department of State Emergency Planning Handbook (EPH) Exhibit 120-update to show name, probable location, and means of identification and contact of officer performing each relevant function).
4. Should military assist or perform intelligence screening of evacuees? _____.
5. Is the environment permissive, uncertain, or hostile? _____.
6. Perimeter security needs:_____; assembly areas and embarkation points: _____.
7. What security will host government or controlling authority provide? _____.
8. Are alternate sites available if required?_____.
9. Might unauthorized persons forcibly attempt to join the evacuation? If so, what action does the post recommend? __ _____.
10. What action does the post propose if someone asks for political asylum? _____.
11. Will the post's OIC vouch for the baggage and personal property of all or some evacuees or should a search for weapons and explosives be conducted?_____.
12. Does the post desire the military to physically search those evacuees that the post can not vouch for?_____.
13. If it becomes necessary to physically search a woman, who can conduct the search? _____.
14. If the evacuation priority is different than stated in the post plan, give the modified priority: _____ _____.
15. Will food be required?_____ Total meals:_____.
16. Is potable water available?_____ Quantity of bottled water required. _____.
17. Does the post anticipate that any Americans will refuse evacuation? _____.
18. What is the policy on evacuees taking pets? _____.
19. Does the post anticipate that military personnel will be needed to search for missing evacuees? If so, in which areas are evacuees likely to be located? (Give radio call signs frequencies, if known).
20. Would a search operation meet armed resistance? _____.
21. Will post need help to destroy sensitive materials or equipment?_____.
22. Portable radios available to assist in assembly, movement, and control of evacuees (consider all likely points):
    How many sets?_____; Frequencies?_____; Additional needs? _____.
23. Who will prepare manifests of evacuees? Post:_____ Military:_____.

24. Other items of interest which may affect operations and for which information may be required are:
    - Travel restrictions, curfew, roadblocks.
    - Local military activities.
    - Political or security factors affecting evacuation.
    - Public affairs considerations.
25. If interpreters are needed, can post provide?_____.
26. Provide updated copies of the post's:
    - EPH Section 1540 and exhibits for same.
    - Communications Annex.
    - Logistics Annex.
    - Transportation Annex.
    - F-77 (Potential Evacuees) Report.
27. Give number of evacuees who are:
    - Wounded, injured, or ill: litter_____.
    - Wounded, injured, or ill: ambulatory_____.
    - Pregnant_____.
    - Otherwise in need of medical attention_____.
    - Unaccompanied children_____.
28. What medical assistance (to include special equipment) will be required?_____
_____.
29. Breakdown of evacuees by age and sex:

	0-7 yrs	8-16 yrs	17-20 yrs	21+ yrs
male	_____	_____	_____	_____
female	_____	_____	_____	_____

30. Will doctor(s) and nurse(s) be among the evacuees?_____.
31. Weight and volume of any sensitive materials or equipment requiring evacuation:
    _____ lb _____ cu ft
32. Attach an intelligence estimate of the local situation and HN military status.

ASSEMBLY AREA

POST: _____ DATE: _____

_____ Assembly Area _____ Primary

_____ Embarkation Point _____ Alternate

1. Location: _____.
2. Grid coordinates: _____.
3. Reference points: _____.
4. Size: _____ Estimated capacity: _____.
5. Shelter: _____.
6. Cooking facilities: _____ Water: _____.
7. Food stocks: _____.
   Estimated person/days on hand: _____.
8. Latrine and shower facilities: _____.
9. Security: _____.
10. Control point: _____.
11. Telephone: _____ Radio call sign: _____.
12. Access, choke points, _____.
    alternates: _____.
13. Nearest police station: _____.
14. Nearest medical facility: _____.
15. Emergency power supply: _____.
16. Distances to embarkation points: _____.
17. If HLZ, identify: _____.

This report prepared by: _____.

_____Sketch attached _____Video attached _____Photos attached

HELICOPTER LANDING ZONE

POST: _____ DATE: _____

Designator: _____

Location: _____

Grid: _____

Reference point(s):

_____.

Dimensions:

_____.

Surface:

_____.

Obstacles:

_____

_____

_____.

Recommended air approach(es):

_____.

Recommended ground approach(es):

_____.

Distance(s) to assembly area(s):

_____

_____

_____.

Comments:

_____

_____

_____.

This report prepared by:

_____.

_____Sketch attached _____Video attached _____Photo attached

AIRFIELD SURVEY

POST: _____ DATE: _____

1. Name of airfield:

_____.

2. Location (map coordinates):

_____.

3. Fuel (type and availability):

_____.

4. Elevation: _____.
5. Runway length: _____.
6. Runway width: _____.
7. Surface composition and estimated single wheel loading factor:

_____.

8. Available parking area: _____.
9. Largest aircraft accommodated:

_____.

10. Material and passenger handling equipment:

_____.

11. Instrument approach facilities; navigation aids:

_____.

12. Aircraft obstacles:

_____.

13. Are runways/taxiways lighted?

_____.

14. Communications (frequencies, call signs used):

_____.

15. Physical security:

_____.

16. Is the airfield under civilian or military control?

_____.

17. Key contacts:

_____.

18. Distance from assembly area to airport
    Primary: _____ Secondary: _____
19. Conditions of roads leading to airport:

_____.

20. Conditions and weight limits of bridges leading to airports:

_____.

21. On site assembly areas and capacity:

_____.

22. Latrine and shower facilities: _____.
23. Feeding facilities and capacity:

_____.

24. Text or copy of description in "Airfield and Seaplane Stations of the World (ASSOTW)":

_____

_____

_____.

This report prepared by:_____.

_____Sketch attached _____Video attached _____Photos attached

NOTE: Complete a separate form for each airfield considered feasible for use during an evacuation.

SEAPORT SURVEY

POST: _____ DATE: _____

1. Name of seaport: _____.
2. Location (map coordinates): _____.
3. Entrance restrictions and minimum anchorage: _____.
4. Channel depth, depending on season: _____.
5. Tide, depending on season: _____.
6. Pilots required or available? _____.
7. Navigational aids: _____.
8. Port or beach obstacles: _____.
9. Wharf (description and capabilities):

_____.

10. Fuel (type and availability:

_____.

11. Physical security available and in use:

_____.

12. Distance from post to seaport:

_____.

13. Conditions of roads leading to the seaport:

_____.

14. Condition and weight limit of bridges leading to seaport:

_____.

15. On site assembly areas and capacity:

_____.

16. Feeding facilities and capacity:

_____.

17. Latrine and shower facilities: _____.
18. Key contracts, key personnel:

_____.

19. Availability of small boats or lighters for ferry to ships at anchor:

_____.

This report prepared by: _____.

_____Sketch attached _____Video attached _____Photos attached

ROUTES

POST: _____ DATE: _____

Route: (name or number)

_____.

From: _____

_____.

TO: _____

_____.

Description: (include directions, distances, landmarks, etc):

_____

_____

_____

_____.

Hazards, choke points:

_____

_____

_____

_____.

Bypasses:

_____

_____

_____

_____.

This report prepared by: _____.

_____Strip map attached _____Video attached _____Photos attached

APPENDIX D

NEO PLANNING GUIDANCE

ADVANCE PARTY OR LIAISON TEAM GUIDELINES

This section gives guidelines for establishing the advance party (or liaison team) and assigning its mission. The composition of the advance party is METT-T dependent. The political situation will normally dictate that the advance party's size be kept to a minimum, which the commander must consider when selecting personnel. Any representative that can address more than one area will enhance the effectiveness of the team. Special operations forces and civil affairs personnel are ideally suited for advance party duties. The ideal advance party size is no more than 12 to 15 and may comprise any of the following (asterisks denote key skills):

- * Team commander.
- Personnel representative.
- * Intelligence representative.
- * Operations representative.
- Aviation representative.
- Engineer representative.
- * Logistics representative.
- * Medical representative.
- Purchasing or contracting officer.
- Finance officer.
- * Civil affairs representative.
- * PSYOP representative.
- * Signal representative.
- Military police representative.
- Counterintelligence representative.
- * Air Force (airlift) and or Navy (sealift) representative.
- Transportation representative.
- Public affairs representative.
- NBC specialist.

The advance party (or liaison team) coordinates with the JTF headquarters and prepares the airfield or port and main evacuation site. To accomplish this, it may split into two groups, the embassy party and the evacuation site party. Following are duties each group performs. The embassy party—

- Confirms US embassy's evacuation plan for the country.
- Determines the exact number of evacuees, equipment and materiel to be evacuated.
- Obtains most current list of evacuees and locations.
- Determines type of identification documents evacuees will need.
- Identifies special considerations or priorities in evacuating personnel (to include medical) and equipment.
- Determines location of assembly areas, evacuation sites, and primary and alternate routes and confirms their suitability.
- Conducts area reconnaissance to confirm compatibility of the evacuation plan with the host nation's current situation.
- Assesses landing zones.
- Assesses drop zones for possible opposed entry operations and resupply operations.
- Acquires PIR and updated intelligence estimates.
- Identifies potential threats.
- Determines measures to enhance security (OPSEC, physical security, and so forth).
- Acquires imagery, maps, photos, building plans, and city plans.
- Identifies special communications requirements. It physically establishes routine and special communications links.
- Determines administrative and logistics requirements, especially those relating to evacuee needs.
- Determines full extent of operational, logistics, medical, and administrative support available, to include HN support.
- Establishes funding authority and points of contact for HN support.
- Coordinates procedures for addressing the news media.

• Briefs all concerned on evacuation force's concept of operations.

• Reports to the JTF commander.

• Identifies and solves potential joint and combined interoperability problems.

• Determines priority for exchange of liaison officers (LOs).

• Confirms the ROE with the COM. It wargames the ROE to establish consensus on how to handle special situations.

• Identifies cultural nuances.

• Procure additional translator support.

• Confirms chain of command. Is it the same in all geographic locations of the country? Is it the same for all phases of the operation?

The evacuation site party—

• Assesses evacuation site for suitability.

• Establishes and organizes the evacuation site.

• Prepares the site for arrival of the main body.

• Establishes communications between the embassy and the evacuation site.

• Plans the layout of the processing center.

• Validates the CA and PSYOP supporting plan.

• Obtains COM approval for execution of CA and PSYOP supporting plan and PSYOP products and actions.

• Establishes and maintains required coordination links with embassy and other government agency representatives for planning and execution of special operations.

• Establishes continuous intelligence flow to and from the embassy.

• Establishes the operations center.

• Confirms suitability of airfield or port facilities and availability of material handling equipment.

ROUTINE INFORMATION REQUESTS

The EAP or the CONPLAN should contain most information required by the JTF planners. If not provided, the following information should be obtained:

• What is the end state that will dictate mission success?

• Who will be the senior American official in charge of the evacuation?

• Who will give the command the approval that the mission has been completed?

• Will all US mission officials be leaving? If not, who will stay behind?

• Will someone from the US mission be available to help screen the evacuees?

• Is there any intelligence needed immediately from the evacuees?

• Can detailed screening be postponed until evacuees reach the safehaven?

• What screening procedures are expected of the evacuation force?

• Will the host nation assist in securing the evacuation site?

• Are alternate evacuation sites available?

• Does the evacuation force have permission to drop ground sensors? Insert reconnaissance elements? When?

• What actions should be taken concerning evacuees who are not on the list of evacuees?

• How many unaccompanied children will need escorts? Will the embassy provide escorts?

• What discipline problems are expected from the evacuees? Who are the potential troublemakers?

• What action should be taken if there is an outbreak of violence among the evacuees?

• What action should be taken if someone asks for political asylum?

• Will the consular officer or his designee be available to assist during the evacuation?

• Are there any evacuees, especially wardens, who can help marshal, screen, and process the evacuees?

• Is anyone available to assist in physically searching the female evacuees?

• What proof of American citizenship and evacuee status is required? Are there sample identifications (IDs)?

• Will food be required?

• What action should be taken if a mission official refuses evacuation?

• Will soldiers be sent after US mission evacuees?

• Will the evacuation force be required to secure the mission?

• Is there any sensitive equipment or material to be destroyed or evacuated?

• Will a list of those actually evacuated be required?

• Are there procedures to handle claims against the US government?

• What is the likelihood of terrorist activities?

• If the evacuation force is not permitted to carry weapons, how will weapons and ammunitions be supplied in case of need?

• What local cultural nuances and customs should the evacuation force know to avoid confrontation?

• What specfic items should be considered to be contraband?

• Has the unit OPLAN, CINC CONPLAN, and embassy EAP been reviewed?

• Is a permissive, uncertain, or hostile NEO anticipated? How best can it be medically supported?

• Has direct liaison with embassy health officials been made?

• What is the medical threat pertinent to this operation?

• Are there medical problems (such as epidemic diseases) the evacuation force should be aware of?

• What are the preventive medicine requirements pertinent to this operation?

• Have additionally required medical essential elements of information and requests for information been identified to the JTF intelligence section?

• What are the medical policies and procedures that should be established pertinent to this operation?

• What is the coordination required among operational developers?

• How many of the noncombatants are known to require medical care?

• Where are these noncombatants located? Is there a published plan addressing their collection prior to evacuation?

• Are there any civilian casualty projections for the NEO?

• What is the medical evacuation policy for NEO patients?

• What is the policy concerning seriously wounded evacuees? Should they have priority over all other evacuees?

• Are sufficient items such as litters, straps, and blankets available?

• Has the Department of State authorized pets to accompany NEO evacuees? Are any animals prohibited from US entry by the Department of Agriculture or Public Health Service?

• What will be done with pets brought to the evacuation control points?

• What coordination has been effected with HN local and national media to support NEO mission and CA or PSYOP supporting plan?

• Will HN local and national media support NEO mission and CA or PSYOP efforts?

POSSIBLE DILEMMAS

All NEO operations are unique. Situations may arise that require special considerations. Evacuation force personnel should be briefed and prepared to deal with the following:

• Questions concerning use of deadly force or a given weapon system in a given situation. When is use of deadly force authorized?

• Interpretation of the ROE. Good intelligence allows detailed ROE, diminishing the need for service members to interpret the ROE.

• Hostile detainee who presents himself or is captured by the evacuation force.

• Civil disturbance, from passive resistance or civil disobedience through violence.

• Terrorism.

• Snipers.

• Nonambulatory evacuees.

• Evacuees with special medical needs: pregnancy, infectious diseases, certain exceptional family members, pediatric health care problems, psychiatric problems.

• Evacuee suffering from trauma resulting from current situation.

• Language problems.

• Religious problems.

• Potential evacuee's name not on list provided by the embassy but appearing to be bona fide evacuee.

• Deaths of evacuees; evacuation of remains.

• Listed evacuees or unlisted potential evacuee with IDs unknown to the evacuation force.

• Evacuees carrying contraband, and disposition of the contraband.

• Evacuee desiring to bring pet.

• Evacuee desiring to bring excess luggage.

• Overwhelming number of civilians presenting themselves at assembly areas or at the evacuation site to request evacuation.

• Listed evacuee refusing evacuation.

• Disruptive evacuee.

• Evacuee attempting to give bribe to gain favor.

• Inaccurate evacuation lists.

EVACUATION CONTROL CENTER CONSIDERATIONS

The following are considerations for planning, establishing, and operating the ECC:

- Barriers to restrict entry.
- External security-US or HN forces.
- Internal security.
- Control of internal movement.
- Marking of internal routes and stations.
- Escorts.
- Baggage handlers.
- Protection for force and evacuees from direct and indirect fire.

• Reception area.

• Evacuee briefing.

• Male and female latrines at reception comfort, and any station where wait will be long.

• Pet areas for sanitation and control.

• Complete prioritized roster of all evacuees.

• Health and comfort items.

• Mass casualty (MASCAL).

• Procedures to ensure MEDEVACed noncombatants are processed.

• Medical screening-injuries, contagious diseases.

• Special drugs for shots, chemoprophylaxis (immunizations).

• Medical treatment element.

• Medical treatment area.

• Litter bearers.

• Feminine hygiene supplies.

• Travel comfort items-motion sickness bags, antinauseants.

• Amnesty box.

• Private weapons turn-in point-receipts, control.

• Search of baggage, evacuees-metal detectors, explosive/drug dogs.

• Family continuity.

• Courteous treatment of evacuees.

• EOD pit near inspection area.

• Reaction forces—combat forces, MP, EOD, medical teams.

• Female personnel for inspections.

• Special areas for persons requiring thorough inspections, special handling, detention, and so forth.

• Security badge system.

• Qualified counterintelligence personnel for debrief and screening.

• Evacuees screened for locations of other evacuees or threats.

- Receipt for, and safeguard of, valuables.
- Identification of missing persons.
- Next-of-kin record.
- Baggage tagged for embarkation.
- Passenger manifests.
- Safety and preflight briefings.

• Evacuees issued helmets, life vests, hearing protection.

• Baggage restrictions.

• Public affairs officer (PAO) briefings, escorts.

• VIP procedures.

• Protection from adverse weather.

• Interpreters or language cards at each station.

• Department of State representatives to naive pmoblems.

• Procedures for claims against the government—record and pass to Department of State representative.

• Procedures for disciplinary problems—soldiers, evacuees.

• Chaplains.

• Private counseling areas.

• Evacuees possessing special skills, such as doctors, nurses, and interpreters, or volunteers to assist as needed.

- Refreshments and food.
- Handcuffs and restraints.
- Public address system.
- Bedding.
- Box or safe for valuables.
- Provisions for excess baggage.
- Provisions for animals.
- Supplies for infants.
- Special diet requirements.
- Classified material containers.
- Procedures for emergency destruction.
- Immediate resupply if hostilities escalate.

ISB CONSIDERATIONS

This section outlines considerations in planning for, establishing, and operating the ISB. Facilities that maybe required are—

• Dining/kitchen (troops and evacuees).

• Billeting (officer/enlisted, civilian—male/female/family).

• Sanitation/latrines (male/female).

• Maintenance.

• Airfield/seaport.

• Storage (perishables, medical, classified, bulk POL, ammunition).

• Communications (tactical and HN telephone).

• Recreation.

• Fueling.

• Utilities.

• Medical.

Supplies and services that maybe required are—

- Rigging.
- Transportation (rolling stock, forklifts, busses).
- POL.
- Generators.
- Communications.
- Water.
- Laundry and shower.
- Medical.
- Subsistence.
- Maintenance (including AVUM/AVIM).
- Air traffic control.
- Procurement and contracting.

STAFF GUIDELINES

The *J1/K1* prepares his portion of the staff estimate. Other responsibilities include—

• Develop in conjunction with combat health support personnel a medical assessment of the NEO area of operations.

• Obtain legal augmentation for the JTF.

• Obtain and disseminate updated lists of evacuees.

• Obtain and disseminate information on contraband.

• Establish procedures for inspection of evacuees and collection of contraband and weapons.

• Brief force on status of third country noncombatants seeking evacuation or refuge.

• Be prepared to process claims.

• Determine the need for and provide ID tags for evacuees.

• Provide adequate supplies of the following forms:

- Waiver of Evacuation Opportunity.

- Waiver of Claims for Damages and Injury.

- Evacuee Information Card.

- DD Form 2585.

• Establish provisions for handling VIPs.

• Review other planning and guidelines for applicability and coordination.

The *J2/S2* prepares his portion of staff estimate. In addition, he—

• Procures and distributes imagery, maps, city plans, and embassy building plans.

• Determines PIR.

• Verifies location of evacuees.

• Verifies location of evacuation sites.

• Verifies and recons routes to assembly areas.

• Verifies HN military capabilities and reliability.

• Develops plan to screen and debrief evacuees in assembly areas and evacuation sites.

• Coordinates for counterintelligence, interrogation of detainees, and interpreter support.

• Requests additional intelligence assets or products as required.

The *J3/S3* prepares his portion of staff estimate. Further, he—

• Procures and reviews CINC CONPLAN for NEO area of operations.

• Procures and reviews the EAP.

• Requests diplomatic clearance.

• Based on METT-T, requests additional assets beyond the capability of the JTF.

• Plans fire support: land, Naval, and Air Force.

• Clearly defines chain of command and command relationships above unit level.

• Conducts persona1 reconnaissance of evacuation site, if possible.

• Obtains guidance on employment of riot control agents.

• Establishes reports required at this and higher headquarters.

• Determines if any joint or combined interoperability issues exist and emphasizes communications, doctrine, procedures, and ammunition.

• Establishes terrain management responsibilities throughout the area of operations.

• Facilitates the conduct of rehearsals.

• Plans time for troop leading procedures.

• Obtains or develops ROE for the operation. He seeks guidance from CINC and Department of State and coordinates with staff judge advocate for legal review.

• Reviews other planning guidelines for applicability and coordination.

The *J4/S4* prepares his portion of staff estimate. Further, he—

• Acquires HN logistics support identified by the *J5/S5* that is required for the mission.

• Obtains local purchase authority.

• Ensures contracting officer or PO is assigned to the force.

• Ensures adequate funds in local currency are available to meet local procurement requirements.

• Determines requirements for procurement of subsistence and water and requests food service, water supply team, and veterinary and preventive medicine personnel, if required.

• Reviews other planning guidelines for applicability and coordination.

The *PSYOP officer* prepares the PSYOP portion of the estimate. He also—

• Advises the commander on PSYOP-related matters.

• Works under staff supervision of the operations officer (J3/S3/G3).

• Prepares the PSYOP annex or appendix of the OPLAN/OPORD.

• Serves as liaison between commander and staff and the supporting PSYOP organization.

• Coordinates and monitors execution of PSYOP campaign to support NEO.

• Coordinates with staff PAO and embassy PAO and USIS director to ensure themes and messages are congruent.

• The *J5/S5* prepares his portion of staff estimate. In addition, he—

• Briefs force on customs of HN and evacuees.

• Reviews the embassy's NEO plan with key embassy staff and JTF staff members.

• Advises the commander on the civil-military aspects and implications of the military portion of the NEO plan.

• Briefs the force on the social, economic, political, and cultural climate in the HN.

• Provides up-to-date information on change in that climate and works closely with the primary staff elements during all phases of the operation.

• Advises on provisions and guidelines for taking care of women, infants, and children and disabled, sick, and injured evacuees.

• Identifies foreign nation and nongovernment organization resources available for support to the operation, to include material handling equipment, transportation assets, subsistence, water, shelter, medicine, and other relief supplies.

• Performs liaison with the embassy, to include acting as a communications link with US forces in the area of operations.

• Recommends actions to the commander to minimize HN population interference with all supporting military operations.

• Supports the operation of evacuation sites, reception and or processing stations, and holding areas for non-US nationals who are denied evacuation.

• Screens and briefs evacuees.

• Assists in the identification of US citizens and others to be evacuated.

The *J6/signal officer* prepares signal portion of staff estimate. He—

• Analyzes SOI for joint and combined interoperability requirements.

• Develops coded execution checklists.

• Ensures all stations can communicate as required, using all available systems. He also ensures that communications redundancy, alternative active nets and sufficient backup systems, is achieved for each net.

• Obtains telephone listings for persons and activities that may be needed during the operation (such as wardens, embassy, police, military).

• Ensures availability of secure communications, including facsimile (fax).

• Reviews other planning guidelines for applicability and coordination.

The *engineer officer* prepares the engineer portion of the staff estimate. He also must—

• Determine suitability of ground transportation mutes.

• Determine barrier material requirements for security of evacuation sites, assembly areas, and so forth.

• Determine engineer requirements to upgrade HN facilities.

The *JTF surgeon* is responsible for the health of the task force and evacuees. He—

• Evaluates the sufficiency of HN medical support.

• Determines US medical support requirements that must complement or replace HN medical support.

• Ensures adequate combat health support (CHS) to evacuees while in the care of the JTF. He plans sufficient CHS to accommodate the special needs of evacuees (pregnancies, combat stress intervention and so forth).

• Ensures medical threats in the area of operations are appropriately identified and appropriate preventive medicine measures implemented.

• Prepares health estimate for the task force commander.

- Coordinates the CHS annex to the operation order with participating JTF component commanders and surgeons. He ensures CHS plan optimally employs CHS assets within the JTF and the host nation. The CHS plan will ensure continuity and sustainability of CHS in the following areas:

- Hospitalization (either organic to the JTF or host nation).

- Medical evacuation.

- Veterinary services (wholesomeness and quality of food and food sources and the care and disposition of government-owned animals and pets).

- Preventive medicine (identification of the medical threat, and recommended preventive medicine measures to counter the threat).

- Medical command, control, communications, and information.

- Health service logistics, including blood management.

- Combat stress control.

- Emergency dental services.

- Emergency medical treatment.

The *public affairs officer* prepares the public affairs annex of the staff estimate. He—

• Advises the commander on public affairs matters.

• Develops and disseminates command guidance on release of information.

APPENDIX E

REPATRIATION PROCESSING CENTER PROCESSING SHEET

This appendix provides examples of completed Repatriation Processing Center Processing Sheets (DD Form 2585). This form must be completed by each family group evacuated in a military-assisted evacuation. The form should be provided to the evacuees to complete prior to their arrival at the repatriation center. If not, they must complete the form at the center.

This appendix shows samples of completed forms for three different situations. All personal information contained in the forms is fictional. Any similarities to real information is purely coincidental. The situations are as follows:

- Situation 1: A DOD-dependent spouse is a DOD employee. She has two children, one requiring medical assistance. (See page E-6.)
- Situation 2: The DOD spouse from Situation 1 is escorting two unaccompanied minor children. The children will be united with family in Los Angeles. (See page E-12.)
- Situation 3: A private US citizen has evacuated with his Philippine wife and child, neither of whom is a US citizen. The evacuee requires financial and lodging assistance from the Department of Health and Human Semites. (See page E-18.)

REPATRIATION PROCESSING CENTER PROCESSING SHEET	REPORT CONTROL SYMBOL	*Form Approved OMB No. 0704-0334 Expires Feb 28, 1995*

Public reporting burden for this collection of information is estimated to average 20 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0334), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO EITHER OF THESE ADDRESSES. RETURN COMPLETED FORM TO THE REPATRIATION PROCESSING CENTER OR STATE DEPARTMENT EMBASSY PERSONNEL IF SAFEHAVENING IN A FOREIGN COUNTRY.

PRIVACY ACT STATEMENT

AUTHORITY: EO 12656, EO 9397.

PRINCIPAL PURPOSE(S): To document the movement of an evacuee from a foreign country to an announced safehaven. Information will be used, as needed, to assist the evacuee in the process of repatriation.

ROUTINE USE(S): To family members of individuals who have been evacuated and about whom information is requested by a family member and/or spouse, location and final destination will be released; to the Department of State for evacuation management and planning purposes; to the American Red Cross for communication of evacuation information about spouse/family member(s) to service member still in foreign country; to the Immigration and Naturalization Service for tracking of foreign nationals evacuated to the U.S.; to the Department of Health and Human Services, to facilitate delivery of personal and financial services and to recoup costs of financial services and to identify individuals who might arrive with an illness requiring [illegible] ne; to state and local health departments, to further implement the quarantine of an ill individu[illegible]

DISCLOSURE: Voluntary; however, failure to furn[illegible] ...nt your receipt of services and impede passage of information about your curr[illegible] ...members.

SAMPLE

INSTRUCT[illegible] ...MPLETION OF DD FORM 2585, REPATRIATI[illegible] ...OCESSING CENTER PROCESSING SHEET

(Read before completing this form.)

GENERAL INSTRUCTIONS

1. The following instructions are provided for completing the Repatriation Processing Center Processing Sheet. Collection of this information is authorized by 42 U.S.C. §1313, the Department of Defense Directive 3025.14, and Executive Order 9397. Providing the information requested on this form, including Social Security Number, is voluntary; however, failure to complete the form may hinder your receipt of needed services and impede passage of information about your current whereabouts to family members.

2. Before entering any information on the form carefully read the detailed instructions provided. Not all questions are applicable for everyone. For those questions that do not apply, enter N/A on the line or check the boxes in Sections III, IV, and VI.

3. You may be asked to have available any or all of the following documentation:

   a. For official government personnel and dependents, you should have available as applicable:

      (1) Official travel orders for Safehaven Status (DD Form 1610).

      (2) Permanent Change of Station (PCS) Orders.

      (3) Passport, Visa and International Immigration (shot) record.

      (4) Military / Dependent Identification Card.

      (5) Travel documents (Transportation Request, transportation travel information or tickets, i.e., airline, train, bus, etc.).

   b. Private American citizens or foreign nationals should have:

      (1) Passport and Visa (as applicable).

      (2) Travel documents (travel information, tickets, etc.).

4. The Repatriation Processing Packet is provided to evacuees either upon departure from the overseas country evacuated from for completion enroute, or, upon arrival in the United States at the repatriation center. Processing officials at the repatriation center will be available to assist you in completing the form.

5. The individual completing this form will be the "responsible person" for this particular family group. "Responsible person" may be a Military Member, DoD Civilian, Military or DoD Civilian Dependent, Family Representative, Designated Escort, Private American Citizen or Third Country National. **THE "RESPONSIBLE PERSON" IS ONLY REQUIRED TO COMPLETE THE ITEMS IN SECTIONS I AND III, PAGES 5-8.**

6. ONLY ONE FORM IS TO BE COMPLETED FOR EACH FAMILY GROUPING.

7. FOR PROCESSING CENTER USE ONLY. Page 5, Items 1 - 5 and Pages 9 and 10, Items 27 - 48 are completed by a representative of the Repatriation Center Processing Team Staff. Pages 5 through 8 will be completed by the evacuee.

SPECIFIC INSTRUCTIONS

SECTION I - ESCORTS OF UNACCOMPANIED MINOR CHILDREN (Page 5)

This section and Section III (Pages 5 through 8) will be completed by the evacuee.

SECTION II - FOR PROCESSING CENTER USE ONLY

Item 1. Airline and Flight Number. Enter the airline and flight number arrived on.

Item 2. Date of Arrival. Enter the date arrived in the United States at this processing center. Do this by entering the last two digits of the year first, then the month of the year, then the day of the month. Example: YY = 93 (1993), MM = 08 (August), DD = 20 (20th).

Item 3. Repatriation Center. Enter the location of the Repatriation Center by airport, city, and state, or by military base. Example: Raleigh/Durham Airport, Raleigh, NC or Charleston AFB, South Carolina.

Item 4. Processing Date. Enter the date (by year, month and day) that processing through the Repatriation Center began. In most cases it will be the same date as shown in Item 2 above.

Item 5. Processing Time. Enter the time processing began for this person or family. Use military time (24 hour clock). Example: 2:00 a.m. = 0200, 3:00 p.m. = 1500.

SAMPLE

SECTION III - EVACUEE IDENTIFYING INFORMATION

Item 6. Name. The "responsible person" should complete this entry using his or her last name (family name, such as "Smith"), first name ("Mary"), and middle initial ("C"). If you have no middle initial, enter NMI.

If the evacuee is an unescorted child and there is more than one child in the family, enter information for only the eldest child in Items 6 - 20. Escort information will be provided in Item 22.

Item 7. Country Evacuated From. Enter the original country from which you departed enroute to the United States.

Item 8. Date of Birth. Enter your date of birth by year, month and day. Do this by entering the last two digits of the year first, then the month of the year, then the day of the month. Example: YY = 93 (1993), MM = 08 (August), DD = 20 (20th).

Item 9. Place of Birth. Enter the city, state and country in which you were born. Example: Baltimore, Maryland, USA or Frankfurt, Germany.

Item 10. Country of Citizenship. Enter the country of which you are a citizen. Example: USA, Canada, England, France, Germany, etc.

Item 11. Sex. Place an "X" in the appropriate block to indicate whether you are male or female.

Item 12. Social Security Number (SSN). Enter the "responsible person's" SSN, if you have one. If you do not have a SSN, enter N/A.

Item 13. Marital Status. Place an "X" in the block that indicates your marital status.

Item 14. Passport Number and Country of Issue. Enter your passport number, if applicable. The number can generally be found on the first page as you open your passport. Also, enter the name of the country that issued the passport.

Item 15. Alien Number and Country of Issue. Enter your Alien Number, if applicable. If not applicable, enter N/A. If applicable, enter the name of the country that issued the Alien Number.

Item 16. Classification Number(s) and Agency Code(s). Enter the number that best identifies your status from the classification number list (Table 1 on Page 6), and if applicable, the appropriate agency code (Table 2).

NOTE: Any individual can fall into more than one category, i.e., a DoD Dependent can also be a government employee. If that is the case, show all appropriate classification numbers and/or agency codes. This applies to all individuals shown on the processing form.

Item 17. Number of Family Members With You. Enter the appropriate number of family members who are with you, yourself, in the appropriate box.

NOTE: If escorting unaccompanied minor in addition to your own children, DO NOT include them in this number.

Item 18. Number of Animals With You. Enter in the appropriate space, next to the type of animal, the number of animals you are bringing with you back to the U.S. You must ensure that you have all the necessary paperwork, and shot records to expedite the processing of your animals through Public Health Inspection.

FOR ITEMS 19 AND 20: If the form is being completed by an escort for (an) unaccompanied minor child(ren), the emergency contact and final destination should be those for the child(ren).

Item 19. Emergency Contact in U.S.

a. Name. Enter the name of an individual who will know how to get in touch with you should the need arise.

b. Address. Enter the 'Emergency Contact's" street, city, state and/or country, and Zip Code.

c. Home Telephone Number. Enter the "Emergency Contact's" home telephone number (if known or applicable), to include the area code.

d. Work Telephone Number. Enter the "Emergency Contact's" work telephone number (if known or applicable), to include the area code.

Item 20. Final Destination. If the "responsible person's" (evacuee's) final destination will be the same residence as the "Emergency Contact" shown in Item 19 above, write "SAME." If the "responsible person's" final destination is going to be different than the "Emergency Contact," enter the name of the person with whom you will be staying, their telephone numbers, and complete address to include "Country," if the Safehaven location is outside the U.S.

NOTE: If the "Responsible Person" will be living by him/herself, enter "SELF" in the Name block, and then the address.

SPECIFIC INSTRUCTIONS *(Continued)*

Item 21. If U.S. Department of Defense Military and Civilian Employee Dependent. This item is to be completed when the "responsible person" is a military dependent (Classification Number 2). If this item is not applicable to you, enter N/A on the Sponsor Name line and go on to the next block. For escorted unaccompanied minor children, enter the sponsor's (parent or guardian) information to the best of your ability.

a. Branch of Service. Place an "X" in the block next to the branch of service to which the sponsor belongs.

b. Name of Sponsor. Enter the name of the military sponsor of the family, remaining in country, by last name, first name, and middle initial. If no middle initial, enter NMI.

c. Social Security Number. Enter the sponsor's SSN.

d. Rank/Grade. Enter the sponsor's rank (i.e., SGT, LT, etc.) and grade (i.e. E4, O3, etc.)

e. Organization/Address and Major Com... Enter the sponsor's organization, addre... command, to include APO or F..., if applicable.

SAMPLE

Item 22. Escort for Unaccompanied Minor Child(ren). If this form is being completed by the escort for unaccompanied minor child(ren), enter the following information about the escort.

a. Name. Enter the last name, first name, and middle initial of the escort.

b. Address. Enter the street, city, state and/or country, and Zip Code where the escort will be living.

c. Home Telephone Number. Enter the home telephone number where the escort can be contacted, if known. Include the area code.

d. Work Telephone Number. Enter the work telephone number where the escort can be contacted, if known. Include the area code.

e. Name(s) of Minor Child(ren). Enter the last name, first name, and middle initial of each child. If more than one, list in descending order of age.

Item 23.a. through d. Accompanying Persons. (Page 7) The data on this page pertains to each person accompanying the "responsible person." This may be a child of the "responsible person" or a spouse, sibling, or parent of the "responsible person" or an escorted unaccompanied minor child of another family. Complete one block of information for each person other than the "responsible person" who is listed on Pages 5 and 6. If there are more than four accompanying persons, use additional copies of Page 7.

(1) Name. Enter accompanying individual's last name, first name, and middle initial . If they have no middle initial, enter NMI.

(2) SSN. Enter the accompanying individual's social security number, if known.

(3) Date of Birth. Enter the accompanying individual's date of birth by year, month and day.

(4) Sex. Place an "X" in the appropriate block indicating whether the accompanying individual is male or female.

(5) Relationship to Person Completing Form. Place an "X" in the appropriate block indicating whether the accompanying individual is the "responsible person's" spouse, child, parent, or other.

(6) Place of Birth. Enter the city, state, and country in which the accompanying person was born.

(7) Cou... itizenship. Enter the country of wh... nying person is a citizen. Example: ..., England, France, Germany, etc.)

(8) Passport Number and Country of Issue. Enter the accompanying individual's passport number and the country in which it was issued.

(9) Alien Number and Country of Issue. Enter the accompanying individual's alien number, if applicable, and the country which issued the number. If not applicable, enter N/A.

(10) Classification Number(s) and Agency Code(s). Enter all classification numbers (from Table 1) and agency codes (from Table 2) that apply to the accompanying individual.

NOTE: Any individual can fall into more than one category, i.e., a DoD dependent as well as a government employee.

SECTION III *(Continued)* **- SERVICES** *(Page 8)*

This section is provided for the "responsible person" to identify to the processing team any assistance they may require upon arrival in the U.S.

Item 24. If No Services are Needed. Upon reviewing the list in this section, if you do not require any additional help. place an "X" in this block.

Item 25. Services Needed. If assistance is required, place an "X" in the block next to each service you require.

Item 26. Additional Remarks. This item is provided if the "responsible person" has any questions, needs additional assistance, or has any comments to make.

NOTE: SECTION III IS THE LAST PART OF THE FORM THAT THE EVACUEE MUST COMPLETE. THE FOLLOWING SECTIONS WILL BE COMPLETED BY THE REPATRIATION TEAM AT THE PROCESSING CENTER.

SPECIFIC INSTRUCTIONS *(Continued)*

SECTION IV - REPATRIATION PROCESSING CENTER DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS)

This section is applicable to all evacuees other than DoD personnel and their families.

Item 27. If No Services Were Provided. If the evacuee required no assistance upon arrival, place an "X" in this block.

Item 28. Services Provided.

a. Onward Transportation. If funds were required to obtain airline, bus, train tickets, etc., this item must be completed. Under the cost heading in the first (Persons) block, enter the number of tickets. Enter the cost of each ticket in the next (Dollars) block. Multiply the number of tickets by the cost and enter the total to the right of the equal sign. Example: Onward transportation 4 X $150.00 = $600.00.

NOTE: It is possible for family members to ar... different locations; therefore, an additional ... provided to cover those exceptions ... transportation support was provide... in the "Total" block.

SAMPLE

b. Temporary Lodging and Per Diem. If funds were required to provide lodging accommodations, this item must be completed. Enter the number of persons times the number of days they are staying at the hotel/motel, etc., times the per diem rate per day and enter the total cost to the right of the equal sign. Example: 4 people X 2 days X $50.00 per day per diem = $400.00.

NOTE: If no lodging or per diem was provided, enter a zero in the "Total" block.

c. Miscellaneous. For any other assistance required, itemize the assistance provided in the space shown, and enter their associated costs to the right of the equal sign.

Item 29. Total Costs. Add up all the costs shown in this column for transportation, lodging, per diem, miscellaneous and enter that figure in the space provided.

Item 30. Has Emergency Medical Assistance Been Provided Off-Site. Place an "X" in either the "Yes" or the "No" block provided. If Yes, enter the name of the hospital or medical facility, if known, in the space provided for Additional Remarks (Item 31).

Item 31. Additional Remarks. Enter any additional information regarding services provided, if necessary.

SECTION V - CLOSING QUESTIONS (HHS)

Processing officials should complete and sign this prior to the individual(s) departing the Repatriation Center.

Items 32 through 35. Questions. A processing official/ interviewer will complete these questions by placing an "X" in the appropriate "Yes" or "No" block.

Item 36. Name of Interviewer. The processing official/ interviewer will sign in this space and print his or her name below.

Item 37. Telephone Number. The processing official/ interviewer will enter the telephone number where he or she can be reached should the need arise.

SECTION VI - ASSISTANCE PROVIDED DOD PERSONNEL

This section should be completed by Military Support Processing Team.

Item 38. If No Services Were Provided. If the military individual and/or family members do not require any assistance, place an "X" in this block.

Item 39. Services Provided. If the military individual and/or family members require any of the services, place an "X" in the block next to the service provided.

NOTE: For Item b., specify for what purpose financial assistance ... ired. For Item e., specify what medical care ...

...osts. For each item in which funds were ...ded, enter the amount on the line next to the service provided. In Item b., enter the voucher number assigned for per diem payments.

Item 41. Total Costs. Add up all financial assistance provided to the military individual and/or family member and enter the total in the space provided.

SECTION VII - PROCESSING INFORMATION

This section should be completed by the Processing Team Officials prior to the evacuee(s) departing the Repatriation Center.

Item 42. Exit From Processing Center Date. Enter the date by year, month and day that the evacuees have completed their processing and are departing the Repatriation Center.

Item 43. Exit From Processing Center Time. Enter the time, using military (24 hour) clock.

Item 44. Destination. Enter the destination by city, state, and/or country that the evacuees are going to.

Item 45. Transportation Carrier(s). Enter the name of the airline, bus or train company that will be taking the evacuees to their final destination.

Item 46. ETA and Date of Arrival at Destination. Enter the estimated time and date the evacuees are expected to arrive at their final destination. Enter this by military time and by year, month and day.

Item 47. Individual Responsible for Animals.

a. Name. Enter the last name, first name, and middle initial of the individual responsible for any pets that are involved. If no pets are involved, enter N/A.

b. Telephone Number. If pets are involved, enter the telephone number of the individual who should be contacted regarding the animals should the need arise.

Item 48. Additional Remarks. Enter any additional information regarding exit processing, if necessary.

SECTION I - TO BE COMPLETED BY ESCORTS OF UNACCOMPANIED MINOR CHILDREN

ARE YOU ESCORTING UNACCOMPANIED MINOR CHILD(REN)? *(X one)* [ ] YES [x] NO

The designated escort is responsible for completing (to the best of their ability) a separate form for each family group they are escorting. If there is more than one child from the same family group, enter the information in Items 6 through 20 for the eldest child being escorted. For all of the younger children in the same family group, enter the name(s) of the child(ren) in Item 22.e. Then, complete the family group information for each younger child in Items 23(a) through (d), as applicable.

ADDITIONALLY, ESCORTS WILL FILL OUT A SEPARATE FORM FOR THEIR OWN FAMILY GROUP.

SECTION II - TO BE COMPLETED BY REPATRIATION CENTER PROCESSING TEAM STAFF

1. AIRLINE AND FLIGHT NUMBER	2. DATE OF ARRIVAL *(YYMMDD)*
DELTA, FLIGHT 24	910620

3. REPATRIATION CENTER
MCCHORD AIR FORCE BASE

SAMPLE

4. PROCESSING DATE *(YYMMDD)*	5. PROCESSING TIME *(Military)*
910620	1030

SECTION III - EVACUEE IDENTIFYING INFORMATION - TO BE COMPLETED BY ADULT FAMILY MEMBER OR ESCORT IN THE CASE OF AN UNACCOMPANIED MINOR

6. NAME OF EVACUEE *(Last, First, Middle Initial)*
JONES, SALLY L.

7. COUNTRY EVACUATED FROM
PHILIPPINES

8. DATE OF BIRTH *(YYMMDD)*	9. PLACE OF BIRTH *(City, State, and Country)*
47-07-14	DENVER, COLORADO, USA

10. COUNTRY OF CITIZENSHIP
US

11. SEX *(X one)*	12. SOCIAL SECURITY NUMBER
[ ] MALE [x] FEMALE	000-00-0000

13. MARITAL STATUS *(X one)*
[ ] SINGLE [x] MARRIED [ ] WIDOWED [ ] SEPARATED [ ] DIVORCED

14.a. PASSPORT NUMBER	b. COUNTRY OF ISSUE
12345678912	US

15.a. ALIEN NUMBER	b. COUNTRY OF ISSUE
N/A	N/A

DD Form 2585, FEB 92

SECTION III - EVACUEE IDENTIFYING INFORMATION *(Continued) (Read before completing items 16 and 23)*

Use these tables to complete item 16 and item 23 (page 7). Choose all that apply.

TABLE 1a - U.S. CITIZEN

CLASSIFICATION NUMBER
- 1 a DOD: SERVICE MEMBER
- b DOD: SERVICE MEMBER DEPENDENT AND/OR FAMILY MEMBER (Command Sponsored Dependent)
- c DOD: SERVICE MEMBER DEPENDENT AND/OR FAMILY MEMBER (Non-Command Sponsored Dependent)
- 2 a DOD: CIVILIAN EMPLOYEE
- b DOD: CIVILIAN DEPENDENT AND/OR FAMILY MEMBER
- 3 a NON-DOD U.S. GOVERNMENT (USG): EMPLOYEE
- b NON-DOD USG: EMPLOYEE DEPENDENT AND/OR FAMILY MEMBER
- 4 CITIZEN RESIDING ABROAD *(Child, Student, Private Business)*
- 5 TOURIST
- 6 CITIZEN ON BUSINESS-RELATED TRAVEL
- 7 U.S. GOVERNMENT CONTRACTOR

TABLE 1b - FOREIGN NATIONAL

CLASSIFICATION NUMBER
- 8 ADULT DEPENDENT OF REPATRIATED U.S. CITIZEN *(Foreign spouse or other adult dependent; not U.S. citizen)*
- 9 MINOR DEPENDENT OF REPATRIATED U.S. CITIZEN *(Child born in foreign country, not U.S. citizen to date)*
- 10 NON-DEPENDENT OF REPATRIATED U.S. CITIZEN *(Extended family member, i.e. mother-in-law, cousin, etc.)*
- 11 NON-U.S. CIVILIAN EMPLOYEE *(Works for U.S. Government)*
- 12 CITIZEN OF COUNTRY OTHER THAN U.S.
- 13 OTHER, NONE OF THE ABOVE *(Specify)* _____

TABLE 2

AGENCY CODE
- A ARMY
- N NAVY
- F AIR FORCE
- M MARINE
- G COAST GUARD
- O OTHER U.S. GOVERNMENT AGENCY
- X NOT APPLICABLE

16. CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter all appropriate classification numbers and agency codes from Table 1a and Table 2 that are applicable to the person named in item 6)*

a. CLASSIFICATION NUMBER	b. AGENCY CODE
1b	F
c. CLASSIFICATION NUMBER	d. AGENCY CODE
2a	N
e. CLASSIFICATION NUMBER	f. AGENCY CODE

SAMPLE

17. NUMBER OF FAMILY MEMBERS WITH YOU

1	ADULTS *(Include yourself)*	2	CHILDREN *(Include all children)*

18. NUMBER OF ANIMALS WITH YOU *(If applicable)*

	DOGS	1	CATS
	BIRDS		OTHER

19. EMERGENCY CONTACT IN U.S.
(For person named in Item 6 above)

a. NAME *(Last, First, Middle Initial)*	b. ADDRESS *(Street, City, State / Country, Zip Code)*
SMITH, MICHAEL D.	123 APPLE PIE STREET DENVER, COLORADO 80221
c. HOME TELEPHONE NUMBER *(Include Area Code)*	d. WORK TELEPHONE NUMBER *(Include Area Code)*
666-777-8888	666-333-4444

20. FINAL DESTINATION AND NAME OF POINT OF CONTACT *(If applicable)*
(If same as Item 19, enter "SAME")

a. NAME *(Last, First, Middle Initial)*	b. ADDRESS *(Street, City, State / Country, Zip Code)*
SAME	
c. HOME TELEPHONE NUMBER *(Include Area Code)*	d. WORK TELEPHONE NUMBER *(Include Area Code)*

21. IF U.S. DEPARTMENT OF DEFENSE MILITARY AND CIVILIAN EMPLOYEE DEPENDENTS
(For escorted unaccompanied minor children enter the sponsor's (parent / guardian) information to the best of your ability).

a. BRANCH OF SERVICE *(X one)*

	Army		Navy	X	Air Force		Marine Corps		Coast Guard

b. NAME OF SPONSOR *(Remaining in Country) (Last, First, Middle Initial)*	c. SSN	d. RANK / GRADE
JONES, JAMES R.	111-11-1111	E-7/MSGT

e. ORGANIZATION / ADDRESS AND MAJOR COMMAND *(Include APO# / FPO#)*
8TH SECURITY POLICE SQUADRON, CLARK AIR FORCE BASE, RP APO SF 96834

22. ESCORT FOR UNACCOMPANIED MINOR CHILD(REN)
(Complete if applicable)

a. NAME OF ESCORT *(Last, First, Middle Initial)*	b. ADDRESS *(Final Destination of Escort) (Street, City, State / Country, Zip Code)*
N/A	
c. HOME TELEPHONE NUMBER *(Final destination of escort) (Include Area Code)*	d. WORK TELEPHONE NUMBER *(Escort) (Include Area Code)*

e. LIST NAME(S) OF ALL UNACCOMPANIED MINOR CHILD(REN) FOR THIS RESPECTIVE FAMILY GROUP WHICH YOU ARE ESCORTING.

DD Form 2585, FEB 92

SECTION III - EVACUEE IDENTIFYING INFORMATION *(Continued)*

23. ACCOMPANYING PERSONS
(Fill out for each accompanying person.)

a.(1) NAME *(Last, First, Middle Initial)*: JONES, MARIE A.
(2) SSN: 222-22-2222
(3) DATE OF BIRTH *(YYMMDD)*: 680531
(4) SEX *(X one)*: [ ] Male [X] Female
(5) RELATIONSHIP TO PERSON COMPLETING FORM *(X one)*: [ ] Spouse [X] Son/Daughter [ ] Parent [ ] Other
(6) PLACE OF BIRTH *(City, State, and Country)*: POPE AFB, NORTH CAROLINA, USA
(7) COUNTRY OF CITIZENSHIP: US
(8) PASSPORT NUMBER: 23456789123 — Country of Issue: US
(9) ALIEN NUMBER: N/A — Country of Issue: N/A
(10) CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter all appropriate classification numbers and agency codes from Table 1 and Table 2 (shown on Page 6) that are applicable to the person named in Item a.(1))*
(a) Classification Number: 1b — (b) Agency Code: F
(c) Classification Number: — (d) Agency Code:
(e) Classification Number: — (f) Agency Code:

b.(1) NAME *(Last, First, Middle Initial)*: JONES, CHRISTIAN M.
(2) SSN: 333-33-3333
(3) DATE OF BIRTH *(YYMMDD)*: 740218
(4) SEX *(X one)*: [X] Male [ ] Female
(5) RELATIONSHIP TO PERSON COMPLETING FORM *(X one)*: [ ] Spouse [ ] Son/Daughter [ ] Parent [ ] Other
(6) PLACE OF BIRTH *(City, State, and Country)*: TRAVIS AFB, CALIFORNIA, USA
(7) COUNTRY OF CITIZENSHIP: US
(8) PASSPORT NUMBER: 34567891234 — Country of Issue: US
(9) ALIEN NUMBER: N/A — Country of Issue: N/A
(10) CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter all appropriate classification numbers and agency codes from Table 1 and Table 2 (shown on Page 6) that are applicable to the person named in Item b.(1))*
(a) Classification Number: 1b — (b) Agency Code: F
(c) Classification Number: — (d) Agency Code:
(e) Classification Number: — (f) Agency Code:

SAMPLE

c.(1) NAME *(Last, First, Middle Initial)*:
(2) SSN:
(3) DATE OF BIRTH *(YYMMDD)*:
(4) SEX *(X one)*: [ ] Male [ ] Female
(5) RELATIONSHIP TO PERSON COMPLETING FORM *(X one)*: [ ] Spouse [ ] Son/Daughter [ ] Parent [ ] Other
(6) PLACE OF BIRTH *(City, State, and Country)*:
(7) COUNTRY OF CITIZENSHIP:
(8) PASSPORT NUMBER: — Country of Issue:
(9) ALIEN NUMBER: — Country of Issue:
(10) CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter all appropriate classification numbers and agency codes from Table 1 and Table 2 (shown on Page 6) that are applicable to the person named in Item c.(1))*
(a) Classification Number: — (b) Agency Code:
(c) Classification Number: — (d) Agency Code:
(e) Classification Number: — (f) Agency Code:

d.(1) NAME *(Last, First, Middle Initial)*:
(2) SSN:
(3) DATE OF BIRTH *(YYMMDD)*:
(4) SEX *(X one)*: [ ] Male [ ] Female
(5) RELATIONSHIP TO PERSON COMPLETING FORM *(X one)*: [ ] Spouse [ ] Son/Daughter [ ] Parent [ ] Other
(6) PLACE OF BIRTH *(City, State, and Country)*:
(7) COUNTRY OF CITIZENSHIP:
(8) PASSPORT NUMBER: — Country of Issue:
(9) ALIEN NUMBER: — Country of Issue:
(10) CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter all appropriate classification numbers and agency codes from Table 1 and Table 2 (shown on Page 6) that are applicable to the person named in Item d.(1))*
(a) Classification Number: — (b) Agency Code:
(c) Classification Number: — (d) Agency Code:
(e) Classification Number: — (f) Agency Code:

NOTE: If there are more than 4 accompanying family members, use additional copies of Page 7.

SECTION III - EVACUEE IDENTIFYING INFORMATION (SERVICES) *(Continued)*

24. IF NO SERVICES ARE NEEDED, X THIS BLOCK →	

25. SERVICES NEEDED *(X all that apply)*

	CLOTHING				
	HOUSING		Permanent		Temporary
X	MEDICAL				
	DOD INFORMATION				
	DOD LEGAL SERVICES				
	CHILD CARE				
	FEDERAL CIVILIAN PERSONNEL ASSISTANCE				
	LOCATOR ASSISTANCE FOR OTHER FAM				
X	TRANSPORTATION TO ONWARD DESTINATION				
X	FINANCIAL ASSISTANCE				
	MENTAL HEALTH				
	GENERAL INFORMATION				
	CHAPLAIN ASSISTANCE				
	FUNERAL ASSISTANCE				
	OTHER *(Specify)*				

SAMPLE

1. Daughter is a diabetic and needs some insulin. We ran out on the flight to the US.
2. Do not have orders and need some money.

26. ADDITIONAL REMARKS

STOP HERE.

DD Form 2585, FEB 92

SECTION IV - TO BE COMPLETED BY REPATRIATION PROCESSING CENTER DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) STAFF

27. IF NO SERVICES WERE PROVIDED, X THIS BLOCK ⟶ [ ]

28. SERVICES PROVIDED

(1) Services	(2) Costs			(3) Total
a. ONWARD TRANSPORTATION	Persons X	Dollars =		
	Persons X	Dollars =		
b. TEMPORARY LODGING AND PER DIEM	Persons X	Days X	Dollars =	
c. MISCELLANEOUS *(Specify)* _____			=	
_____			=	
_____			=	
			=	
		29. TOTAL COSTS	=	

SAMPLE

30. HAS EMERGENCY MEDICAL ASSISTANCE BEEN PROVIDED OFF-SITE? *(X one)* ⟶ [ ] YES [ ] NO

31. ADDITIONAL REMARKS

SECTION V - CLOSING QUESTIONS - TO BE COMPLETED BY REPATRIATION PROCESSING CENTER DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) STAFF

	(X one) YES	NO
32. DOES THIS PERSON/FAMILY NEED A LOAN FOR TEMPORARY ASSISTANCE BECAUSE HE/SHE/THEY ARE WITHOUT RESOURCES IMMEDIATELY ACCESSIBLE TO MEET HIS/HER/THEIR NEEDS?		
33. HAVE YOU EXPLAINED TO THE REPATRIATE THAT THE INFORMATION OBTAINED IS PROTECTED UNDER THE PRIVACY ACT AND WILL BE USED SOLELY FOR THE PURPOSE OF ESTABLISHING ELIGIBILITY FOR AND ADMINISTERING THE U.S. REPATRIATION PROGRAM?		
34. HAS THE REPATRIATE SIGNED THE HHS REPAYMENT-LOAN AGREEMENT? *(Agreement must be attached to file)*		
35. HAS THE REPATRIATE BEEN GIVEN INFORMATION/REFERRAL FOR ASSISTANCE AT THE FINAL DESTINATION?		

36. NAME OF INTERVIEWER *(Last, First, Middle Initial)*	37. TELEPHONE NUMBER *(Include Area Code)*

DD Form 2585, FEB 92

SECTION VI - ASSISTANCE PROVIDED DOD PERSONNEL - TO BE COMPLETED BY REPATRIATION PROCESSING CENTER

38. IF NO SERVICES WERE PROVIDED, X THIS BLOCK →

39. SERVICES PROVIDED (X as applicable)		40. COSTS	
X	a. TRANSPORTATION	a. TRANSPORTATION	$ 975.00
X	b. FINANCIAL (Advance per diem)	b. FINANCIAL (Amount paid) Voucher Number (for per diem) 0000001	$2,400.00
	c. AMERICAN RED CROSS (ARC)	c. AMERICAN RED CROSS (ARC)	
	d. HOUSING	41. TOTAL COST	$3,375.00
X	e. MEDICAL/OTHER		
	f. LEGAL SERVICES		
	g. CHAPLAIN ASSISTANCE		

SAMPLE

SECTION VII - EXIT INFORMATION - TO BE COMPLETED BY REPATRIATION PROCESSING CENTER

42. EXIT FROM PROCESSING CENTER DATE (YYMMDD)	43. EXIT FROM PROCESSING CENTER TIME (Military)	44. DESTINATION (City, State, Country)	
910620	1400	DENVER, COLORADO, USA	
45. TRANSPORTATION CARRIER(S)		**46.a. ETA AT DESTINATION (Military Time)**	**b. DATE OF ARRIVAL AT DESTINATION (YYMMDD)**
DELTA AIRLINES		2200	910620

47. INDIVIDUAL RESPONSIBLE FOR ANIMALS (If applicable)

a. NAME (Last, First, Middle Initial)	b. TELEPHONE NUMBER (Include Area Code)
JONES, SALLY L.	666-777-8888

48. ADDITIONAL REMARKS

DD Form 2585, FEB 92

Page 10 of 10 Pages

SECTION I - TO BE COMPLETED BY ESCORTS OF UNACCOMPANIED MINOR CHILDREN

ARE YOU ESCORTING UNACCOMPANIED MINOR CHILD(REN)? *(X one)* [X] YES [ ] NO

The designated escort is responsible for completing (to the best of their ability) a separate form for each family group they are escorting. If there is more than one child from the same family group, enter the information in Items 6 through 20 for the eldest child being escorted. For all of the younger children in the same family group, enter the name(s) of the child(ren) in Item 22.e. Then, complete the family group information for each younger child in Items 23(a) through (d), as applicable.

ADDITIONALLY, ESCORTS WILL FILL OUT A SEPARATE FORM FOR THEIR OWN FAMILY GROUP.

SECTION II - TO BE COMPLETED BY REPATRIATION CENTER PROCESSING TEAM STAFF

1. AIRLINE AND FLIGHT NUMBER	2. DATE OF ARRIVAL *(YYMMDD)*
DELTA, FLIGHT 24	910620

3. REPATRIATION CENTER
MCCHORD AFB

SAMPLE

4. PROCESSING DATE *(YYMMDD)*	5. PROCESSING TIME *(Military)*
910620	1030

SECTION III - EVACUEE IDENTIFYING INFORMATION - TO BE COMPLETED BY ADULT FAMILY MEMBER OR ESCORT IN THE CASE OF AN UNACCOMPANIED MINOR

6. NAME OF EVACUEE *(Last, First, Middle Initial)*
HART, SUSAN P.

7. COUNTRY EVACUATED FROM
PHILIPPINES

8. DATE OF BIRTH *(YYMMDD)*	9. PLACE OF BIRTH *(City, State, and Country)*
810615	SAN ANTONIO, TEXAS, USA

10. COUNTRY OF CITIZENSHIP
US

11. SEX *(X one)*	12. SOCIAL SECURITY NUMBER
[ ] MALE [X] FEMALE	666-66-6666

13. MARITAL STATUS *(X one)*
[X] SINGLE [ ] MARRIED [ ] WIDOWED [ ] SEPARATED [ ] DIVORCED

14.a. PASSPORT NUMBER	b. COUNTRY OF ISSUE
89123456789	US

15.a. ALIEN NUMBER	b. COUNTRY OF ISSUE
N/A	N/A

SECTION III - EVACUEE IDENTIFYING INFORMATION *(Continued) (Read before completing items 16 and 23)*

Use these tables to complete Item 16 and Item 23 (page 7). Choose all that apply.

TABLE 1a - U.S. CITIZEN

CLASSIFICATION NUMBER

- 1 a DOD: SERVICE MEMBER
- b DOD: SERVICE MEMBER DEPENDENT AND/OR FAMILY MEMBER (Command Sponsored Dependent)
- c DOD: SERVICE MEMBER DEPENDENT AND/OR FAMILY MEMBER (Non-Command Sponsored Dependent)
- 2 a DOD: CIVILIAN EMPLOYEE
- b DOD: CIVILIAN DEPENDENT AND/OR FAMILY MEMBER
- 3 a NON-DOD U.S. GOVERNMENT (USG): EMPLOYEE
- b NON-DOD USG: EMPLOYEE DEPENDENT AND/OR FAMILY MEMBER
- 4 CITIZEN RESIDING ABROAD *(Child, Student, Private Business)*
- 5 TOURIST
- 6 CITIZEN ON BUSINESS - RELATED TRAVEL
- 7 U.S. GOVERNMENT CONTRACTOR

TABLE 1b - FOREIGN NATIONAL

CLASSIFICATION NUMBER

- 8 ADULT DEPENDENT OF REPATRIATED U.S. CITIZEN *(Foreign spouse or other adult dependent; not U.S. citizen)*
- 9 MINOR DEPENDENT OF REPATRIATED U.S. CITIZEN *(Child born in foreign country, not U.S. citizen to date)*
- 10 NON-DEPENDENT OF REPATRIATED U.S. CITIZEN *(Extended family member, i.e. mother-in-law, cousin, etc.)*
- 11 NON-U.S. CIVILIAN EMPLOYEE *(Works for U.S. Government)*
- 12 CITIZEN OF COUNTRY THAN U.S.
- 13 OTHER *(Specify)*

TABLE 2

AGENCY CODE

- A ARMY
- N NAVY
- F AIR FORCE
- M MARINE
- G COAST GUARD
- O OTHER U.S. GOVERNMENT AGENCY
- X NOT APPLICABLE

SAMPLE

16. CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter appropriate classification numbers and agency codes from Table 1 and Table 2 that are applicable to the person named in Item 6.)*

a. CLASSIFICATION NUMBER	b. AGENCY CODE
1b	F
c. CLASSIFICATION NUMBER	d. AGENCY CODE
e. CLASSIFICATION NUMBER	f. AGENCY CODE

17. NUMBER OF FAMILY MEMBERS WITH YOU

	ADULTS *(Include yourself)*		CHILDREN *(Include all children)*
		2	

18. NUMBER OF ANIMALS WITH YOU *(If applicable)*

	DOGS		CATS
	BIRDS		OTHER

19. EMERGENCY CONTACT IN U.S.
(For person named in Item 6 above)

a. NAME *(Last, First, Middle Initial)*	b. ADDRESS *(Street, City, State / Country, Zip Code)*
HART, JAMES M.	644 Safety Street Los Angeles, CA 90058
c. HOME TELEPHONE NUMBER *(Include Area Code)*	d. WORK TELEPHONE NUMBER *(Include Area Code)*
999-888-7777	999-666-5555

20. FINAL DESTINATION AND NAME OF POINT OF CONTACT *(If applicable)*
(If same as Item 19, enter "SAME")

a. NAME *(Last, First, Middle Initial)*	b. ADDRESS *(Street, City, State / Country, Zip Code)*
SAME	
c. HOME TELEPHONE NUMBER *(Include Area Code)*	d. WORK TELEPHONE NUMBER *(Include Area Code)*

21. IF U.S. DEPARTMENT OF DEFENSE MILITARY AND CIVILIAN EMPLOYEE DEPENDENTS
(For escorted unaccompanied minor children enter the sponsor's (parent / guardian) information to the best of your ability).

a. BRANCH OF SERVICE *(X one)*

	Army		Navy	X	Air Force		Marine Corps		Coast Guard

b. NAME OF SPONSOR *(Remaining in Country) (Last, First, Middle Initial)*	c. SSN	d. RANK / GRADE
HART, STEVEN S.	444-44-4444	2LT/01

e. ORGANIZATION / ADDRESS AND MAJOR COMMAND *(Include APO# / FPO#)*
8TH SECURITY POLICE SQUADRON, CLARK AIR BASE, RP APO SF 96834

22. ESCORT FOR UNACCOMPANIED MINOR CHILD(REN)
(Complete if applicable)

a. NAME OF ESCORT *(Last, First, Middle Initial)*	b. ADDRESS *(Final Destination of Escort) (Street, City, State / Country, Zip Code)*
JONES, SALLY L.	123 Apple Pie Street Denver, Colorado 54321
c. HOME TELEPHONE NUMBER *(Final destination of escort) (Include Area Code)*	d. WORK TELEPHONE NUMBER *(Escort) (Include Area Code)*
666-777-8888	N/A

e. LIST NAME(S) OF ALL UNACCOMPANIED MINOR CHILD(REN) FOR THIS RESPECTIVE FAMILY GROUP WHICH YOU ARE ESCORTING.
HART, SUSAN P.
HART, DIANE R.

SECTION III - EVACUEE IDENTIFYING INFORMATION *(Continued)*

23. ACCOMPANYING PERSONS
(Fill out for each accompanying person.)

a.(1) NAME *(Last, First, Middle Initial)*	(2) SSN	(3) DATE OF BIRTH *(YYMMDD)*
HART, DIANE R.	777-77-7777	870812

(4) SEX *(X one)*	(5) RELATIONSHIP TO PERSON COMPLETING FORM *(X one)*
[ ] Male [X] Female	[ ] Spouse [ ] Son / Daughter [ ] Parent [X] Other

(6) PLACE OF BIRTH *(City, State, and Country)*	(10) CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter all appropriate classification numbers and agency codes from Table 1 and Table 2 (shown on Page 6) that are applicable to the person named in Item a.(1))*	
MCCHORD AFB, WASHINGTON, USA		
(7) COUNTRY OF CITIZENSHIP	(a) Classification Number	(b) Agency Code
US	1b	F
(8) PASSPORT NUMBER / Country of Issue	(c) Classification Number	(d) Agency Code
91234567891 / US		
(9) ALIEN NUMBER / Country of Issue	(e) Classification Number	(f) Agency Code
N/A / N/A		

b.(1) NAME *(Last, First, Middle Initial)*	(2) SSN	(3) DATE OF BIRTH *(YYMMDD)*

(4) SEX *(X one)*	(5) RELATIONSHIP TO PERSON COMPLETING FORM *(X one)*
[ ] Male [ ] Female	[ ] Spouse [ ] Parent [ ] Other

(6) PLACE OF BIRTH *(City, State, and Country)*	(10) CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter all appropriate classification numbers and agency codes from Table 1 and Table 2 (shown on Page 6) that are applicable to the person named in Item b.(1))*	
(7) COUNTRY OF CITIZENSHIP	(a) Classification Number	(b) Agency Code
(8) PASSPORT NUMBER / Country of Issue	(c) Classification Number	(d) Agency Code
(9) ALIEN NUMBER / Country of Issue	(e) Classification Number	(f) Agency Code

SAMPLE

c.(1) NAME *(Last, First, Middle Initial)*	(2) SSN	(3) DATE OF BIRTH *(YYMMDD)*

(4) SEX *(X one)*	(5) RELATIONSHIP TO PERSON COMPLETING FORM *(X one)*
[ ] Male [ ] Female	[ ] Spouse [ ] Son / Daughter [ ] Parent [ ] Other

(6) PLACE OF BIRTH *(City, State, and Country)*	(10) CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter all appropriate classification numbers and agency codes from Table 1 and Table 2 (shown on Page 6) that are applicable to the person named in Item c.(1))*	
(7) COUNTRY OF CITIZENSHIP	(a) Classification Number	(b) Agency Code
(8) PASSPORT NUMBER / Country of Issue	(c) Classification Number	(d) Agency Code
(9) ALIEN NUMBER / Country of Issue	(e) Classification Number	(f) Agency Code

d.(1) NAME *(Last, First, Middle Initial)*	(2) SSN	(3) DATE OF BIRTH *(YYMMDD)*

(4) SEX *(X one)*	(5) RELATIONSHIP TO PERSON COMPLETING FORM *(X one)*
[ ] Male [ ] Female	[ ] Spouse [ ] Son / Daughter [ ] Parent [ ] Other

(6) PLACE OF BIRTH *(City, State, and Country)*	(10) CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter all appropriate classification numbers and agency codes from Table 1 and Table 2 (shown on Page 6) that are applicable to the person named in Item d.(1))*	
(7) COUNTRY OF CITIZENSHIP	(a) Classification Number	(b) Agency Code
(8) PASSPORT NUMBER / Country of Issue	(c) Classification Number	(d) Agency Code
(9) ALIEN NUMBER / Country of Issue	(e) Classification Number	(f) Agency Code

NOTE: If there are more than 4 accompanying family members, use additional copies of Page 7.

SECTION III - EVACUEE IDENTIFYING INFORMATION (SERVICES) *(Continued)*

24. IF NO SERVICES ARE NEEDED, X THIS BLOCK →	

25. SERVICES NEEDED *(X all that apply)*

	CLOTHING				
	HOUSING		Permanent		Temporary
	MEDICAL				
	DOD INFORMATION				
	DOD LEGAL SERVICES				
X	CHILD CARE				
	FEDERAL CIVILIAN PERSONNEL ASSISTA				
	LOCATOR ASSISTANCE FOR OTHER FAMILY MEMBERS				
X	TRANSPORTATION TO ONWARD DESTINATION				
X	FINANCIAL ASSISTANCE				
	MENTAL HEALTH				
	GENERAL INFORMATION				
	CHAPLAIN ASSISTANCE				
	FUNERAL ASSISTANCE				
	OTHER *(Specify)*				

SAMPLE

26. ADDITIONAL REMARKS

1. Need orders and a plane ticket to escort Susan and Diane to Los Angeles International Airport where their grandfather, James M. Hart will assume custody for the children.

STOP HERE.

DD Form 2585, FEB 92

Page 8 of 10 Pages

SECTION IV - TO BE COMPLETED BY REPATRIATION PROCESSING CENTER DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) STAFF

27. IF NO SERVICES WERE PROVIDED, X THIS BLOCK ⟶ [ ]

28. SERVICES PROVIDED

(1) Services	(2) Costs			(3) Total
a. ONWARD TRANSPORTATION	Persons X	Dollars =		
	Persons X	Dollars =		
b. TEMPORARY LODGING AND PER DIEM	Persons X	Days X	Dollars =	
c. MISCELLANEOUS *(Specify)* _____			=	
_____			=	
_____			=	
			=	
		29. TOTAL COSTS	=	

SAMPLE

30. HAS EMERGENCY MEDICAL ASSISTANCE BEEN PROVIDED OFF-SITE? *(X one)* ⟶ [ ] YES [ ] NO

31. ADDITIONAL REMARKS

SECTION V - CLOSING QUESTIONS - TO BE COMPLETED BY REPATRIATION PROCESSING CENTER DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) STAFF

	(X one) YES	NO
32. DOES THIS PERSON/FAMILY NEED A LOAN FOR TEMPORARY ASSISTANCE BECAUSE HE/SHE/THEY ARE WITHOUT RESOURCES IMMEDIATELY ACCESSIBLE TO MEET HIS/HER/THEIR NEEDS?		
33. HAVE YOU EXPLAINED TO THE REPATRIATE THAT THE INFORMATION OBTAINED IS PROTECTED UNDER THE PRIVACY ACT AND WILL BE USED SOLELY FOR THE PURPOSE OF ESTABLISHING ELIGIBILITY FOR AND ADMINISTERING THE U.S. REPATRIATION PROGRAM?		
34. HAS THE REPATRIATE SIGNED THE HHS REPAYMENT-LOAN AGREEMENT? *(Agreement must be attached to file)*		
35. HAS THE REPATRIATE BEEN GIVEN INFORMATION/REFERRAL FOR ASSISTANCE AT THE FINAL DESTINATION?		

36. NAME OF INTERVIEWER *(Last, First, Middle Initial)*	37. TELEPHONE NUMBER *(Include Area Code)*

DD Form 2585, FEB 92

SECTION VI - ASSISTANCE PROVIDED DOD PERSONNEL - TO BE COMPLETED BY REPATRIATION PROCESSING CENTER

38. IF NO SERVICES WERE PROVIDED, X THIS BLOCK →			
39. SERVICES PROVIDED (*X as applicable*)		40. COSTS	
X	a. TRANSPORTATION	a. TRANSPORTATION	$ 360.00
X	b. FINANCIAL (*Advance per diem*)	b. FINANCIAL (*Amount paid*) Voucher Number (*for per diem*) 0000002	
	c. AMERICAN RED CROSS (ARC)	c. AMERICAN [illegible]OSS (ARC)	$1,250.00
	d. HOUSING	[illegible] COST	$1,610.00
	e. MEDICAL/OTHER		
	f. LEGAL SERVICES		
	g. CHAPLAIN ASSISTANCE		

SAMPLE

SECTION VII - EXIT INFORMATION - TO BE COMPLETED BY REPATRIATION PROCESSING CENTER

42. EXIT FROM PROCESSING CENTER DATE (*YYMMDD*)	43. EXIT FROM PROCESSING CENTER TIME (*Military*)	44. DESTINATION (*City, State, Country*)	
910620	1400	LOS ANGELES, CALIFORNIA, USA	
45. TRANSPORTATION CARRIER(S)		46.a. ETA AT DESTINATION (*Military Time*)	b. DATE OF ARRIVAL AT DESTINATION (*YYMMDD*)
DELTA AIRLINES		1830	910620

47. INDIVIDUAL RESPONSIBLE FOR ANIMALS (*If applicable*)	
a. NAME (*Last, First, Middle Initial*)	b. TELEPHONE NUMBER (*Include Area Code*)
N/A	

48. ADDITIONAL REMARKS

DD Form 2585, FEB 92

Page 10 of 10 Pages

SECTION I - TO BE COMPLETED BY ESCORTS OF UNACCOMPANIED MINOR CHILDREN

ARE YOU ESCORTING UNACCOMPANIED MINOR CHILD(REN)? *(X one)* [ ] YES [X] NO

The designated escort is responsible for completing (to the best of their ability) a separate form for each family group they are escorting. If there is more than one child from the same family group, enter the information in Items 6 through 20 for the eldest child being escorted. For all of the younger children in the same family group, enter the name(s) of the child(ren) in Item 22.e. Then, complete the family group information for each younger child in Items 23(a) through (d), as applicable.

ADDITIONALLY, ESCORTS WILL FILL OUT A SEPARATE FORM FOR THEIR OWN FAMILY GROUP.

SECTION II - TO BE COMPLETED BY REPATRIATION CENTER PROCESSING TEAM STAFF

1. AIRLINE AND FLIGHT NUMBER	2. DATE OF ARRIVAL (YYMMDD)
DELTA, FLIGHT 24	

3. REPATRIATION CENTER
MCCHORD AIR FORCE BASE

SAMPLE

4. PROCESSING DATE (YYMMDD)	5. PROCESSING TIME (Military)
910620	1030

SECTION III - EVACUEE IDENTIFYING INFORMATION - TO BE COMPLETED BY ADULT FAMILY MEMBER OR ESCORT IN THE CASE OF AN UNACCOMPANIED MINOR

6. NAME OF EVACUEE (Last, First, Middle Initial)
MICHAEL, DOUGLAS J.

7. COUNTRY EVACUATED FROM
PHILIPPINES

8. DATE OF BIRTH (YYMMDD)	9. PLACE OF BIRTH (City, State, and Country)
511008	SALT LAKE CITY, UTAH

10. COUNTRY OF CITIZENSHIP
US

11. SEX (X one)	12. SOCIAL SECURITY NUMBER
[X] MALE [ ] FEMALE	888-88-8888

13. MARITAL STATUS (X one)
[ ] SINGLE [X] MARRIED [ ] WIDOWED [ ] SEPARATED [ ] DIVORCED

14.a. PASSPORT NUMBER	b. COUNTRY OF ISSUE
45678912345	US

15.a. ALIEN NUMBER	b. COUNTRY OF ISSUE
N/A	

DD Form 2585, FEB 92

SECTION III - EVACUEE IDENTIFYING INFORMATION *(Continued) (Read before completing items 16 and 23)*

Use these tables to complete item 16 and item 23 (page 7). Choose all that apply.

TABLE 1a - U.S. CITIZEN

CLASSIFICATION NUMBER

- 1 a DOD: SERVICE MEMBER
- b DOD: SERVICE MEMBER DEPENDENT AND/OR FAMILY MEMBER (Command Sponsored Dependent)
- c DOD: SERVICE MEMBER DEPENDENT AND/OR FAMILY MEMBER (Non-Command Sponsored Dependent)
- 2 a DOD: CIVILIAN EMPLOYEE
- b DOD: CIVILIAN DEPENDENT AND/OR FAMILY MEMBER
- 3 a NON-DOD U.S. GOVERNMENT (USG): EMPLOYEE
- b NON-DOD USG: EMPLOYEE DEPENDENT AND/OR FAMILY MEMBER
- 4 CITIZEN RESIDING ABROAD *(Child, Student, Private Business)*
- 5 TOURIST
- 6 CITIZEN ON BUSINESS-RELATED TRAVEL
- 7 U.S. GOVERNMENT CONTRACTOR

TABLE 1b - FOREIGN NATIONAL

CLASSIFICATION NUMBER

- 8 ADULT DEPENDENT OF REPATRIATED U.S. CITIZEN *(Foreign spouse or other adult dependent; not U.S. citizen)*
- 9 MINOR DEPENDENT OF REPATRIATED U.S. CITIZEN *(Child born in foreign country, not U.S. citizen to date)*
- 10 NON-DEPENDENT OF REPATRIATED U.S. CITIZEN *(Extended family member, i.e. mother-in-law, cousin, etc.)*
- 11 NON-U.S. CIVILIAN EMPLOYEE *(Works for U.S. Government)*
- 12 CITIZEN OF COUNTRY OTHER THAN U.S.
- 13 OTHER, NONE OF THE ABOVE *(Specify)* _____

TABLE 2

AGENCY CODE

- A ARMY
- N NAVY
- F AIR FORCE
- M MARINE
- G COAST GUARD
- O OTHER U.S. GOVERNMENT AGENCY
- X NOT APPLICABLE

SAMPLE

16. CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter appropriate classification numbers and agency codes from Table 1a or Table 1b and Table 2 that are applicable to the person named in item 6.)*

a. CLASSIFICATION NUMBER	b. AGENCY CODE
4	X
c. CLASSIFICATION NUMBER	d. AGENCY CODE
e. CLASSIFICATION NUMBER	f. AGENCY CODE

17. NUMBER OF FAMILY MEMBERS WITH YOU

ADULTS *(Include yourself)*	CHILDREN *(Include all children)*
2	1

18. NUMBER OF ANIMALS WITH YOU *(If applicable)*

DOGS	CATS
BIRDS	OTHER

19. EMERGENCY CONTACT IN U.S.
(For person named in item 6 above)

a. NAME *(Last, First, Middle Initial)*: MICHAEL, SAMUEL C.

b. ADDRESS *(Street, City, State / Country, Zip Code)*: 4620 PEACHES STREET ATLANTA, GA 30305

c. HOME TELEPHONE NUMBER *(Include Area Code)*: 444-111-2222

d. WORK TELEPHONE NUMBER *(Include Area Code)*: 444-222-1111

20. FINAL DESTINATION AND NAME OF POINT OF CONTACT *(If applicable)*
(If same as item 19, enter "SAME")

a. NAME *(Last, First, Middle Initial)*: MICHAEL, CHARLES P.

b. ADDRESS *(Street, City, State / Country, Zip Code)*: 8844 GITTINGS AVENUE BALTIMORE, MARYLAND 21212

c. HOME TELEPHONE NUMBER *(Include Area Code)*: 555-777-6666

d. WORK TELEPHONE NUMBER *(Include Area Code)*: 555-888-9999

21. IF U.S. DEPARTMENT OF DEFENSE MILITARY AND CIVILIAN EMPLOYEE DEPENDENTS
(For escorted unaccompanied minor children enter the sponsor's (parent / guardian) information to the best of your ability).

a. BRANCH OF SERVICE *(X one)*: [ ] Army [ ] Navy [ ] Air Force [ ] Marine Corps [ ] Coast Guard

b. NAME OF SPONSOR *(Remaining in Country) (Last, First, Middle Initial)*

c. SSN

d. RANK / GRADE

e. ORGANIZATION / ADDRESS AND MAJOR COMMAND *(Include APO# / FPO#)*

22. ESCORT FOR UNACCOMPANIED MINOR CHILD(REN)
(Complete if applicable)

a. NAME OF ESCORT *(Last, First, Middle Initial)*

b. ADDRESS *(Final Destination of Escort) (Street, City, State / Country, Zip Code)*

c. HOME TELEPHONE NUMBER *(Final destination of escort) (Include Area Code)*

d. WORK TELEPHONE NUMBER *(Escort) (Include Area Code)*

e. LIST NAME(S) OF ALL UNACCOMPANIED MINOR CHILD(REN) FOR THIS RESPECTIVE FAMILY GROUP WHICH YOU ARE ESCORTING.

SECTION III - EVACUEE IDENTIFYING INFORMATION *(Continued)*

23. ACCOMPANYING PERSONS
(Fill out for each accompanying person.)

a.(1) NAME *(Last, First, Middle Initial)*: MICHAEL, ANGELINA M.
(2) SSN: 999-99-9999
(3) DATE OF BIRTH *(YYMMDD)*: 520124
(4) SEX *(X one)*: [ ] Male [X] Female
(5) RELATIONSHIP TO PERSON COMPLETING FORM *(X one)*: [X] Spouse [ ] Son/Daughter [ ] Parent [ ] Other
(6) PLACE OF BIRTH *(City, State, and Country)*: MANILA, RP
(7) COUNTRY OF CITIZENSHIP: PHILIPPINES
(8) PASSPORT NUMBER / Country of Issue:
(9) ALIEN NUMBER: 467891 / Country of Issue: US
(10) CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter all appropriate classification numbers and agency codes from Table 1 and Table 2 (shown on Page 6) that are applicable to the person named in Item a.(1))*
(a) Classification Number: 8 (b) Agency Code: X
(c) Classification Number: (d) Agency Code:
(e) Classification Number: (f) Agency Code:

b.(1) NAME *(Last, First, Middle Initial)*: MICHAEL, MARIA E.
(3) DATE OF BIRTH *(YYMMDD)*: 850415
(4) SEX *(X one)*: [ ] Male [X] Female
(5) RELATIONSHIP TO [illegible] **SON/DAUGHTER** *(X one)*: [ ] Spouse [ ] Parent [ ] Other
(6) PLACE OF BIRTH *(City, State, and Cou*: MANILA, RP
(7) COUNTRY OF CITIZENSHIP: PHILIPPINES
(8) PASSPORT NUMBER / Country of Issue:
(9) ALIEN NUMBER: 567891 / Country of Issue: US
(10) CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter all appropriate classification numbers and agency codes from Table 1 and Table 2 (shown on Page 6) that are applicable to the person named in Item b.(1))*
(a) Classification Number: 9 (b) Agency Code: X
(c) Classification Number: (d) Agency Code:
(e) Classification Number: (f) Agency Code:

SAMPLE

c.(1) NAME *(Last, First, Middle Initial)*:
(2) SSN:
(3) DATE OF BIRTH *(YYMMDD)*:
(4) SEX *(X one)*: [ ] Male [ ] Female
(5) RELATIONSHIP TO PERSON COMPLETING FORM *(X one)*: [ ] Spouse [ ] Son/Daughter [ ] Parent [ ] Other
(6) PLACE OF BIRTH *(City, State, and Country)*:
(7) COUNTRY OF CITIZENSHIP:
(8) PASSPORT NUMBER / Country of Issue:
(9) ALIEN NUMBER / Country of Issue:
(10) CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter all appropriate classification numbers and agency codes from Table 1 and Table 2 (shown on Page 6) that are applicable to the person named in Item c.(1))*
(a) Classification Number: (b) Agency Code:
(c) Classification Number: (d) Agency Code:
(e) Classification Number: (f) Agency Code:

d.(1) NAME *(Last, First, Middle Initial)*:
(2) SSN:
(3) DATE OF BIRTH *(YYMMDD)*:
(4) SEX *(X one)*: [ ] Male [ ] Female
(5) RELATIONSHIP TO PERSON COMPLETING FORM *(X one)*: [ ] Spouse [ ] Son/Daughter [ ] Parent [ ] Other
(6) PLACE OF BIRTH *(City, State, and Country)*:
(7) COUNTRY OF CITIZENSHIP:
(8) PASSPORT NUMBER / Country of Issue:
(9) ALIEN NUMBER / Country of Issue:
(10) CLASSIFICATION NUMBER(S) AND AGENCY CODE(S) *(Enter all appropriate classification numbers and agency codes from Table 1 and Table 2 (shown on Page 6) that are applicable to the person named in Item d.(1))*
(a) Classification Number: (b) Agency Code:
(c) Classification Number: (d) Agency Code:
(e) Classification Number: (f) Agency Code:

NOTE: If there are more than 4 accompanying family members, use additional copies of Page 7.

DD Form 2585, FEB 92

SECTION III - EVACUEE IDENTIFYING INFORMATION (SERVICES) *(Continued)*

24. IF NO SERVICES ARE NEEDED, X THIS BLOCK →					
25. SERVICES NEEDED *(X all that apply)*					
	CLOTHING				
X	HOUSING		Permanent	X	Temporary
	MEDICAL				
	DOD INFORMATION				
	DOD LEGAL SERVICES				
	CHILD CARE				
	FEDERAL CIVILIAN PERSONNEL ASSISTANCE				
	LOCATOR ASSISTANCE FOR OTHER FAM.				
X	TRANSPORTATION TO ONWARD DESTINATION				
X	FINANCIAL ASSISTANCE				
	MENTAL HEALTH				
	GENERAL INFORMATION				
	CHAPLAIN ASSISTANCE				
	FUNERAL ASSISTANCE				
	OTHER *(Specify)*				

SAMPLE

26. ADDITIONAL REMARKS

STOP HERE.

DD Form 2585, FEB 92

SECTION IV - TO BE COMPLETED BY REPATRIATION PROCESSING CENTER DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) STAFF

27. IF NO SERVICES WERE PROVIDED, X THIS BLOCK ⟶ [ ]

28. SERVICES PROVIDED

(1) Services	(2) Costs			(3) Total
a. ONWARD TRANSPORTATION	Persons: 3 X	Dollars: 380.00 =		$1,140.00
	Persons: X	Dollars: =		
b. TEMPORARY LODGING AND PER DIEM	Persons: 3 X	Days: 1 X	Dollars: 45.00 =	135,00
c. MISCELLANEOUS *(Specify)* _____			=	
_____			=	
_____			=	
			=	
		29. TOTAL COSTS	=	$1,275.00

SAMPLE

30. HAS EMERGENCY MEDICAL ASSISTANCE been PROVIDED OFF-SITE? *(X one)* ⟶ [ ] YES [X] NO

31. ADDITIONAL REMARKS

SECTION V - CLOSING QUESTIONS - TO BE COMPLETED BY REPATRIATION PROCESSING CENTER DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) STAFF

	(X one) YES	NO
32. DOES THIS PERSON/FAMILY NEED A LOAN FOR TEMPORARY ASSISTANCE BECAUSE HE/SHE/THEY ARE WITHOUT RESOURCES IMMEDIATELY ACCESSIBLE TO MEET HIS/HER/THEIR NEEDS?	X	
33. HAVE YOU EXPLAINED TO THE REPATRIATE THAT THE INFORMATION OBTAINED IS PROTECTED UNDER THE PRIVACY ACT AND WILL BE USED SOLELY FOR THE PURPOSE OF ESTABLISHING ELIGIBILITY FOR AND ADMINISTERING THE U.S. REPATRIATION PROGRAM?	X	
34. HAS THE REPATRIATE SIGNED THE HHS REPAYMENT-LOAN AGREEMENT? *(Agreement must be attached to file)*	X	
35. HAS THE REPATRIATE BEEN GIVEN INFORMATION/REFERRAL FOR ASSISTANCE AT THE FINAL DESTINATION?	X	

36. NAME OF INTERVIEWER *(Last, First, Middle Initial)*	37. TELEPHONE NUMBER *(Include Area Code)*
SMITH, SAM S.	206-123-4567

SECTION VI - ASSISTANCE PROVIDED DOD PERSONNEL - TO BE COMPLETED BY REPATRIATION PROCESSING CENTER

38. IF NO SERVICES WERE PROVIDED, X THIS BLOCK →			
39. SERVICES PROVIDED *(X as applicable)*		40. COSTS	
	a. TRANSPORTATION	a. TRANSPORTATION	
	b. FINANCIAL *(Advance per diem)*	b. FINANCIAL *(Amount paid)* Voucher Number *(for per diem)*	
	c. AMERICAN RED CROSS (ARC)	c. AMERICAN RED CROSS (ARC)	
	d. HOUSING		
	e. MEDICAL/OTHER		
	f. LEGAL SERVICES		
	g. CHAPLAIN ASSISTANCE		

SAMPLE

SECTION VII - EXIT INFORMATION - TO BE COMPLETED BY REPATRIATION PROCESSING CENTER

42. EXIT FROM PROCESSING CENTER DATE *(YYMMDD)*	43. EXIT FROM PROCESSING CENTER TIME *(Military)*	44. DESTINATION *(City, State, Country)*	
910620	1800	BALTIMORE, MARYLAND, USA	
45. TRANSPORTATION CARRIER(S)		**46.a. ETA AT DESTINATION *(Military Time)***	**b. DATE OF ARRIVAL AT DESTINATION *(YYMMDD)***
DELTA AIRLINES		1830	910621

47. INDIVIDUAL RESPONSIBLE FOR ANIMALS *(If applicable)*

a. NAME *(Last, First, Middle Initial)*	b. TELEPHONE NUMBER *(Include Area Code)*
N/A	

48. ADDITIONAL REMARKS

DD Form 2585, FEB 92

APPENDIX F

SAMPLE PALLET CONFIGURATIONS FOR NEO DEPLOYMENT

This appendix gives sample pallet configurations for an evacuation force deploying for a NEO. Pallets are configured to support deployment and initial needs for a small evacuation and follow-on requirements for an extended evacuation.

Three pallets (first echelon) deploy with the evacuation force. They are intended to—

- Build the ECC.
- Allow a self-sufficient ECC to rapidly setup and perform its mission for 12 hours.
- Provide personal support for 100 evacuees for up to 12 hours.

Two pallets (follow-on) are on call. They are intended to allow ECC to process, support, and holdup to 2,900 personnel (no more than 500 at one time) over a six-day period. The pallets are configured as follows:

PALLET 1
(First Echelon)

QUANTITY	ITEM
3	General purpose (GP) medium tents with poles and pegs
8	Six-foot tables
6	Sledge hammers
12	Mattocks
6	Axes
6	D-handle shovels
6	Machetes
10	Rolls, duct tape
40	Rolls, concertina
3000	Sandbags
100	Long pickets
100	Short pickets
3	Picket pounders

PALLET 2
(First Echelon)

QUANTITY	ITEM
3	GP small tents with poles and pegs
1	Box of blank forms
	– 500 Evacuee data cards
	– 5 Boxes, manila folders
	– 500 Waivers of Evacuation Opportunity
	– 500 Waivers of Claims for Damages and Injury
	– 500 Baggage tags
	– 100 Suspected Law of Land Warfare Violation Reports
	– 500 Evacuee Information Cards
	– 100 ECC Evacuee Registers
1	Box of office supplies
	– 5 Boxes, magic markers
	– 10 Rolls, duct tape
	– 5 Boxes, pens (dozen each)
	– 5 Boxes, pencils (dozen each)
	– 2 Boxes, paper tablets
	– 10 Staplers with staples
	– 5 Three-hole punches

PALLET 2 (continued)
(First Echelon)

QUANTITY	ITEM
	– 5 Rulers
	– 2 Boxes, felt tip pens
	– 5 Clipboards
	– 1 Receipt book
16	Lanterns, propane
2	Metal detectors (hand held)
4	Bullhorns
24	Cone flashlights
1	Package, construction paper
50	Boxes, chemical lights
1	SB22 switchboard
8	TA312 field phones
2	TA938 telephones
2	STU III
8	Reels, DR8 wire
10	Boxes, BA3030 batteries
5	Five-gallon fuel cans
1	1.5 kw AC generator
1	Light set
1	Roll, acetate
2	Mapboards
10	Boxes, Kimtex heavy-duty oil and solvent wipers
100	Trash bags
2	VS-17 panels
2	Footlockers
32	Cases, propane bottles, 14 ounce

PALLET 3
(First Echelon)

QUANTITY	ITEM
50	Cots
50	Poly pads
100	Blankets
20	Cases, baby formula, individual servings, disposable
10	Boxes, disposable diapers
50	Rolls, toilet paper
10	Boxes, feminine hygiene pads
2	Cases, paper cups (1000 each case)
25	Five-gallon water cans
20	Cases, MREs
50	Folding chairs
10	Hygiene packets:
	– Toothpaste (1 tube)
	– Toothbrush (1)
	– Comb (1)
	– Bar, soap (1)
	– Wash cloth (1)
	– Wash basin, small (1)
5	Toilets, small portable
250	Earplugs (pairs)
20	Handcuffs, string
1	Field sanitation kit
1	Carpenter's tool kit, squad
1	Carpenter's tool kit, platoon
1	Box, nails (5 pounds)
1	Roll, canvas (2 yards x 20 yards)
1	Medical equipment set, trauma treatment
1	Medical equipment set, sick call
	Selected pharmaceutical supplies

PALLET 4
(Follow-on)

QUANTITY	ITEM
400	Poly pads
400	Blankets
20	Cases, baby formula, individual servings, disposable
20	Boxes, disposable diapers
200	Rolls, toilet paper
10	Cases, paper cups (1000 each case)
25	Five-gallon water cans
250	Folding chairs
20	Hygiene packets:
	– Toothhpaste
	– Toothbrush
	– Comb
	– Bar, Soap
	– Wash cloth
	– Wash basin, small
2750	Earplugs (pairs)
5	Toilets, small portable
1	Field sanitation team kit
20	2" x 4" x 96" lumber
1	Roll, canvas (2 yards x 20 yards)
100	Protective masks

PALLET 5
(Follow-on)

QUANTITY	ITEM
5	GP medium tents with poles and pegs
1	Box of blank forms
	– 2500 Personnel data cards
	– 25 Boxes, manila folders (100 each)
	– 2500 Liability waivers
	– 2500 Baggage tags
1	Box of office supplies
	– 5 Boxes, magic markers (dozen each)
	– 10 Rolls, duct tape
	– 5 Boxes, pens (dozen each)
	– 5 Boxes, pencils (dozen each)
	– 2 Boxes, paper tablets (dozen each)
	– 10 Staplers, with staples
	– 5 Three-hole punches
	– 5 Rulers
	– 2 Boxes, felt tip pens (dozen each)
	– 5 Clipboards
	– 1 Receipt book
10	Lanterns
50	Boxes, chemical lights (blue, green, red)
10	Boxes, Kimtex heavy-duty oil and solvent wipers (150)
500	Trash bags
20	Cases, propane bottles, 14 ounce

APPENDIX G

NEO LEGAL GUIDELINES

INTERNATIONAL AND DOMESTIC LAW

This appendix provides guidance for handling legal matters that may arise during an NEO. The JTF commander should have a legal advisor attached to his staff to advise on legal matters, both military and international. Further, the commanders of the evacuation ISB, and safehaven forces should have legal advisors attached to their staffs.

There are significant legal implications in the use of PSYOP against certain groups of people. The PSYOP representative in the advance party advises the commander on the legal aspects of PSYOP employment in the operation. Thereafter, if deployed, the PSYOP legal support team advises the commander.

Commanders must ensure that personnel under their command are aware of and abide by the standards imposed by the Law of Land Warfare, as well as the provisions of the operation's ROE. All violations should be reported and investigated immediately. JTF commanders establish procedures and policies for reporting and investigating violations. The commander should notify the embassy of a suspected violation within 24 hours of its occurrence.

If a foreign diplomat accredited to the United States is processed for evacuation he will be entitled to special treatment in accordance with international law. Specifically, his person, papers, and personal effects will not be searched, detained, or seized. The members of his family forming part of his household are entitled to the same immunity from search, detention, or seizure unless they are citizens of the United States. The diplomatic bag of a diplomatic courier from a foreign state accredited to the United States or to a third state shall likewise be inviolate and immune from any search, inspection, detention, or seizure by US personnel. US military commanders may not grant political asylum to any foreign national. They may grant temporary refuge under emergency conditions when there is imminent danger to the safety, health, or life of any person, in accordance with AR 550-1. Requests for asylum should be referred to the embassy.

All civilian detainees will be treated in accordance with international law and the ROE.

Department of State retains the responsibility to conduct all negotiations with the host nation. The commander's legal advisor should establish and maintain close coordination with the embassy.

Status of forces agreements between the HN and the United States should be reviewed to ensure they apply to the current situation. If necessary, they should be modified prior to the force's arrival. If no agreement exists, the embassy may negotiate a temporary agreement with the HN covering criminal jurisdiction, procurement, customs, and other legal matters.

All US citizens employed by the US government will be evacuated, if ordered. If evacuation is refused, the case should be referred to the embassy. US citizens not employed by the US government cannot be forced to evacuate. If these individuals refuse to evacuate, the marshaling team obtains their signatures on Waivers of Evacuation Opportunity, which will be forwarded to the embassy.

Noncombatants will not carry weapons or contraband on board any US aircraft or vessel and must comply with applicable safety regulations. Persons and personal baggage may be searched and contraband seized. Weapons will be unloaded and, if approved by embassy or customs officials, placed in baggage. No ammunition will be allowed aboard any aircraft. This prohibition does not apply to military or other US government personnel required to carry weapons in the performance of their current duties. The aircraft commander may, however, require that weapons be unloaded and ammunition stored by the crew, depending on the situation.

US military personnel will not take, retain, confiscate, or seize war trophies, including firearms, equipment, uniforms, or other paraphernalia.

All military justice matters should be deferred until the unit redeploys.

USE OF DEADLY FORCE

Commanders may use nondeadly force to control disturbances, prevent crimes, and apprehend persons who have committed crimes. The degree of force must be no greater than that reasonably necessary under the circumstances. Deadly force may be used only in extreme cases where necessary to prevent death or serious bodily harm. Deadly force is used when lesser means have been exhausted or are unavailable. Taking care to minimize the risk to bystanders, commanders may use deadly force—

• In self-defense to avoid death or serious bodily harm.

• To prevent a crime involving substantial risk of death or bodily harm to self or others.

• To prevent destruction of property designated by the commander as vital to public health and safety.

• To detain or retain persons who, during the act of escaping, present a clear threat to the lives and safety of other persons.

Every soldier has the right to use reasonable force to defend himself. These limitations do not infringe upon those rights. However, unless an attack is directed solely against him, he must act as part of his unit according to the guidance of his immediate supervisor.

The following factors must be considered in the employment of deadly force:

• CINCs and, subsequently, JTF commanders may delegate the authority to authorize use of deadly force.

• Targets for deadly force must be addressed selectively and with precision to avoid injuring innocent bystanders.

• When possible, a clear warning should precede deadly force.

• Warning shots should not be employed. This will minimize the possibility of injuring bystanders with stray shots.

• Although soldiers may be authorized to carry ammunition, weapons should not be loaded unless the specific situation dictates otherwise. A loaded weapon adds to the tension in already tense situations. Commanders must maintain positive control over the use of weapons.

STATUS OF DETAINEES

The embassy should determine status of detainees in advance of deployment. In the absence of this determination, in accordance with the Geneva Conventions, hostile force detainees should have the same rights as EPWs. Any persons actively detained by US forces in an attempt to deter or in response to hostile action will have the same rights as EPWs. The embassy, with the host nation, negotiates the disposition of detainees.

CLAIMS

All evacuees not employed by the US government must sign a Waiver of Claims for Damage and Injury. If the evacuee refuses to sign, the commander should note this on the waiver form and continue with his mission.

The embassy retains jurisdiction over claims if the force is to remain in country for less than 30 days. If the force is to remain longer than 30 days, a local, single service claims office may be required to process claims. US claims officers have no authority to settle claims against the government by foreign nationals, but commanders must appoint claims investigating officers to investigate any claim presented within their area of operation. A foreign claims commission, in coordination with the embassy, will settle these claims.

The servicing judge advocate settles claims by soldiers. Soldiers must be discouraged from taking high-value items into the area of operation. Commanders must provide adequate security for personal belongings at home station prior to deployment.

Commanders should ensure that serious incident or MP reports are made, if appropriate, concerning potential claim situations.

APPENDIX H

SAMPLE UNIFIED COMMAND PUBLIC AFFAIRS PLAN NONCOMBATANT EVACUATION OPERATION (HN)

Section I. Situation, Mission, Execution, and Security

1. **Situation**

a. *Genera/.* This plan provides specific public affairs (PA) guidance, PA tasking, and overall concept of operations for in-theater US military PA activities conducted in support of the evacuation of American citizens, third country nationals, and selected host country nationals from a foreign (host) nation. The chief of mission has authority over media coverage of the NEO in the HN. He may authorize coverage contrary to the commander's desires.

b. *Policy.* Pursue a vigorous PA program to keep US and international publics informed of NEOs to the maximum extent possible consistent with OPSEC and personnel safety. The PA mission seeks to allow the JTF commander to conduct the mission in a manner that safeguards lives of assigned personnel and OPSEC while keeping the American public informed through the news media.

c. *Assumptions*

(1) News media pools will not deploy for this operation.

(2) Media coverage and PA notification is authorized.

(3) Open media coverage in HN is possible.

2. **Mission**

a. Contribute to public confidence in US procedures for this operation by providing the media access to unclassified, timely, and accurate accounts of the operation.

b. Accurately describe the operation as effective use of flexible US military force for an evacuation of noncombatants endangered as a result of hostile environment.

c. Characterize US military involvement in this operation as non-confrontational and humanitarian.

d. Illustrate US forces' capabilities and readiness, as well as their professionalism.

e. Promote accurate media coverage of NEOs.

3. **Execution**

a. *Concept of Operations.* This plan outlines PA support for any course of action (COA). Because the situation can rapidly deteriorate from a permissive to a hostile environment, be prepared to support each COA separately, sequentially, or concurrently.

(1) General. A public affairs officer (PAO) deploys with theater military forces and serves as the JTF commander's spokesman in event of on-scene media coverage of the operation.

(2) Media Coverage and Opportunities. Anticipate that initial media coverage will focus on evacuees and their reaction to departing (HN). Expect focus to then turn to effectiveness of a military NEO and treatment of evacuees during transport and final destination. Access to and interviews with evacuees will be as authorized by the senior on-scene State Department PA representative. The JTF PAO and commanders concerned will authorize any interviews with US military personnel. The following list of media opportunities for the possible COAs is not intended to be an exhaustive list nor should it be used to limit additional coverage in any way. Anticipate additional opportunities under each COA.

(a) Media opportunities for permissive and uncertain evacuation include—

• Interviews as appropriate and photo opportunities of evacuees awaiting transport from assembly areas to ECC and point of embarkation (POE).

• Interviews and photo opportunities with military personnel at ECC and POE.

• Photo opportunities of evacuees departing assembly areas enroute to and arriving at ECC, preparing to depart and departing, and arriving at safehaven.

• Photo opportunities of air crews conducting NEOs, and interviews with crews about the operations and how they prepared for it.

• Photo opportunities of military personnel as they prepare to secure, and of secure assembly areas and or ECC and POE.

• Photo opportunities of American embassy evacuees preparing to depart and departing embassy, and interviews with senior embassy spokespersons and or officials.

(b) Media opportunities for hostile evacuation include—

• Interviews and photo opportunities with military personnel who secured assembly areas and POE.

• Interviews and photo opportunities with evacuees at assembly areas awaiting transport to ECC and POE while enroute to, arriving at and departing POE, and enroute to and arriving at safehaven.

• Photo opportunities of embassy evacuees preparing to depart and departing embassy, and interviews with senior embassy spokespersons or officials.

(c) Media will be given the chance to cover all aspects of NEOs. Personal safety is not a reason for excluding the media from an area of ongoing operations. The goal, as far as possible, should be to treat reporters as members of the units, allowing them to move with the units without recklessly exposing them to hostile fire. Security at source applies. Personal safety and OPSEC for US forces and evacuees are paramount.

(d) Media representatives will receive cooperation from all forces participating in the operation on a not-to-interfere basis in order to keep the American public informed of the activities of the US Armed Forces. This will include reasonable access to key command and staff personnel for briefings and interviews.

(e) As feasible, the JTF commander will ensure media representatives are given needed military support to facilitate their reporting on the operation. He will assist media representatives in filing their stories and products including granting them access to military communications facilities where feasible when commercial facilities are not available.

(3) Situation Report Requirement. JTF PAO will provide daily public affairs input as appropriate to JTF SITREP and ensure unified command public affairs, Secretary of State, Office of the Assistant Secretary of Defense for Public Affairs (OASD-PA), Joint Staff, and component PAs are included in the message plain language address dictionary (PLAD). ITREP should include assessment of media coverage, number of news media representatives present, text of communiques, and any other significant issues or events.

(4) After-Action Evaluation. A written after-action report with lessons learned will be submitted to OASD-PA by the unified command public affairs within 60 days of completion of the operation. This report will outline procedures that worked well, define problem areas, and provide proposed solutions.

b. *Tasks.* The following tasks will be completed by the commands and agencies indicated:

(1) Request that OASD-PA—

(a) Confirm that information and combat camera visual documentation release authority resides with unified command PA.

(b) Provide ongoing changes to approved PA guidance to unified command PA.

(2) Unified command PA will—

(a) Retain theater PA responsibility for noncombatant evacuation operations.

(b) Carry out an active PA program, in collaboration with embassy (HN) and Department of State representatives, consistent with personnel safety and OPSEC.

(c) Coordinate initial announcement and questions and answers with appropriate US embassy representatives and OASD-PA.

(d) Provide JTF PAO.

(e) Provide unified command PA representative to direct and coordinate PA operations at POE.

(3) Component commands will implement internal information program in support of this operation.

(4) Component PA will provide PA and visual information documentation (VIDOC) support to unified command PA representatives as required to facilitate news media coverage of evacuees arriving at POE.

(5) Embassy (HN) will provide coordination and assistance to JTF PAO as feasible and appropriate.

(6) TF PA will—

(a) Provide comprehensive, unclassified operational briefings for media representatives in (HN) if operationally feasible.

(b) Direct local JTF PA activities in coordination with embassy (HN) press officer.

(c) Provide copies or text of unclassified PA news releases or operational summaries to unified command PA.

c. *Coordinating Instructions for Release of Information*

(1) The initial public release of information will be made concurrently by the embassy (HN), unified command PA, and, at their discretion, appropriate national authorities in Washington, D.C.

(2) Information about this operation will not be released by any military command until after the initial release is made. Unless otherwise directed by the CINC, or unified command PA, all supporting commands involved in the NEO will forward queries and proposed responses to unified command PA or the JTF PAO for clearance before public release. Release authority may be delegated to subordinate commands, if requested.

(3) Security classification of information will be in accordance with current DOD and State Department security directives. All interviews will be "on the record."

(4) If CINC delegates release authority, component commanders may issue statements and news releases within the context of approved PA guidance and information previously released. The CINC may delegate original release authority to the JTF. The JTF PA maintains records of releases, press conferences, and responses to queries and provides significant information to CINC by the fastest available means. News conferences and interviews will be recorded on tape.

(5) The right and privacy of individuals will be protected according to applicable directives. No evacuee will be required to grant a media interview or photo without his consent.

(6) All media requests for interviews with military personnel involved in this operation will be coordinated through unified command PA, its representatives, or the JTF PAO.

(7) Transcripts or accurate accounts of news conferences and interviews will be forwarded to unified command PA and OASD-PA by the fastest available means.

4. **Security of Operations and Personnel**

a. In a hostile evacuation, implementing this PA plan may present a variety of problems in maintaining a balance between security and release of information to the public. This will not preclude providing all possible assistance to the media to support their coverage of the operation

b. *Guidelines to Follow When Correspondents are Present*

(1) Media must not have access to intelligence centers or other classified areas or information.

(2) "Off the Record" statements will not be made in briefings or discussions with members of the media. Public or media knowledge of any classified activity associated with an operation does not imply that the information is unclassified or may be released or confirmed.

(3) Security at the source applies.

c. *Operations Security.* All public affairs activities will be in compliance with OPSEC.

5. **Combat or Visual Information Documentation (COMDOC/VIDOC).** COMDOC and VIDOC are operations functions. During an operation, COMDOC or VIDOC is required for use in official briefings, for service to visual and audio media that are not in the area, for internal information programs, and for later PA use, such as stock footage. The following guidelines apply to providing coverage of the operation.

a. Prior to execution of NEOs, unified command operations arrange to deploy a combat camera team.

b. The JTF PAO provides the VIDOC team guidance on PA VIDOC requirements.

c. VIDOC material is dispatched to combat camera center (CCC) at POE in a timely manner. Deploying teams ensure the following dispatch procedures are as follows:

(1) Shipments containing video tape, unprocessed film, and sound tapes with captions must be addressed to CCC. Ship VIDOC products to POE via military transport from POE. Initial VIDOC products must be on first and fastest transport.

(2) CCC will ensure VIDOC products are processed, edited, and reproduced quickly and forwarded to the unified command PA representative who releases locally and forwards copies to OASD-PA as appropriate. JTF PAO ensures that aircrew member, by name, is responsible for material en route for delivery to unified command PA representative. Shipment must be marked "EXPOSED FILM-DO NOT X-RAY." Complete caption data is included.

6. Internal Information. Commanders and PA officers make maximum use of command information resources to explain the NEO within the bounds of what is releasable to the external public.

Section II. General Ground Rules for the Media

7. **General**

a. The principle of maximum information flow to the public is to be followed, consistent with OPSEC and personnel safety. However, situations may arise where correspondents gain possession of information not yet officially released under the rules of this section. Such information is not to be transmitted or publicly released until officially coordinated and cleared for release.

b. The movements of correspondents will, at times, be restricted in certain areas. These restrictions will be kept to a minimum, but they will be applied by the JTF and or his PAO when the security of the operation warrants. The JTF PAO will advise correspondents of restrictions.

c. Any violation of the conditions or ground rules by a correspondent will be regarded as a basis for withdrawal of support.

8. Ground Rules

a. *Releasing Authority.* Information concerning the protection and evacuation of noncombatants cleared for official release will be made available to the media by CINC PA or the JTF PAO through one of the following means:

(1) Press releases.

(2) Press briefings or conferences.

(3) Special press handouts.

(4) Interviews.

b. *Categories of Releasable Information Following Initial Official Release*

(1) Confirmation that US forces are participating in the emergency protection and evacuation of American citizens, third country nationals, and selected HN nationals.

(2) Confirmation of evacuation vehicles, ships, or aircraft plainly visible to the media during the operation.

(3) Nonsensitive, unclassified details of the operation.

(4) Approximate number of noncombatants to be evacuated.

(5) Approximate friendly force strength figures.

(6) Casualty figures, if any. Names of casualties or fatalities will not be released until confirmation of next of kin (NOK) notification.

c. *Categories of Information not Releasable*

(1) Information regarding classified aspects of the NEO plan or the operation.

(2) Information on the vulnerabilities, weaknesses, or shortfalls of operational command, control, personnel, or support.

(3) Rules of engagement details for security personnel, military and civilian, assigned to the operation.

(4) Information on intelligence collection activities, methods, targets, and results.

(5) In hostile action, information on missing or downed aircraft or ships while search and rescue (SAR) operations are planned or in progress.

(6) Listing of all US elements involved in the operations.

Section III. Media Statements for Courses of Action

9. Proposed statements and questions and answers for each course of action are outlined below. Statements and questions and answers are declassified upon public release.

10. Public affairs guidance for COA 1 includes the following statement for release concurrent with initiation of the COA and OASD-PA approval.

a. "In view of the military coup and continued unrest in (HN) and the potential danger to US CITIZENS, the US government has authorized evacuation of US and other third country personnel desiring to leave (HN). To assist with the evacuation, the unified command has dispatched military aircraft and personnel at risk. As a result of the unrest, voluntary evacuation at this time is prudent. "

b. Questions and answers for use overall are:

Q1. How many people are being evacuated?

Al. Because it is a voluntary evacuation, assessing exactly how many people may desire to leave is difficult. There are approximately (TBD) private Americans, (TBD) US government employees, and (TBD) US government dependents living and working in (HN). There are also (TBD) Peace Corps

volunteers. Plans are to evacuate other people as well, including personnel from other countries.

Q2. Are there any indications of threats of violence directed specifically against Americans in (HN)?

A2. No, there are not. It is strictly an internal matter and has not threatened any citizens of other countries now living in (HN).

Q3. Are American military personnel supporting the government forces?

A3. No, American military personnel have been dispatched only to support the evacuation of US and third country personnel.

Q4. Are US military personnel armed?

A4. US forces are prepared to defend themselves. They are armed to provide security to evacuees and assembly and departure points such as the airport.

Q5. How are Americans being evacuated?

A5. Evacuees are being flown out on military aircraft from the (TBD) airport near (TBD).

Q6. Where are the evacuees going?

A6. Those evacuated on C-141 aircraft will be flown to airport (TBD). Those evacuated by C-130 aircraft will first be flown to the (TBD) airport in (TBD) and then to (TBD).

Q7. Was the action coordinated with the government of (HN)?

A7. (TBD) by State Department.

Q8. Why has the US government issued a travel advisory for (HN)?

A8. (TBD).

Q9. Is this an evacuation?

A9. Yes.

Q10. Is the local airport open?

A10. The airport has been closed to regular traffic.

Q11. Are you taking private Americans out with the diplomats?

A11. Yes. Private American citizens in (HN) who wish to leave will be assisted by staff at the US Embassy in (HN). We are urging American citizens in (HN) to contact the embassy. We are using our warden system to advise all American citizens in (HN) to consider leaving the country, and to keep them abreast of all developments.

Q12. What about third country nationals?

A12. Obviously, our first obligation is to US citizens and their immediate family members. We have asked other embassies to coordinate efforts on behalf of their own citizens.

Q13. Have you received any requests from other countries to take their people out?

A13. We have received a few requests.

Q14. Are we coordinating with other countries?

A14. Yes. We are in close contact with other embassies in (HN).

Q15. What happens to private Americans once they get to (TBD)?

A15. We will assist evacuees in making onward travel plans to their final destination.

Q16. Are they on their own from there on?

A16. Yes.

Q17. Who pays for the departure of private Americans and third country nationals?

A17. As in all such evacuations, Americans will be required to sign promissory notes to cover the cost of their transportation.

Q18. What about Peace Corps members? Are they ordered out, too? Would they go out with our diplomats and dependents?

A18. Yes. The Peace Corps volunteers will depart with other Americans.

Q19. Is this a one-shot effort, or are we making contingency plans for further flights and convoys if the need arises?

A19. We are planning to evacuate all Americans who desire to depart (HN). No arrangements have been made at this time for future contingencies. We urge all Americans to depart now.

Q20. How many embassy employees will remain in (HN)?

A20. (TBD) embassy employees are expected to remain.

Q21. What is the US ambassador's name?

A21. The ambassador's name is (TBD).

Q22. Does this operation have a nickname?

A22. Yes, it is operation (TBD).

Q23. Do you anticipate any problems removing the Americans from (HN)?

A23. No.

Q24. Who is the commander of the joint task force?

A24. The commander of the joint task force is (TBD).

Q25. What are the units conducting the NEO?

A25. Elements from (TBD).

11. Public affairs guidance for COA 2 includes the following statement for release concurrent with initiation of the operation.

a. "Seizure of the airfield is necessary to allow for evacuation of American and third country noncombatants from (HN). While Americans are not specifically targeted by rebel and government forces in (HN), fighting has prevented those desiring to leave from doing so. The military action was ordered to save lives and protect endangered American citizens and ensure evacuation to safehavens. "

b. Additional questions and answers to COA 2 are:

Q26. Why are special operations forces being used in (HN)?

A26 These forces provide the commander in chief with the flexibility needed to provide security for American citizens during this unstable situation.

Q27. How long will US forces be deployed?

A27. Only as long as necessary.

Q28. Were any additional combat forces brought from (TBD)?

A28. No.

Q29. Can the media accompany the special operations forces or interview individuals?

A29. Requests will be taken case-by-case and accommodated if possible.

Section IV. Joint Information Bureau (JIB) (U)

12. **General.** This section outlines the responsibilities of the JIB during the employment of a US joint task force (JTF) or other major US forces to conduct contingency NEOs within the unified command area of responsibility.

13. **Objectives**

a. To provide a balanced public affairs program that supports the policies and objectives of the US government.

b. To coordinate PA activities at all levels under the guidance of the ClNC.

c. To keep the public informed of contingency NEO by providing the media with timely unclassified information to the maximum extent possible consistent with OPSEC and personnel safety.

14. **JIB Responsibilities**

a. Verify media correspondents' credentials and operate a badging system.

b. Support on-scene commander's news briefings and press conferences as required.

c. Escort media to PA activities such as photo opportunities, briefings, and press conferences.

d. Request official still photo and video combat documentation coverage of evacuation operations for PA purposes.

e. Serve as clearinghouse for news releases, photographs, and audiovisual and visual information products.

f. Produce news analyses and summaries and issue consolidated reports to the OASD-PA, unified command, and appropriate COM, as required.

g. Produce transcripts of all media briefings, interviews, press conferences, and so forth.

h. Respond to media queries quickly (goal is within two hours) and maintain logs of media queries and responses.

i. Ensure all speakers or briefers are fully informed on PA policy and guidance.

j. Provide guidance concerning PA requirements to assigned military AV and combat camera (COMCAM) teams.

15. **Service Component Tasks.** Provide public information personnel as requested.

16. JTF PAO and JIB Director Responsibilities

a. Review, update, and prepare appropriate plans for the employment phases, including the request for PA augmentation, if required.

b. Deploy with the JTF commander or advance echelon.

c. Establish the JIB in the final staging or forward operating area and conduct an active information program based on guidance from Department of Defense, Department of State, and theater CINC.

d. Serve as the principal PA advisor to the JTF commander.

e. Coordinate PA matters with the appropriate American diplomatic or U.S. Information Service representative in the host nation.

f. Supervise all military PA activities in the area of operations and schedule, as appropriate, press briefings and news conferences. Support an active command or internal information program.

Section V. Principles of Information for News Media Coverage of DOD Operations (U)

17. Open and independent reporting will be the principal means of coverage of US military operations.

18. Pools are not to serve as the standard means of covering US military operations. They may, however, provide the only feasible means of early access to a military operation. Pools should be as large as possible and disbanded at the earliest opportunity-within 24 to 35 hours when possible. The arrival of early access pools will not cancel the principle of independent coverage for journalists already in the area.

19. Even under conditions of open coverage, pools may be appropriate for specific events, such as those at extremely remote locations or where space is limited.

20. Journalists in a combat zone will be credentialed by the US military and required to abide by a clear set of military security ground rules that protect US forces and their operations. Violation of the ground rules can result in suspension of credentials and expulsion from the combat zone of the journalist involved. News organizations will make their best efforts to assign experienced journalists to combat operations and to make them familiar with US military operations.

21. Journalists will be provided access to all major military units. Special operations restrictions may limit access in some cases.

22. Military PA officers should act as liaison but should not interfere with the reporting process.

23. Under conditions of open coverage, field commanders should be instructed to permit journalists to ride on military vehicles and aircraft whenever feasible. The military will be responsible for the transportation of pools.

24. Consistent with its capabilities, the military will supply PAOs with facilities to enable timely, secure, compatible transmission of pool material and will make these facilities available whenever possible for filing independent coverage. When government facilities are unavailable, journalists will, as always, file by any other means available. The military will not ban communications systems operated by news media organizations, but electromagnetic OPSEC in battlefield situations may require limited restrictions on the use of such systems.

25. These principles apply as well to the operations of the standing DOD National Media Pool system.

REFERENCES

SOURCES USED

These sources are quoted or paraphrased in this publication.

Joint and Multiservice Publications

FM 33-1. *Psychological Operations.* FMFM *3-53.* 18 February 1993.

FM 100-20. *Military Operations in Low Intensity Conflict.* AF Pamphlet 3-20. 5 December 1990.

Joint Publication 1-02. *Department of Defense Dictionary of Military and Associated Terms.* 1 December 1989.

Joint Publication 3-0. *Doctrine for Joint Operations.* 9 September 1993.

Joint Publication 3-07. *Joint Doctrine for Military Operations Other Than War.* (Final Draft) April 1993.

Joint Publication 3-07.5. *Joint Doctrine and TTP for Contingency Operations.* (Final Draft) February 1993.

Joint Publication 3-07.51. *Joint Doctrine and TTP for Noncombatant Evacuation Operations.* (Initial Draft) May 1994.

Joint Publication 3-57. *Doctrine for Joint Civil Affairs.* May 1994.

Joint Plan for Department of Defense Noncombatant Repatriation. Headquarters, Department of the Army. 16 April 1992.

Army Publications

AR 525-12. *Noncombatant Evacuation.* 28 May 1973.

FM 8-27. *Veterinary Services.* 30 September 1983.

FM 8-55. *Planning for Health Service Support.* 15 February 1985.

FM 21-10. *Field Hygiene and Sanitation.* 22 November 1988.

FM 27-10. *The Law of Land Warfare.* 18 July 1956.

FM 31-20. *Doctrine for Special Forces Operations.* 20 April 1990.

FM 41-10. *Civil Affairs Operations.* 11 January 1993.

FM 100-5. *Operations.* 14 June 1993.

Evacuation of US Nationals Handbook, 82d Airborne Division. 1 October 1980.

NEO Handbook. 101st Airborne Division (Air Assault). 1 May 1990.

Mission Training Plan. *Noncombatant Evacuation Operations.* 25th Infantry Division (Light). 1 April 1991.

Leavenworth Papers Number 15. *Power Pack: US Intervention in the Dominican Republic,* 1965-1966. Lawrence A. Yates, Combat Studies Institute, US Army Command and General Staff College. July 1988.

Other Government Publications

12FAH-1. *Emergency Planning Handbook.* US Department of State. 22 January 1992.

COMSURFWARDEVGRU TACMEMO X20057- 1-92/0H 7-36. *Maritime Conduct of Noncombatant Evacuation Operations (NEOs).* 30 May 1993.

Joint Federal Travel Regulations.

Nonmilitary Publications

Northrop, LTC John H., "NEO Evacuation Control Center Operations." *Field Artillery.* April 1992:26-30,

Sachtleben, LtCol Glen R., "Operation SHARP EDGE: The Corps' MEU(SOC) Program in Action." *Marine Corps Gazette.* November 1991: 77-86.

Siegel, Adam B., "Lessons Learned from Operation EASTERN EXIT." *Marine Corps Gazette.* June 1992: 75-81.

RECOMMENDED READINGS

These readings contain relevant supplemental information.

AR 55-355. *Defense Traffic Management Regulation.* 31 July 1986.

AR 550-1. *Procedures for Handling Requests for Political Asylum and Temporary Refuge.* 1 October 1981.

AR 381-19. *Intelligence Dissemination and Production Support.* 29 February 1988.

FM 8-10. *Health Service Support in a Theater of Operations.* 1 March 1991.

FM 8-10-8. *Medical Intelligence in a Theater of Operations.* 7 July 1989.

FM 8-42. *Medical Operations in Low Intensity Conflict.* 4 December 1990.

FM 55-10. *Movement Control in a Theater of Operations.* 8 December 1992.

FM 63-6. *Combat Service Support in Low-Intensity Conflict.* 21 January 1992.

Doss, Capt Robert A., "Out of Africa Rescue from Mogadishu." *PROCEEDINGS Naval Review.* May 1992: 103-105.

Mukri, LtCdr Kevin M., "Fiery Vigil, Out From the Ash" *PROCEEDINGS Naval Review.* May 1992: 117-119.

Parker, LtCol T. W., "Operation Sharp Edge." *PROCEEDINGS Naval Review.* May 1991: 102-106.

Robinson, Matthew T., "Operation FIERY VIGIL, Philippine Relief Effort." *Marine Corps Gazette.* November 1991: 110-112.

Siegel, Adam B., "An American Entebbe." *PROCEEDINGS Naval Review.* May 1992: 96-100.

DOCUMENTS NEEDED

These documents must be available to the intended users of this publication.

DA Form 2028. *Recommended Changes to Publication and Blank Forms.* February 1974.

DD Form 2585. *Repatriation Processing Center Processing Sheet.* February 1992.

GLOSSARY

Whenever possible, definitions in this glossary reflect those of JCS Pub 1-02, *Department of Defense Dictionary of Military and Associated Terms*, 1 December 1989. Some definitions have been modified to clarify the unique situation of NEO, but the essence of the definition has not been corrupted.

AF Air Force

AM amplitude modulated

assembly area area in which evacuees are gathered in preparation for movement to the evacuation control center

AVIM aviation intermediate maintenance

AVUM aviation unit maintenance

CA civil affairs

CCC combat camera center

chief of mission senior Department of State officer, usually the ambassador, assigned to an embassy or mission .

CHS combat health support

CINC commander in chief

CINCPAC Commander in Chief, Pacific

CO commanding officer

COA course of action

COM chief of mission, always the ambassador, if present

CONPLAN concept plan

CONUS continental United States

CS 0 chlorobenzaimalononitrile (riot control agent)

DA Department of the Army

DAO defense attaché office

DATT defense attaché

DCM deputy chief of mission

DCSPIM deputy chief of staff personnel and installation management

DOD Department of Defense

EAC emergency action committee

EAP emergency action plan

ECC evacuation control center

EEI essential elements of information

embassy diplomatic post in capital city of a country housing the ambassador and his staff

emergency action committee a committee, consisting of consular representatives and members of other local US government agencies in a foreign country, assisting in implementation of a Department of State emergency action plan

EOD explosive ordnance disposal

EPH Emergency Planning Handbook, 12 FAH1; also referred to as the Foreign Affairs Handbook

evacuation force element of joint task force that conducts in-country evacuation operations, including advance party, evacuation control center, marshalling, and force protection operations

evacuation site location, selected by the embassy, occupied by the evacuation force, where evacuees are consolidated and prepared for evacuation. It is usually located near the point of embarkation.

FM field manual, frequency modulated

FORSCOM US Army Forces Command

FSO foreign service officer

G1 Assistant Chief of Staff (Personnel)

G2 Assistant Chief of Staff (Intelligence)

G3 Assistant Chief of Staff (Operations and Plans)

G4 Assistant Chief of Staff (Logistics)

G5 Assistant Chief of Staff (Civil Affairs)

GSO general services officer

HLZ helicopter landing zone

HN host nation

hostile environment a military-political environment in which the evacuation of noncombatants may be opposed by the host government or other forces in power. The host government cannot or will not ensure the safety of US citizens.

host nation the country from which an evacuation is being staged

ID identification

IEW intelligence and electronic warfare

intermediate staging base a temporary location used to stage the force prior to insertion into the host nation

ISB intermediate staging base

J1 Personnel Directorate

J2 Intelligence Directorate

J3 Operations Directorate

J4 Logistics Directorate

J5 Plans and Policy Directorate

JIB Joint Information Bureau

JTF joint task force

kw kilowatt

LAP liaison augmentation party

LOC lines of communication

marshalling force the force with overall responsibility for gathering evacuees to assembly areas and moving them to the evacuation area

marshalling team the operational element of the marshalling force Usually one is assigned per assembly area.

MEDEVAC medical evacuation

METT-T mission, enemy, terrain, troops, and time available

MI military intelligence

MP military police

MSG Marine security guard

MRE meals, ready to eat

NCA National Command Authorities

NEO noncombatant evacuation operation

NGO nongovernment organization

NOK next of kin

noncombatant person, civilian or military, not intended to participate in or be exposed to combat operations

OASD Office of the Assistant Secretary of Defense

OIC officer in charge

OPCON operational control

OPLAN operations plan

OPORD operations order

OPSEC operations security

OSD Office of Secretary of Defense

PA public affairs

PAO public affairs officer

permissive environment a military-political environment in which the host government will not oppose the evacuation of noncombatants and there is no apparent threat to their orderly departure

PIR priority intelligence requirements

PO purchasing officer

POE point of embarkation

POG psychological operations group

POL petroleum, oils, and lubricants

post diplomatic post or installation, not necessarily the embassy

PSO post security officer

PSYOP psychological operations

PW prisoner of war

regional liaison joint monitoring body established by the Department group of State, with representation from the DOD, to ensure in-country coordination of NEO planning by their departments. It provides advice and guidance to diplomatic and consular posts and military commands in its area.

repatriation the procedure of officially processing American citizens and their families back into the United States subsequent to an evacuation

ROE rules of engagement

RSO regional security officer

rules of engagement directives issued by competent military authority which delineate the circumstances and limitations under which US forces will initiate or continue combat engagement. ROE will normally be influenced by political considerations.

S1 Adjutant

S2 Intelligence Officer

S3 Operations and Training Officer

S4 Supply Officer

S5 Civil Affairs Officer

safehaven a place to which noncombatants may be evacuated during an emergency. This location may be within or outside the United States where evacuees may remain until they are authorized to return to the host nation or travel to their final destination.

SAO security assistance office

SATCOM satellite communications

SECDEF Secretary of Defense

SECSTATE Secretary of State

security assistance office a joint service group, normally under the military command of a unified CINC, representing the Secretary of Defense, which primarily administers US military assistance planning and programming in the host nation. This term encompasses joint US military advisory groups, military missions, military assistance groups, US military groups, and offices of defense cooperation exercising responsibility within the US diplomatic mission for security assistance and other related DOD matters.

SIGO signal officer

SITREP situation report

SOF special operations forces

SOI signal operating instructions

SSF special security force

STU secure telephone unit

TALCE tanker/airlift control element

TBD to be determined

TPT tactical PSYOP team

uncertain environment a military-political environment in which the host government will not oppose the evacuation of noncombatants. However, that government may or may not be in control and cannot ensure the safety of US citizens.

unified command a command with a broad continuing mission under a single commander, composed of significant assigned components of two or more services

US United States

USACOM United States Atlantic Command

USAF United States Air Force

USIS US Information Service

USSOCOM US Special Operations Command

USTRANSCOM US Transportation Command

VIDOC visual information documentation

VIP very important person

WLG Washington Liaison Group

XO executive officer

Washington Liaison Group a joint monitoring body established by the Department of State with representation from the DOD. The WLG ensures coordination by US government agencies, at the national level, of all NEO planning and implementation. The WLG also ensures in-country planning through coordination with the regional liaison group.

INDEX

administrative element, evacuation force, 5–4, 5–5
administrative officer, embassy organization, 2–1
advance party, 3–7
  composition of, D–1
  described, 3–8,
  embassy party, 3–8, 3–9, D–1, D–2
  evacuation site party, 3–9, 3–10, D–2
  historical example of, 3–8
  mission of, 3–8
  travel to host nation, 3–8
aerial routes, marshalling teams, 5–5, 5–6
airborne command and control, 4–3
aircraft, evacuation, 4–3
airfield survey, sample checklist, C–5, C–6
Air Force representative, in advance party, 3–10
ambassador, role in NEO, 2–1
assembly area
  deployment direct to, 4–2
  handling of baggage, 5–10
  operations
    dispatching search squads, 5–8, 5–9
    processing evacuees, 5–9, 5–10, 5–11
    sample checklist for, C–3
  securing of, 5–7, 5–8
asylum requests, 5–9, G–1
authorized departure, 3–1

baggage, at assembly area, 5–10

chain of command, NEO, 3–6, 3–7
chaplain
  in comfort station, 5–15
  in safehaven, 6–2
charge d'affaires, 2–1, 2–2
chief, embassy consular section, 2–1
chief of mission, 2–1
  and emergency action plan, 3–1
  in-country responsibilities, 2–2
  and intelligence efforts, 3–6
  and order of departure, 1–2
  and rules of engagement, B–1
CINC. *See* commander in chief
civil affairs officer
  in operations center, 5–19
  in advance party, 3–8, 3–9
civil affairs team, 5–5, 5–8
claims, jurisdiction for, G–2
COM. *See* chief of mission
combat control team, 3–10
combatant commander. *See* commander in chief
comfort station, 5–4, 5–5, 5–15
comfort team, in safehaven, 6–2, 6–3
command and control, airborne, 4–3
command and control element, 5–1, 5–2
Commander, US Army Forces Command, 3–7, 6–3
commander in chief
  and emergency action plan, 3–1
  and multinational operations, 3–4, 3–5
  and NEO planning, 2–3, 3–1, 3–3, 3–4
  and predeployment planning, 3–5, 3–6
  in support of NEO, 1–1, 2–3
  and use of deadly force, G–2
Commander in Chief, US Pacific Command, 3–7, 6–3
command group
  command and control element, 5–1, 5–2
  marshalling force, 5–2, 5–3, 5–9
  safehaven, 6–1, 6–2
  security force, 5–3, 5–4
command information program, 5–19
communications
  and advance party, 3–8, 3–10
  and marshalling force, 5–2, 5–6
  and movement control element, 5–19
  and operations section, 5–16
  signal officer, 5–20
concept of operation, 3–6
concept plan, 3–5
consular section, embassy, 2–1
contraband, handling of, 5–9, 5–12, 5–13
country team, organization of, 2–2, 2–3

DD Form 2585
  registration station processing, 5–13, 5–14

safehaven processing, 6–2
samples of, E–1 through E–23

deadly force, use of, G–2

debriefing station, 5–4, 5–5, 5–13, 5–14

defense attache officer, embassy, 2–1

Defense Intelligence Agency
Collateral Recurring Document Listing, 3–6
intelligence dissemination customer account, 3–6
Register of Intelligence Products, 3–6

Department of Army, and repatriation operations, 3–7

Department of Defense, role in NEO, 1–2

Department of Health and Human Services, 2–3

Department of State
and coordination with ISB government, 4–1
and order of departure, 2–2, 2–3, 3–3, 3–4
role in NEO, 1–2, 2–1

deployment, evacuation force
from intermediate staging base, 4–1, 4–2
sample pallet configuration for, F–1, F–2, F–3

deputy chief of mission, 2–1

detainees, handling of, 5–13, 5–14, G–1, G–2

diplomatic immunity, G–1

drawdown, 3–1, 3–3

ECC operations center, staff responsibilities
civil affairs officer, 5–19
executive officer, 5–11, 5–15, 5–16
intelligence officer, 5–16, 5–17, 5–18
logistics officer, 5–18, 5–19
operations officer, 5–16
personnel officer, 5–19
public affairs officer, 5–19
signal officer, 5–20

ECC processing center
processing procedures, 5–11 through 5–14, 5–15
processing stations, 5–4, 5–5, 5–14, 5–15

economic officer, embassy, 2–1

embarkation station, 5–4, 5–5, 5–14, 5–15

embassy
emergency action plan, 1–1, 3–1
hierarchy, 2–1
and host nation coordination, 3–3

embassy closing notice, 3–3

embassy party, 3–8
duties of, D–1, D–2
personnel, duties of, 3–8, 3–9

emergency action committee, 2–2

emergency action plan
and embassy, 1–1, 3–1
phases of, 3–1, 3–2, 3–3
and predeployment planning, 3–5, 3–6
sample checklists, C–1 through C–8

Emergency Planning Handbook, 3–1
checklists from, C–1 through C–8

engineer officer, D–7

evacuation
aircraft, 4–3
naval, 4–3
priority for, 1–2

evacuation control center. *See also* ECC operations center, staff responsibilities; ECC processing center
deployment to, 4–3
site establishment, 3–9, 3–10, D–4, D–5

evacuation force
administrative element, 5–4, 5–5
aircraft, security of, 4–3
command and control element, 5–1, 5–2
insertion options, 4–2, 4–3
logistics element, 5–4
marshalling force, 5–2, 5–3
protection of, 1–1, 1–2
route selection, 5–5, 5–6
security force, 5–3, 5–4
size of, 5–1
withdrawal of, 5–20

evacuation notice, 3–2

evacuation site party
duties of, D–2
staff, duties of, 3–10

evacuee information card, 5–13, 5–14

evacuee register, 5–13

evacuees
assembly area processing, 5–7 through 5–10, 5–11
baggage of, 5–10
billeting of, 5–18, 6–2
briefing of, 5–11, 5–12, 5–13, 6–2
children, 5–12
in conflict with marshalling team, 5–10
and contraband, 5–9, 5–12, 5–13
debriefing of, 5–14, 6–2

detainees, 5–13, 5–14, G–1, G–2
embassy list of, 5–10
feeding of, 5–18, 6–2
identification documents, 5–8, 5–13
inspection of, 5–10, 5–13
medical screening, 5–9, 5–10, 5–11, 5–14, 6–2
not on embassy list, 5–9, 5–10
personal vehicles, use of, 5–9
with pets, 5–5, 5–8
priority of evacuation, 5–14
processing for embarkation, 5–14, 5–15
protection of, 1–1, 1–2, 5–6
recording information on, 5–10, 5–11, 5–13
and search squads, 5–8, 5–9
executive officer, evacuation force, 5–11, 5–15, 5–16
explosive ordnance disposal team, 3–10, 5–18
fire support, 5–16
foreign nationals, 5–4, 5–13
foreign service officers, 2–1
4th Psychological Operations Group (Airborne), A–1

G2, 3–6
general services officer, 2–1

headquarters, evacuation force, 5–1, 5–2
headquarters commandant, evacuation site party, 3–10
helicopter landing zone, sample checklist for, C–4
hostile environment. *See also* opposed entry operation
described, 1–3
historical example of, 1–3
suggested rules of engagement, B–2
host nation
assets, use of, 1–1
and embassy coordination, 3–3
evacuation of citizens of, 1–1
and hostile environment, 1–3
legal negotiations with, G–1
and permissive environment, 1–3,
and political officer, 2–1
and rules of engagement, 1–1
and uncertain environment, 1–3

identification documents, 5–8, 5–13
inspection, evacuee
assembly area, 5–10
evacuation control center, 5–13
intelligence, broadcast dissemination of, 3–6
intelligence officer
in operations center, 5–16, 5–17, 5–18
actions in predeployment planning, 3–6
in advance party, 3–9, 3–10
in safehaven, 6–2
intelligence preparation of the battlefield
in NEO, 5–16, 5–17, 5–18
interagency task force, 2–3
intermediate safehaven, 4–3, 6–1
intermediate staging base
criteria for, 4–1
deployment from, 4–1
guidelines for, D–5
as safehaven, 4–2, 6–1
intermediate staging base force, 4–2
interpreters
on marshalling force, 5–2, 5–3
in safehaven, 6–2

joint information bureau, H–7, H–8
joint task force staff, responsibilities of
J1, D–5
J2, 2–1, 3–6, D–6
J3, 2–1, D–6
J4, D–6
J5, D–7
J6, D–7
joint task force surgeon, D–7
joint task force commander
command and control in NEO, 3–6, 3–7
designated by commander in chief, 1–1
and intelligence effort, 3–6
legal advisor to, G–1
and predeployment planning, 3–5
and savehaven operations, 6–1, 6–2, 6–3

Law of Land Warfare, G–1
leave commercial notice, 3–1
legal matters
assistance for, 5–19
guidelines for, G–1, G–2

liaison augmentation party, 3–4
liaison officer, in safehaven, 6–2
liaison section, of command and control element, 5–2
liaison team. *See* advance party
log book, 5–10, 5–11, 5–12
logistics
  advance party representative, 3–9
  evacuation force element, 5–4
  evacuation site party representative, 3–10
  pallet configuration examples, F–1, F–2, F–3
logistics officer, 5–18, 5–19

maintenance
  of evacuation aircraft, 4–3
  of marshalling team vehicles, 5–7
marine security guard detachment
  duties of, 2–2
  operational control of, 2–1
marshalling force, 5–2, 5–3, 5–5, 5–6
  assembly area operations, 5–6 through 5–10, 5–11
  components of, 5–2, 5–3
  and movement control, 5–7
  transportation for, 5–7
marshalling team, 5–2, 5–6, 5–9
medical element, ECC operations center, 5–19
medical officer, embassy organization, 2–1, 2–2
medical problems, processing evacuees with, 5–6, 5–11, 5–14
medical section, safehaven, 6–2
medical station, 5–4, 5–5, 5–14
military-assisted NEO, 1–3
  destabilizing effects, 1–1
  multinational, 3–4, 3–5
  multiservice, 1–1
  planning for, 3–3, 3–4
  request for, 2–2
  sample checklist for, C–1, C–2
military information support team, A–2
military intelligence, 5–13
military police representative, 3–10
mortuary affairs, 5–18
movement control, 5–7
  and logistics officer, 5–18, 5–19
  and marshalling force, 5–7
multinational operations
  historical examples, 3–4, 3–5
  planning issues, 3–4
National Command Authorities, 2–2, 2–3
Naval evacuation, 4–3
Navy
  evacuation site party representative, 3–10
  ships as intermediate safehaven, 4–3
NEO. *See* noncombatant evacuation operations
noncombatant evacuation operations
  and Department of State, 1–1, 1–2, 3–3
  differences from other military operations, 1–1
  dilemmas in, D–3, D–4
  embassy command hierarchy, 2–1
  environments, 1–3
  lead agency for, 1–1
  legal guidelines for, G–1, G–2
  military-assisted, phases of, 3–4
  notification phases, 3–1, 3–2, 3–3
  planning information, D–2, D–3
  purpose of, 1–1
  transportation options, 1–2
  US policy for, 1–2
nondeadly force, use of, G–2
nonemergency conditions, iv
notification phases, NEO
  authorized departure, 3–1
  drawdown, 3–1, 3–3
  ordered departure, 3–1, 3–2, 3–3
  standfast, 3–1, 3–2, 3–3
  travel advisory, 3–1, 3–3

Operation
  Blade Jewel, 3–3
  Dragon Rouge, 3–4, 4–3
  Eastern Exit, 1–3, 3–5, 3–6, 3–8
  Fiery Vigil, 1–3, 3–7
  Sharp Edge, 1–3, 3–8, 4–1, 4–3, 5–4
operations. *See also* noncombatant evacuation operations
  interagency, 2–3
  multinational, 3–4, 3–5
  opposed entry, 1–3, 3–8
  psychological, A–1, A–2
  repatriation, 3–7, 6–1, 6–2, 6–3
  representative, advance embassy party, 3–9
  representative, evacuation site party, 3–10

retrogade, 1–1
split-based intelligence, 3–6
operations center, ECC, 3–9, 3–10
operations officer, 5–16
operations plan, 3–5
opposed entry operation, 1–3, 3–8
ordered departure, 3–1, 3–2
overland routes, marshalling teams, 5–5, 5–6

pallets, deployment, sample configuration of, F–1, F–2, F–3
Peace Corps volunteers, evacuation of, 1–2
perimeter force, security, 5–3, 5–4
permissive environment
described, 1–2
suggested rules of engagement for, B–2
pets, evacuees with, 5–5, 5–8
predeployment phase
described, 3–5
documents used in planning, 3–5, 3–6
intelligence in, 3–6
processing team, safehaven, 6–2
protection, of force and evacuees, 1–1
psychological operations, 1–1, 1–3
legal advisor on, G–1
major task organizations, A–1, A–2
representative, advance embassy party, 3–9
PSYOP officer, 2–2, D–6, D–7
PSYOP planning cell, A–2
PSYOP support element
brigade, A–2
corps, A–2
division, A–2
PSYOP task force, A–2
PSYOP task group, A–1
public affairs officer
in embassy organization, 2–1
in operations center, 5–19
responsibilities of, D–8
public affairs plan, sample of
combat information documentation, H–4
execution, H–1, H–2, H–3
joint information bureau, H–7, H–8
media ground rules, H–4, H–5
media statements, H–5, H–6, H–7
mission, H–1
principles of information, H–8
and security, H–3, H–4
situation, H–1
visual information documentation, H–4
public affairs section, safehaven, 6–2
purchasing officer, 5–18

reaction force
in hostile environment, 1–3
in permissive environment, 1–3
size of, 5–4
in uncertain environment, 1–3
reception station, 5–4, 5–5, 5–12, 5–13
reception team, safehaven, 6–2
regional liaison group, 2–3
regional security officer, embassy, 2–1, 2–2
registration station, 5–4, 5–5, 5–13, 5–14
repatriation operations
chain of command, 3–7
commanders for, 3–7, 6–3
riot control agents, authorization for, 5–6
RLG. *See* regional liaison group
ROE. *See* rules of engagement
routes
sample checklist, C–8
selection of, 5–5, 5–6
rules of engagement
COM's responsibility, B–1
described, B–1
dissemination of, 1–1, 1–3, B–1
handling violations of, G–1
in hostile environment, 1–3
for soldiers, sample of, B–3
suggested, B–2

safehaven
disposition of, 6–3
elements of, 6–1, 6–2, 6–3
intermediate, 4–3, 6–1
site selection, 6–1
scheduling team, safehaven, 6–3
seaport survey, sample, C–7

search squads, 5–2, 5–3
  and evacuees, 5–8, 5–9
security assistance office, chief, 2–1
security force, 1–1, 5–3, 5–4
  and advance party, 3–9
  protection of withdrawal, 5–20
signal officer, 5–20
  responsibilities of, D–7
signal operating instructions, 5–20
signal representative, 3–10
special operations forces
  attached to marshalling force, 5–2
  and advance party, 3–8, D–1
  in multinational operations, 3–4
  in PSYOP, A–1
special security force, embassy, 2–1
split-based intelligence operations, 3–6
staff, NEO, responsibilities of
  engineer officer, D–7.
  J1, D–5
  J2, 2–1, 3–6, D–6
  J3, 2–1, D–6
  J4, D–6
  J5, D–7
  J6, D–7
  JTF surgeon, D–7
  PSYOP officer, D–6, D–7
  public affairs officer, D–8
  S1, 5–4, D–5
  S2, 2–1, D–6
  S3, 2–1, D–6
  S4, D–6
  S5, D–7
  signal officer, D–7
standfast advisory, 3–1, 3–2, 3–3
status of forces agreement, G–1

tactical PSYOP team, 1–1, A–2
tanker/airlift control element, 5–5, 5–19
third country nationals, evacuation of, 1–1, 1–2, 3–4
transportation, NEO, 2–2
  advance party, 3–8
  evacuation force, 4–3
  evacuee, coordination of, 5–19
  for logistics purposes, 5–18, 5–19
  marshalling force, 5–2, 5–3, 5–7
  options for, 1–2
  reaction force, 5–4
  in safehaven, 6–2
  and Washington Liaison Group, 2–3
travel advisory, 3–1, 3–3

uncertain environment
  described, 1–3
  suggested rules of engagement, B–2
unified command, and NEO, 3–4
US citizens
  evacuation of, 1–1, 1–2, G–1
  notification by wardens, 3–1
US Commander in Chief, Pacific Command, 3–7, 6–3
use of force
  in NEOs, 1–1
  and rules of engagement, 1–2
US Forces Command commander, 3–7, 6–3
US military personnel, evacuation of, 1–1, 1–2
US Special Operations Command, A–1

waiver of evacuation, 5–8, 5–9
warden system, in NEOs, 3–1, 5–10
war trophies, G–1
Washington Liaison Group, role in NEOs, 2–3
weapons
  deployment with, 4–2
  of evacuees, handling of, 5–13, G–1
  and marshalling force, 5–6
  in uncertain environment, use of, 1–3
withdrawal
  of evacuation force, 5–20
  under pressure, example of, 1–2
WLG. See Washington Liaison Group

☆ U.S. GOVERNMENT PRINTING OFFICE: 1994 — 528-027/20058