

Army Regulation 525–27

Military Operations

Army Emergency Management Program

**Headquarters
Department of the Army
Washington, DC
29 March 2019**

UNCLASSIFIED

SUMMARY of CHANGE

AR 525–27

Army Emergency Management Program

This major revision, dated 29 March 2019—

- o Updates all-hazards emergency management roles and responsibilities (chap 2).
- o Expands emergency management responsibilities for mass warning and notification (chap 2).
- o Revises installation emergency management typing designations from four to five types: Type I (Technician), Type II (Operations), Type III (Awareness), Type IV (Baseline), and Type V (Exempt) (chap 3).
- o Updates requirements for emergency management program manager, emergency management coordinators, and emergency managers (chap 4).
- o Provides guidance for stand-alone (off-installation) facilities and Emergency Action Plans (chap 5).
- o Updates all-hazards emergency management planning (chap 5).
- o Clarifies all-hazards community preparedness and protection requirements (chap 6).
- o Delineates Army emergency management policy in relation to the National Incident Management System and Supporting Incident Command System (chap 7).
- o Updates mass warning and notification alert and incident notification requirements (chap 9).
- o Establishes emergency management responsibilities for installation emergency operations centers (chap 10).
- o Establishes installation mass care and evacuation guidance in support of DODI 6055.17 (chap 10).
- o Updates emergency management training requirements (chap 11).
- o Establishes installation emergency management capability, life cycle management, and sustainment (chap 12).
- o Incorporates Army Directive 2017–07–7, (Prioritizing Efforts-Readiness and Lethality (Update7)); updates emergency management exercise requirements (chap 13).
- o Updates response operations (chap 16).
- o Establishes emergency management program medical and public health requirements in support of DODI 6200.03 (chap 17).
- o Updates assessment considerations, to include development of tenant emergency action plans (chap 18).
- o Adds internal control process and provisions and identifies key internal controls that must be evaluated (app B).

Effective 29 April 2019

Military Operations
Army Emergency Management Program

By Order of the Secretary of the Army:

MARK A. MILLEY
General, United States Army
Chief of Staff

Official:


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U.S. Government personnel; and dependents of Department of Defense personnel, Department of Defense contractors, visitors, local, or private authorities or organizations and guests living or working on Army installations worldwide. In the event of conflict between this regulation and approved Office of the Secretary of Defense or Joint Chief of Staff publications, the provisions of the latter apply.

Proponent and exception authority.

The proponent of this regulation is the Deputy Chief of Staff, G–3/5/7. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

Army internal control process. This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix B).

Supplementation. Supplementation of this regulation and establishment of agency, command, and installation forms are prohibited without prior approval from Deputy Chief of Staff, G–3/5/7 (DAMO–AP), 400 Army Pentagon, Washington, DC 20310–0400.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Headquarters, Department of the Army, Deputy Chief of Staff, G–3/5/7 (DAMO–AP), 400 Army Pentagon, Washington, DC 20310–0400.

Committee management. AR 15–1 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the U.S. Army Resources and Programs Agency, Department of the Army Committee Management Office (AARP–ZA), 9301 Chapek Road, Building 1458, Fort Belvoir, VA 22060–5527. Further, if it is determined that an established “group” identified within this regulation, later takes on the characteristics of a committee, as found in the AR 15–1, then the proponent will follow all AR 15–1 requirements for establishing and continuing the group as a committee.

Distribution. This regulation is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

History. This publication is a major revision.

Summary. This regulation aligns Army policy with DODI 6055.17 and AR 525–2.

Applicability. This regulation applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. Specifically, this regulation applies to all personnel, organizations, and contractors that have or will have the responsibility to prevent, protect, mitigate the potential effects of, respond to, or recover from all natural, technological, human-caused hazards, including terrorism threats or incidents on or impacting any Army installation, facility, or activity worldwide. It also applies to all Department of Defense personnel; Department of Defense and non-Department of Defense tenants; transient Department of Defense and

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Glossary

Chapter 1

Introduction and Policies

1–1. Purpose

This regulation establishes the Army Emergency Management (EM) Program. The Army EM function serves as the single integrated EM program across the Army on installations, facilities, and activities (hereafter referred to as installations) and associated off-installation areas (hereafter referred to as standalone facilities) subject to Army jurisdiction. The Army EM program is responsible for synchronizing all activities and operations related to preventing, protecting against, mitigating the potential effects of, responding to, and recovering from all multi-agency and/or multi-jurisdictional emergencies on or impacting Army installations worldwide. The Army EM program functions within an all-hazards environment consisting of all natural, technological, human-caused hazards, including terrorism threats or incidents. The intent of the Army EM program is not to replace existing, well-functioning single-agency and/or single-hazard-set programs, plans, or capabilities, but rather to integrate and synchronize these existing capabilities while coordinating the development of capabilities required for the transition to effective management of multi-agency and/or multi-jurisdictional emergencies regardless of cause. This regulation further outlines specific exceptions and caveats for facilities not possessing organic emergency response capabilities. The Army EM program synchronizes all emergency operations with an integrated operational concept coordinated with other protection programs.

1–2. References and forms

See appendix A.

1–3. Explanation of abbreviations and terms

See the glossary.

1–4. Responsibilities

Responsibilities are listed in chapter 2.

1–5. Records management (recordkeeping) requirements

The records management requirement for all record numbers, associated forms, and reports required by this regulation are addressed in the Army Records Retention Schedule—Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in Army Records Information Management System (ARIMS)/RRS–A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed and/or published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

1–6. Statutory authority

a. Policy requirements. Statutory authority for this regulation is derived from Section 3013, Title 10, United States Code (10 USC 3013). Additional authorities for the EM program are derived in part from Part 68, Title 40, Code of Federal Regulations (40 CFR 68), 40 CFR 112.20, 40 CFR 300, and 40 CFR 372; 29 CFR 1910.38 and 29 CFR 1910.39; from supporting Homeland Security Presidential Directive–5 (HSPD–5) and Presidential Policy Directive–8 (PPD–8); and 50 USC 1522, which designates the Secretary of the Army as the executive agent for chemical, biological, radiological and Nuclear (CBRN) defense. See DA Pam 525–27 for additional information on statutory authority and regulatory and legal considerations.

b. Commander's Authority. Army Commanders have the authority and responsibility to protect personnel, equipment, and facilities subject to their control in accordance with 32 CFR 552.18. In accordance with reference AR 600–20, senior commanders will assume the duties and responsibilities of the senior commander where that title is mentioned in U.S. Code, Department of Defense (DOD), or Army policies. Senior commanders may delegate aspects of their installation command authority to the garrison commander (see legal counsel for specific guidance). Nothing in the Army EM program will detract from or conflict with the inherent and specified authorities and responsibilities of the senior commander. The Army EM program is designed to provide senior commanders with validated and approved methods for protecting their assigned missions, personnel, equipment, and facilities in an all-hazards environment within the boundaries of Federal law and DOD, Joint, and Army policy.

1-7. Applicability

a. Installation applicability. This regulation applies to all Army installations, facilities, activities, and operations worldwide, to include standalone facilities (SAFs), including DOD and non-DOD activities operating on Army installations as tenant activities.

b. Community applicability. This guidance applies to the Regular Army, the Army National Guard (ARNG)/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. It applies to DOD Civilians, DOD and non-DOD families, DOD and non-DOD tenant activities, transient DOD and U.S. Government personnel, DOD contractors, visitors, and guests living, working, or transiting Army installations worldwide, and to all personnel, organizations, and contractors that have or will have the responsibility to prevent, protect against, mitigate the potential effects of, respond to, and recover from all hazards, regardless of cause (natural, technological, human-caused hazards, including terrorism threats or incidents), on or impacting any Army installations worldwide. See Technical Manual (TM) 3-11.42 for guidance on installation EM tactics, techniques, and procedures.

c. Operational applicability. This regulation applies to all actions to prevent, protect against, mitigate the potential effects of, respond to, and recover from all multi-agency and/or multi-jurisdictional emergencies. This regulation applies to hazards impacting or with the potential to impact an Army installation, supported missions, the protected population, or supporting critical and routine infrastructure.

(1) *Combat/other operations.* To the extent possible, this publication applies to EM at non-enduring locations such as forward operating bases, contingency operating bases or similar fixed sites in foreign locations supporting and sustaining operations during named and unnamed contingencies and other operations (for example, Afghanistan, Africa area of operations).

(2) *Special programs.* This publication supports, but does not supersede, existing guidance on hazard-specific programs and surety operations.

(3) *U.S. Army Corps of Engineers.* USACE activities in support of (ISO) the installation environment are identified in this publication. This publication does not apply to USACE activities conducted under the authority of 33 USC 701n or 33 CFR 203.

d. Joint basing. Army installations designated for management under DOD Joint basing guidance will be operated in full compliance with DOD requirements. In the event of a discrepancy between this regulation and the DOD policies or procedures for Joint basing, the DOD policies or procedures take precedence. It is the responsibility of the Army command's residents on a Joint base under a different Service lead to implement procedures for units that are tenants on installations, or supported commanders on joint bases, to participate fully in the host Component EM Program.

1-8. Policy

a. Readiness. Maintain Army readiness by establishing and maintaining a comprehensive, all-hazards Army EM program for all Army commands worldwide.

b. Coordination. Coordinate Army EM program activities and capabilities with Federal, State, tribal, other service, local, voluntary (non-governmental organizations (NGOs), and faith-based organizations (FBOs)), and private (and/or host nation (HN)) to the extent permitted by law, policy, and regulation.

c. Civil support. Support and assist U.S. civil authorities, as directed, within the Army EM framework applying the five preparedness mission areas—to protect, prevent, mitigate, respond, and recover from multi-agency, multi-jurisdictional emergencies in an all-hazards environment.

d. National Incident Management System (NIMS) implementation. Adopt and implement procedures consistent with NIMS established by HSPD-5 and the National Preparedness System established by PPD-8. This regulation details compliance intent, requirements, milestones, and any authorized deviations from published National policy. For consistency and as a matter of practice, the guidelines set forth in NIMS will be implemented to the greatest extent possible at all Army commands outside the United States. See DA Pam 525-27 for the NIMS implementation process.

e. National Planning Frameworks implementation. Adopt and implement procedures consistent with the five National Planning Frameworks within the United States through the development, implementation, and sustainment of the Army EM program detailed in this publication. For consistency and as a matter of practice, the guidelines set forth in the National Planning Frameworks will be implemented to the greatest extent possible at all Army commands outside the United States.

f. Approach. Employ an all-hazards approach that balances risk management (hazard, threat, vulnerability, consequence, and capability) with resources and requirements using a tiered and phased approach to program implementation.

g. Non-military-unique operations. In accordance with Department of Defense instruction (DODI) 6055.01, all installation EM capabilities, functions, and tasks are non-military-unique in nature and may not claim exemption from applicable Occupational Safety and Health Administration (OSHA) regulations under 29 CFR 1960.2(i). This determination requires compliance with all applicable OSHA and applicable National Institute for Occupational Safety and Health guidelines under 29 CFR 1960.34(b)(1) and AR 385-10. The capabilities, functions, and tasks may be performed by uniformed,

civilian, and/or contract personnel and will employ the same training and equipment standards and procedures across all user groups.

Chapter 2 Responsibilities

2-1. Chief, Information Officer/G-6

The CIO/G-6 will—

- a.* Participate in the determination, development, and integration of Army EM program supporting information system or application-related doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) domain requirements.
- b.* Support development of policy guidance for information technology (IT) for EM systems and capabilities.
- c.* Support development of policy guidance for integration of civilian data exchange standards into Army IT systems in order to facilitate information sharing between Army and civilian jurisdictions during emergency operations.
- d.* Support the Deputy Chief of Staff (DCS), G-3/5/7 to incorporate appropriate IT systems into baseline support of the Army EM program.

2-2. Chief of Public Affairs

The CPA will—

- a.* Participate in the determination, development, and integration of Army EM program supporting public affairs-applicable doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) domain requirements.
- b.* Develop public affairs doctrine, policy, and procedures related to the EM program.
- c.* Publish guidance that requires public affairs officers (PAOs) to participate in the installation emergency management working group (EMWG) and emergency public information (EPI) planning and training; ensure PAOs are included on alert rosters for emergency events; and defines roles and responsibilities ISO the EM program.
- d.* As required, participate in the emergency management steering group (EMSG) for long-term planning and sustainment of the EM program.

2-3. Chief, National Guard Bureau

Chief, NGB will—

- a.* Publish an EM strategic plan that guides the command's EM program efforts by articulating the Army's EM strategic goals and performance objectives and provide a construct to implement, measure, and report on their accomplishment. Review strategic plans annually, and coordinate and update as appropriate.
- b.* Implement EM requirements at all levels of the command organization and provide status reports as directed by Headquarters, Department of the Army (HQDA), G-34. Report must be validated by the first O-6 in the chain of command or above before submission to HQDA.
- c.* Designate in writing, train, and resource command EM program coordinators responsible for managing and implementing the command EM program. Ensure subordinate commands and tenant organizations designate in writing and train EM coordinators. As applicable, ensure senior commanders designate in writing, train, and resource installation emergency managers.
- d.* Participate in the Army EMSG; conduct command-level working groups; direct installations to conduct EMWGs and ensure tenant organizations participate; and direct subordinate organizations to participate in the host installation EMWGs. EMWGs should be conducted as part of the Protection Working Group (PWG) as a subcommittee of the PWG with equal standing to the other protection functional elements described within AR 525-2.
- e.* Establish and maintain a community preparedness program. Direct subordinate commands and tenant organizations to establish and maintain a community preparedness program. As applicable, ensure senior commanders establish and maintain a community preparedness program.
- f.* Ensure tenant organizations support the installation emergency operations center (EOC) with personnel, as required. As applicable, ensure senior commander establishes an installation EOC staff and supporting capabilities that include the ability to establish, share, and integrate a common operating picture (COP) for emergency responders and local, State, DOD, Federal, or HN partners.
- g.* Participate annually in a comprehensive risk management process resulting in mitigated vulnerabilities, increased capabilities, and identified unmitigated risks. Direct subordinate commands and tenant organizations to participate in the

installation's annual comprehensive all-hazards risk management process resulting in mitigated vulnerabilities, increased capabilities, and identified unmitigated risks.

h. Provide an EM program of oversight to ensure subordinate commands are executing the Army EM program and that their EM plans are integrated into the host installation/SAF EM plan. Complete an annual self-assessment utilizing the current Army Protection Program Assessment (APPA) benchmarks. Integrate EM into the command's assessment process. Document and follow-up all EM deficiencies and lessons learned.

i. Provide policy and planning guidance to subordinates establishing the all-hazards EM program, to include SAFs. Direct tenant commands to participate in the planning process and provide personnel support as specified in the host installation EM plans. As applicable, ensure senior commanders establish, maintain, update, and approve a comprehensive installation EM plan annually. The plan must include a base plan, support annexes, functional area annexes, hazard-specific appendices, general appendices, and input from tenant commands.

j. Direct subordinates to develop emergency action plans (EAPs) that are synchronized with the installation EM plan; ensure installations incorporate tenant organization EAPs that are synchronized with the installation EM plan; ensure subordinate and tenant organizations synchronize EAPs with the installation EM plan. As applicable, ensure SAFs' EAPs are coordinated with supporting local response organizations.

k. Establish and maintain a command-wide EM training program and ensure senior commanders, senior commanders, and EM supervisors and staff are trained in accordance with their role in the Army EM program.

l. Implement EM plans and procedures consistent with the NIMS and the Incident Command System (ICS). Establish a training plan and complete NIMS phases I and IV implementation for personnel identified in the installation EM plan and/or EAP.

m. Establish an EM exercise program that includes corrective actions taken to address capability gaps/shortfalls identified during annual EM exercise or an actual emergency. Direct subordinate and tenant organizations to participate in installation/SAF EM exercises ensuring their portion of the EM plan is exercised, evaluated, and updated. As applicable, ensure senior commanders establish an EM exercise program that includes corrective actions taken to address capability gaps/shortfalls identified during annual EM exercise or an actual emergency.

n. Ensure subordinates participate in installation/SAF EM exercises ensuring their portion of the EM plan is exercised, evaluated, and updated.

o. Establish a process to ensure corrective actions taken and lessons learned are incorporated to address capability gaps/shortfalls identified during annual EM exercise or an actual emergency.

p. As applicable, publish planning and exercise guidance for SAFs.

q. As applicable, establish and maintain a mass warning and notification (MWN) capability for SAFs.

r. In coordination with HQDA, develop EM manpower concept plans to enable the Army to accomplish the EM mission.

s. Ensure senior commanders—

(1) Establish and maintain a comprehensive MWN capability on the installation, facility, or activity capable of warning/notifying the protected population in accordance with paragraph 9–5*b*.

(2) Establish and maintain a COP for emergency responders and local, State, DOD, and Federal partners.

(3) Coordinate new procurement, fielding, or contracts related to COP and mass warning and notification systems (MWNS) with DAMO–AP for integration into sustainment planning.

(4) Establish and maintain an enhanced 911 (E911) capability, where technically feasible.

(5) Support Army EM program efforts to conduct capabilities-based installation typing and implementation of NIMS resource management (resource typing) model.

(6) Support execution of approved manpower models and utilization of approved position descriptions regarding EM positions at the installation level.

(7) Support program objective memorandum (POM) and budget execution ISO defined critical requirements approved by Army leadership.

(8) Conduct installation status reporting by way of the Service Area 604 installation status report (ISR) in accordance with AR 210–14.

(9) Support readiness and cost reporting through the Service Area 604 ISR.

(10) Coordinate efforts and ensure all installations review EM plans with their servicing staff judge advocate to ensure compliance with all applicable laws, policies, and regulations.

(11) Provide guidance to subordinate commands, installations, tenants, and activities for the development and execution of EPI programs.

(12) Coordinate efforts and review all plans with the servicing public affairs office to ensure fulfillment with all applicable public affairs requirements and inclusion of public affairs operations into installation planning, training and exercises.

- (13) Conduct annually a comprehensive risk management process resulting in mitigated vulnerabilities, increased capabilities, and identified unmitigated risks.
- (14) Provide an EM program of oversight to ensure the integrated installation/SAF EM plans adequately meet the needs of the tenant unit on each installation/SAF.
- (15) Resource and support U.S. Army Tank-automotive and Armaments Command (TACOM) Life Cycle Management Command (LCMC) as the Army EM program equipment and systems life cycle manager.
- (16) Ensure government-owned contractor operated (GOCO) and contractor-owned contractor operated (COCO) base operating support services contracts and leased facility contracts include provision for operations to comply with Army EM program requirements.
- (17) Support mass care activities through installation logistics readiness center (LRC), to include mass feeding teams and bulk distribution teams.
- (18) Support Directorate of Family, Morale, Welfare, and Recreation (DFMWR) and Army Community Service (ACS) participation in mass care activities and planning.
- (19) Designate an EM coordinator for each SAF in writing.
- (20) Ensure the EM coordinator develops an EAP and concept of operations for their SAF.
- (21) Ensure the EAP is exercised a minimum of once a year, and if practical, include coordination and engagement with supporting local emergency response organizations.
- (22) Provide SAF personnel with MWN coverage as described in paragraph 9–5b.
- (23) Encourage SAF personnel to sign up for locally available community alert systems.
- (24) Exercise MWNS a minimum of twice a year to validate accuracy of personal contact information and efficacy of notification systems.

2–4. Deputy Chief of Staff, G–1

The DCS, G–1 will—

- a.* Identify and integrate EM program personnel-related requirements, including career and professional development. Through the Army Civilian Career Program Proponency Office, ensure the Career Program (CP) 12, Safety Functional Chief Representative/Career Program Management Office develops and maintains Civilian CP–12 EM position job series (0089) requirements, career paths, and certification processes.
- b.* In coordination with DCS, G–3/5/7, incorporate Army EM program training requirements into associated civilian career programs identified in DA Pam 525–27.
- c.* Track EM training and certification of EM civilian personnel assigned to Job Series 0089.
- d.* Facilitate supporting analysis and personnel requirements determination ISO the EM program integration efforts.
- e.* Manage the Army Disaster Personnel Accountability and Assessment System and, as required, provide accurate personnel accountability data during an incident.
- f.* Publish guidance that requires chaplains to participate in the installation EMWG and mass casualty planning and training, ensures chaplains are included on alert rosters for mass casualty events, and defines roles and responsibilities ISO the EM program.
- g.* Publish guidance ensuring a chaplain coverage plan that integrates religious support for mass casualty and other traumatic events exists for every installation, to include support agreements for installations without organic chaplain support.

2–5. Deputy Chief of Staff, G–2

The DCS, G–2 will—

- a.* Coordinate with the Defense Intelligence Enterprise for support of installation requests for intelligence and threat assessment products ISO the Army EM program at commands and installations.
- b.* Participate in the determination, development, and integration of Army EM program applicable DOTMILPF–P domain requirements.
- c.* Army EM personnel will leverage the Air Force (AF) weather unit assigned to each Army installation to provide weather support and services for EM operations in accordance with AR 115–10/AFI 15–157 (IP). If an AF weather unit is not assigned (for example, ARNG locations), EM personnel will coordinate weather support requirements with the first Staff Weather Officer (SWO) in their chain of command. If no SWO is assigned within the command structure, contact HQDA, Office of the DCS, G–2 (DAMI–PI) in accordance with AR 5–25.

2–6. Deputy Chief of Staff, G–3/5/7

The DCS, G–3/5/7 will—

- a. Serve as the principal advisor to the Secretary of the Army and Chief of Staff of the Army on all aspects of the Army EM program.
- b. Provide oversight of the Army EM program.
- c. Integrate and synchronize all Army EM planning and capability elements and enablers as part of a cohesive approach to protection with the assistance of proponent HQDA staff sections, Army commands (ACOMs), Army service component commands (ASCCs), direct reporting units (DRUs), and other intelligence, security, law enforcement (LE), fire, health, medical, and emergency services agencies, where appropriate.
- d. Serve as the Army office of primary responsibility for EM and the single point of contact within HQDA for DOD and external agencies responsible for developing, coordinating and promulgating Army EM policy and objectives, consistent with DOD directives and/or instructions, and coordinate necessary resourcing, including EM program budgeting within the POM to enable program execution as directed.
- e. Ensure EM is integrated, coordinated, synchronized, and prioritized with the efforts and resources in coordination with the other Army Protection Program (APP) functional elements.
- f. Serve as the Army EM program's functional proponent and perform responsibilities associated with force modernization proponentcy.
- g. Serve as the Army EM program's policy proponent to formulate and document the program's operational concepts and technical requirements.
- h. Serve as the Army proponent for installation EOCs.
- i. Serve as the Army proponent and sponsor for MWNS and EM-related COP.
- j. Serve as the training/training development (task) functional proponent for EM. In coordination with stakeholders, synchronize efforts to incorporate EM elements into education, training programs, and doctrine development in accordance with training development process.
- k. Serve as the Army proponent for the Army Emergency Management Services (Service Area 604) ISR.
- l. Serve as the NIMS administrator for the U.S. Army in coordination with U.S. Army Training and Doctrine Command (TRADOC). Establish and manage NIMS implementation guidelines and associated training development program. Perform the NIMS administrator's duties identified by the Federal Emergency Management Agency (FEMA). Coordinate NIMS resource management issues with partner programs, including all APP functional elements, Assistant Chief of Staff for Installation Management (ACSIM), U.S. Army Installation Management Command (IMCOM), U.S. Army Materiel Command (AMC), U.S. Army Medical Command (MEDCOM), USACE, ARNG, U.S. Army Reserve Command (USARC), and other sponsors of typed resources.
- m. Develop all-component EM manpower concept plans, and assist singular components with specific manpower plans to enable the Army to accomplish the EM mission.
- n. Synchronize and integrate the Army EM program and assessments with existing Army programs, plans, policies, and procedures, including APP functional elements in accordance with AR 525-2 into the APPA program to assess each ACOM, ASCC, DRU, AND ARNG EM program no less than every third year.
- o. Coordinate and deconflict civil support (CS), international CBRN response, and surety program activities with the Army EM program.
- p. Coordinate and deconflict HQDA continuity program activities (Continuity of Government, Continuity of Operations (COOP), and Business Continuity) between the EM and COOP programs.
- q. Facilitate long-term planning and sustainment of EM-related capabilities through the integration of supporting working groups.
- r. Lead the overall coordination of community preparedness activities for the Army. Support execution of the Ready Army awareness campaign with partner programs. In coordination with Army public affairs and other agencies where appropriate, ensure standardized guidance is provided for dissemination throughout the Army community.
- s. Establish an installation type designation to prioritize EM resource allocation based upon a risk-based investment strategy. Coordinate installation typing process with applicable stakeholders.
- t. Develop and promulgate resource type designations for all identified response and recovery resources in accordance with DA Pam 525-27.
- u. Serve as the HQDA lead for the Army EMSG.
- v. In coordination with AMC, IMCOM, ARNG, and USARC and other stakeholders, develop installation EOC EM training policy.
- w. Sustain delivery of installation EOC training.
- x. Publish emergency action planning and exercise policy for SAFs.

2-7. Deputy Chief of Staff, G-4

The DCS, G-4 will—

- a.* Lead EM program logistics-related developmental, integration, and sustainment efforts ISO applicable DOTMLPF–P domain requirements.
- b.* Facilitate supporting analysis and requirements determination ISO the EM program integration efforts.
- c.* Support policy guidance development and execution on mass care activities, to include mass feeding teams and bulk distribution teams.
- d.* As required, will participate in the EMSG for long-term planning and sustainment of the EM program.

2–8. Deputy Chief of Staff, G–8

The DCS, G–8 will—

- a.* Program requirements supporting the acquisition of appropriate materiel to enhance all installations' ability to continue their mission and protect assigned and supported personnel.
- b.* Support acquisition of appropriate materiel to enhance all installations' ability to continue their mission and protect assigned and supported personnel.
- c.* Assist and advise the Army Staff principals and the Army EM proponent on planning, programming, and budgeting for the program executive group that integrates EM program resource requirements with management decision packages.
- d.* Support Army EM capability integration requirements within the budget requirements and programming process.
- e.* Support the Army EM-related requirements to execute and sustain critical EM capabilities.

2–9. Assistant Chief of Staff for Installation Management

The ACSIM will—

- a.* Provide overarching base operations support policy guidance and program management support of the EM program.
- b.* Participate in the determination, development, and integration of Army EM program-related DOTMLPF–P domain requirements.
- c.* Develop policy and guidance for mass care activities that instructs DFMWR and ACS to participate in mass care activities and planning in accordance with DA Pam 525–27. Policy will include management of emergency family assistance centers (EFACs), safe havens, call centers, volunteers, private organizations, NGOs, FBOs, and coordination for civilian shelter use.
- d.* Provide policy and execution guidance for volunteer and donations management by ACS to ensure the proper utilization of these services and goods.
- e.* Publish emergency action planning and exercise guidance for SAFs.
- f.* Identify a fire and emergency services (F&ES) chief consultant at the HQ level in accordance with DODI 6055.06 to advise on fire and emergency response issues pertaining to the EM Program.
- g.* Seek technical advice on disability-related emergency support issues from the Interagency Coordinating Council on Emergency Preparedness and Individuals with Disabilities in accordance with Executive Order 13347.
- h.* In coordination with DCS, G–3/5/7, maintain and update the Ready Army website (<http://www.acsim.army.mil/readyarmy>).
- i.* As required, participate in the EMSG for long-term planning and sustainment of the EM program.

2–10. The Surgeon General

TSG will—

- a.* Provide overarching policy on the medical and human health aspects of Army installation activities and operations associated with the Army EM program. Supporting guidance will also include consideration of potential and residual all-hazards contamination.
- b.* Approve human health risk assessments and review EM program supporting all-hazards risk assessments.
- c.* Integrate all-hazards awareness and technical information into the Army Medical Department (AMEDD)-sponsored training programs.
- d.* Develop toxicological profiles concerning chemicals and hazardous substances commonly found on military installations.
- e.* Develop and propose human health and safety environmental standards for chemical agents and explosive compounds and other unregulated compounds when such standards do not exist.
- f.* Identify pollution-related health and ecological effects topics requiring research and development, and initiate needed research in areas where AMEDD has responsibility and provides toxicological and exposure data when required to support human health risk assessments.
- g.* Provide policy, training and oversight for Traumatic Event Management (TEM) to support the Army EM program.

- h.* Provide trained teams of medical personnel to support NIMS and ICS medical requirements on installations for Army EM program.
- i.* Identify a consultant at the HQ level in accordance with DODI 6200.03 to advise on public health and medical issues pertaining to the EM Program.
- j.* Identify a consultant at the HQ level in accordance with DODI 6200.03 to advise on veterinary and food safety issues pertaining to the EM Program.
- k.* As required, participate in the EMSG for long-term planning and sustainment of the EM program.

2–11. Provost Marshal General

The PMG will—

- a.* Provide overarching policy on antiterrorism (AT), LE, and physical security operations in support of the execution of the Army EM program.
- b.* Coordinate AT standards related to chemical, biological, radiological, nuclear, and high yield explosives (CBRNE) (weapons of mass destruction) with the Army EM program.
- c.* As required, will participate in the EMSG for long-term planning and sustainment of the EM program.

2–12. Commanding General, U.S. Army Training and Doctrine Command

The CG, TRADOC will—

- a.* Assist the HQDA, DCS, G–3/5/7 with execution of EM training proponent responsibilities.
- b.* Provide guidance/assistance to any EM learning institution in meeting accreditation standards.

2–13. Commanding General, U.S. Army Materiel Command

The CG, AMC will—

- a.* Coordinate acquisition, logistics, and industrial base user needs with USACE and ACSIM in areas impacting the Army EM program.
- b.* Resource and support TACOM LCMC as the Army EM program equipment and systems life cycle manager.
- c.* Ensure GOCO and COCO base operating support services contracts and leased facility contracts include provision for operations to comply with Army EM program requirements.
- d.* Support mass care activities through installation LRCs, to include mass feeding teams and bulk distribution teams.
- e.* Support DFMWR and ACS participation in mass care activities and planning.

2–14. Commanding General, U.S. Army Cyber Command

The CG, ARCYBER will—

- a.* Support baseline and mission-funded support services for IT use by installation EOCs, MWNSs, emergency communications and other EM-related capabilities.
- b.* As required, participate in the EMSG for long-term planning and sustainment of the EM program.

2–15. Commanding General, U.S. Army Medical Command

The CG, MEDCOM will—

- a.* Except in the case of ARNG, ensure regional health commands (RHCs) nominate and submit appropriately qualified candidates for appointment by senior commanders as public health emergency officers (PHEOs).
- b.* Except in the case of ARNG, ensure medical treatment facilities (MTFs) nominate and submit qualified candidates for appointment as medical emergency managers and participate in the installation EM planning process and are included in EM plans.
- c.* In coordination with IMCOM and AMC, ensure RHCs, major subordinate commands (MSCs), and MTFs support and participate in installation EM exercises and activities.
- d.* Develop risk communications and public health information products to support Army EM program requirements.
- e.* Ensure medical requirements and support agreements are synchronized and integrated with Army EM program requirements.
- f.* Develop and resource requisite training to meet EM requirements, including any specialized medical training.
- g.* Ensure RHCs provide guidance to MTFs on best practices for participation in the EM planning process and inclusion in EM plans.
- h.* Assist installation development of supporting concepts of operations for CBRN pharmaceutical countermeasures (CPC), including training, distribution, security, storage, accountability, and sustainment.

- i.* Ensure RHCs coordinate health service support for EM planning with the local director of health services or equivalent, and develop and maintain medical annexes in support of the installation EM plan.
- j.* Ensure RHCs monitor the MTF customer relationship with the local supporting installation medical supply activity for replenishment/sustainment of CPC for installation first responder and mission-critical personnel.
- k.* Ensure all medical headquarters (HQ) develop applicable all-hazards hospital and/or clinic EM plans compliant with NIMS and interoperable with local partners.
- l.* Validate resource requirements for EM-related medical functions.
- m.* Review requests for specialized EM medical training, and ensure quotas support operational requirements.
- n.* Oversee development and integration of Army medical DOTMLPF-P requirements into the Army EM program.
- o.* Develop and publish policy and procedures related to force health protection and recovery to support the Army EM program.
- p.* Provide consultation and technical reach-back services ISO PHEO and medical emergency manager.
- q.* Develop and provide guidance relating to occupational safety, health, and environmental and public health risk assessment relating to EM.
- r.* Develop and maintain standards of care for emergency medical treatment during large-scale emergencies and declared disasters.
- s.* Lead in medical management, sustainment, and recovery as required.
- t.* Support the coordination of TEM training through AMEDD Center & School in coordination with senior commanders and GOCO facilities.
- u.* Provide installations without hospitals behavioral health (BH) TEM support through RHC plans and policies.
- v.* Publish guidance that requires Director, Psychological Health to participate in the installation EMWG and are included on alert rosters for mass casualty events, and defines roles and responsibilities ISO the EM program.
- w.* Establish and maintain a comprehensive MWN capability for SAF personnel and activities capable of warning/notifying the protected population in accordance with paragraph 9-5b.
- x.* As required, participate in the EMSG for long-term planning and sustainment of the EM program.

2-16. Commanding General, U.S. Army Corps of Engineers

The CG, USACE will—

- a.* In coordination with HQDA, G-34 establish policy and procedures to support the conduct of—
 - (1) Damage assessments on Army installations to determine impact to infrastructure facilities and systems.
 - (2) Debris clearance and management on Army installations to the extent required to conduct essential lifesaving response and initial recovery operations.
 - (3) Structural evaluations on Army installations to the extent required ensuring senior commander's ability to make damage assessment, habitation, and work environment decisions.
- b.* Establish procedures to provide on-site engineering services on a cost reimbursable basis.
- c.* Provide expertise and leadership in the adoption of the emergency management accreditation program (EMAP) standards and accreditation process for Army commands and on Army installations.

2-17. Commanders of Army commands, Army service component commands, and direct reporting units

The commanders of ACOMs, ASCCs, and DRUs will—

- a.* Publish an EM strategic plan that guides the command's EM program efforts by articulating the Army's EM strategic goals and performance objectives and provide a construct to implement, measure, and report on their accomplishment. Review strategic plans annually, and coordinate and update as appropriate.
- b.* Implement EM requirements at all levels of the command organization and provide status reports as directed by HQDA, G-34. Report must be validated by the first O-6 in the chain of command or above before submission to HQDA.
- c.* Designate in writing, train, and resource command EM program coordinators responsible for managing and implementing the command EM program. Ensure subordinate commands and tenant organizations designate in writing and train EM coordinators. As applicable, ensure senior commanders designate in writing, train, and resource installation emergency managers.
- d.* Participate in the Army EMSG; conduct command-level working groups; direct installations to conduct EMWGs and ensure tenant organizations participate; and direct subordinate organizations to participate in the host installation EMWGs. EMWGs should be conducted as part of the PWG as a subcommittee of the PWG with equal standing to the other protection functional elements described within AR 525-2.

e. Establish and maintain a community preparedness program. Direct subordinate commands and tenant organizations to establish and maintain a community preparedness program. As applicable, ensure senior commanders establish and maintain a community preparedness program.

f. Ensure tenant organizations support the installation EOC with personnel, as required. As applicable, ensure senior commander establishes an installation EOC staff and supporting capabilities that include the ability to establish, share, and integrate a COP for emergency responders and local, State, DOD, Federal, or HN partners.

g. Participate annually in a comprehensive risk management process resulting in mitigated vulnerabilities, increased capabilities, and identified unmitigated risks. Direct subordinate commands and tenant organizations to participate in the installation's annual comprehensive all-hazards risk management process resulting in mitigated vulnerabilities, increased capabilities, and identified unmitigated risks.

h. Provide an EM program of oversight to ensure subordinate commands are executing the Army EM program and that their EM plans are integrated into the host installation/SAF EM plan. Complete an annual self-assessment utilizing the current APPA benchmarks. Integrate EM into the command's assessment process. Document and follow-up all EM deficiencies and lessons learned.

i. Provide policy and planning guidance to subordinates establishing the all-hazards EM program, to include SAFs. Direct tenant commands to participate in the planning process and provide personnel support as specified in the host installation EM plans. As applicable, ensure senior commanders establish, maintain, update, and approve a comprehensive installation EM plan annually. The plan must include a base plan, support annexes, functional area annexes, hazard-specific appendices, general appendices, and input from tenant commands.

j. Direct subordinates to develop EAPs that are synchronized with the installation EM plan; ensure installations incorporate tenant organization EAPs that are synchronized with the installation EM plan; ensure subordinate and tenant organizations synchronize EAPs with the installation EM plan. As applicable, ensure SAFs' EAPs are coordinated with supporting local response organizations.

k. Establish and maintain a command-wide EM training program and ensure senior commanders, senior commanders, and EM supervisors and staff are trained in accordance with their role in the Army EM program.

l. Implement EM plans and procedures consistent with the NIMS and the ICS. Establish a training plan and complete NIMS phases I and IV implementation for personnel identified in the installation EM plan and/or EAP.

m. Establish an EM exercise program that includes corrective actions taken to address capability gaps/shortfalls identified during annual EM exercise or an actual emergency. Direct subordinate and tenant organizations to participate in installation/SAF EM exercises ensuring their portion of the EM plan is exercised, evaluated, and updated. As applicable, ensure senior commanders establish an EM exercise program that includes corrective actions taken to address capability gaps/shortfalls identified during annual EM exercise or an actual emergency.

n. Ensure subordinates participate in installation/SAF EM exercises ensuring their portion of the EM plan is exercised, evaluated, and updated.

o. Establish a process to ensure corrective actions taken and lessons learned are incorporated to address capability gaps/shortfalls identified during annual EM exercise or an actual emergency.

p. As applicable, publish planning and exercise guidance for SAFs.

q. As applicable, establish and maintain a MWN capability for SAFs.

r. In coordination with HQDA, develop EM manpower concept plans to enable the Army to accomplish the EM mission.

s. Commanders of ACOMs, ASCCs, and DRUs that manage installations, and the CNGB will ensure senior commanders—

(1) Establish and maintain a comprehensive MWN capability on the installation, facility, or activity capable of warning/notifying the protected population in accordance with paragraph 9–5*b*.

(2) Establish and maintain a COP for emergency responders and local, State, DOD, and Federal partners.

(3) Coordinate new procurement, fielding, or contracts related to COP and MWNS with DAMO–AP for integration into sustainment planning.

(4) Establish and maintain an E911 capability, where technically feasible. Organizations outside the United States coordinate with HN authorities for 911-type communications, if possible or applicable.

(5) Support Army EM program efforts to conduct capabilities-based installation typing and implementation of NIMS resource management (resource typing) model.

(6) Support execution of approved manpower models and utilization of approved position descriptions regarding EM positions at the installation level.

(7) Support POM and budget execution ISO defined critical requirements approved by Army leadership.

(8) Conduct installation status reporting by way of the Service Area 604 ISR in accordance with AR 210–14.

(9) Support readiness and cost reporting through the Service Area 604 ISR.

(10) Coordinate efforts and ensure all installations review EM plans with their servicing staff judge advocate to ensure compliance with all applicable laws, policies, and regulations.

(11) Provide guidance to subordinate commands, installations, tenants, and activities for the development and execution of EPI programs.

(12) Coordinate efforts and review all plans with the servicing public affairs office to ensure fulfillment with all applicable public affairs requirements and inclusion of public affairs operations into installation planning, training and exercises.

(13) Conduct annually a comprehensive risk management process resulting in mitigated vulnerabilities, increased capabilities, and identified unmitigated risks.

(14) Provide an EM program of oversight to ensure the integrated installation/SAF EM plans adequately meet the needs of the tenant unit on each installation/SAF.

(15) Coordinate acquisition, logistics, and industrial base user needs with USACE and ACSIM in areas impacting the Army EM program.

(16) Resource and support TACOM LCMC as the Army EM program equipment and systems life cycle manager.

(17) Ensure GOCO and COCO base operating support services contracts and leased facility contracts include provision for operations to comply with Army EM program requirements.

(18) Support mass care activities through installation LRC, to include mass feeding teams and bulk distribution teams.

(19) Support DFMWR and ACS participation in mass care activities and planning.

t. Commanders of ACOMs, ASCCs, and DRUs responsible for SAFs (for example, leased space, reserve centers, armories, recruiting stations), and Director, ARNG will—

(1) Designate an EM coordinator for each SAF in writing.

(2) Ensure the EM coordinator develops an EAP and concept of operations for their SAF.

(3) Ensure the EAP is exercised a minimum of once a year, and if practical, include coordination and engagement with supporting local emergency response organizations.

(4) Provide SAF personnel with MWN coverage as described in paragraph 9–5*b*.

(5) Encourage SAF personnel to sign up for locally available community alert systems.

(6) Exercise MWNS a minimum of twice a year to validate accuracy of personal contact information and efficacy of notification systems.

2–18. Commanders of Army service component commands

The commanders of ASCCs will—

a. Coordinate with supported geographic combatant commanders (GCCs) to provide Army installations with area of responsibility-specific EM requirements and guidance.

b. When conflicting guidance between the combatant command and service guidance exists, issue will be forwarded through chain of command to DCS, G–3/5/7 for resolution. DAMO–AP will coordinate with external Army stakeholders.

c. Establish and maintain a comprehensive MWN capability for SAF personnel and activities capable of warning/notifying the protected population in accordance with paragraph 9–5*b*.

d. Incorporate EM into their plans and operations.

e. Coordinate with Federal and local government agencies and, when outside the continental United States (OCONUS), coordinate with local government agencies and HNs for additional training and EM coordination when possible. OCONUS ASCCs will coordinate with local government agencies and HNs for additional training and EM coordination when possible.

2–19. Senior commanders

Senior commanders will—

a. Execute senior commander EM responsibilities in accordance with AR 600–20.

b. Ensure tenant organizations on installations:

(1) Comply with and contribute to the development of Army EM program requirements, participate in the host EM planning process, and provide personnel support as specified in host installation plans.

(2) Participate in the EM planning process, develop and integrate EAPs into the installation EM plan, and participate in required training, certification, credentialing, and exercise events.

(3) Complete required training and certification in accordance with DA Pam 525–27.

c. Establish an installation EM program to prevent, protect against, mitigate the potential effects of, respond to, and recover from all multi-agency and/or multi-jurisdictional emergencies resulting from all hazards in coordination with tenants, higher HQ, Federal, State, tribal, other service, local, voluntary (NGO, FBO), and private (and/or HN) agencies, as appropriate. Prior to negotiating with HNs, OCONUS installations will coordinate with their supported ASCC and GCC.

d. Ensure the installation EM program is NIMS-compliant, aligned and integrated with the overall APP mission.

- e.* Appoint an installation emergency manager in writing, with the responsibility for overall EM program coordination and integration with installation response elements or as coordinated with external sources. The emergency manager will either be a military officer or DA civilian (O-4, GS-12/YC-2, or above), who is trained and/or experienced in EM operations.
- f.* Appoint a PHEO in writing, based on the nomination by the respective Director of Health Services. The PHEO will provide health and medical advice and guidance in protecting military installations, property, and personnel during a public health emergency.
- g.* Ensure installation emergency managers integrate medical and public health activities in installation EM planning, training, and exercises in coordination with medical emergency manager and PHEO or local or regional representative.
- h.* Ensure the review and approval of support agreements, to include memoranda of agreement/understanding, aid agreements, inter-service support agreements, and support contracts that involve EM, first responder, emergency responder, first receiver, and responder services annually. Prior to negotiating with HNs, OCONUS installations will coordinate with their supported ASCC and GCC.
- i.* Ensure community awareness is incorporated into installation planning, training, and exercises, ensuring all tenant and supported units/activities have taken adequate steps for emergency awareness, planning, and preparation, as required.
- j.* Coordinate with the PAO to identify and train spokespersons in risk and crisis communication.
- k.* Ensure Army Family readiness and outreach organizations support community awareness and protection from all-hazards through outreach within their networks. Specific organizations include but are not limited to ACS.
- l.* Ensure DFMWR and ACS participation in mass care activities and planning, or ensure that appropriate plans are in place for mass care activities for installations without DFMWR or ACS.
- m.* Ensure EFAC is incorporated into emergency planning, preparation, training, and exercises.
- n.* Ensure all tenant, subordinate, and supported units/activities support the PHEO policy and guidance relating to the integration of health surveillance requirements within operational/ installation decision support schemes.
- o.* Develop implementing guidance for installation execution of emergency health powers, up to and including quarantine operations.
- p.* Ensure the supporting MTF identifies a Strategic National Stockpile (SNS) point of contact/coordinator to monitor SNS planning, capability, and training and report readiness.
- q.* Establish and provide command emphasis to the functions of the installation EMWG. Installation and garrison commanders will participate and support the installation EMWG in accordance with DODI 6055.17. The EMWG may be consolidated as part of the PWG, in accordance with AR 525-2.
- r.* Ensure installation response and recovery actions for multi-agency and multi-jurisdictional emergencies integrate, align, and support the Army EM program goals and requirements. This includes identification of capabilities and limitations of all typed resources identified in DA Pam 525-27 applicable to each installation type.
- s.* Establish and provide command emphasis to the functions of the installation EOC. Designate one installation EOC in accordance with installation. All installation EOCs will align and support the appropriate resource type definition and training requirements of the appropriate multi-year training plan in DA Pam 525-27. Installation and garrison commanders (or their designated representatives) will participate and support the installation EOC as the focal point of all multi-agency coordination system (MACS) activities during response and recovery operations.
- t.* Ensure the adoption and utilization of ICS for incident-level management of all multi-agency and/or multi-jurisdictional emergencies impacting the installation's mission, personnel, infrastructure, and environment. Ensure all emergency services and environmental spill response first and emergency responders are trained and certified in accordance with DA Pam 525-27.
- u.* Ensure all new procurement, fielding, or contracts related to COP and incident management systems (IMSs) and MWNS, are coordinated with higher HQ for integration into sustainment planning, and approved by DAMO-AP. New procurement or purchase of these systems or services without approval may result in no EM sustainment funding.
- v.* Ensure installation emergency manager and installation Director of Physiological Health or supporting MTF incorporate TEM in installation EM plans and develop a plan for behavioral healthcare of non-military personnel affected by traumatic all-hazard incidents.
- w.* In coordination with supporting MTF commander, submit a request to the Secretary of the Army for healthcare (to include BH) for non-DOD beneficiaries immediately when required by all-hazard incidents.
- x.* Ensure agreements and exercises exist to distribute casualties across medical facilities on and off post in all-hazard incidents. Protocols for EM staff and hospital staff will exist to track and manage patients in non-DOD medical facilities.
- y.* Ensure the following are trained as TEM facilitators: 10 percent of assigned installation MTF active duty uniformed BH officers, a minimum of one unit ministry team assigned to Regular Army Brigade Combat Teams on an installation, and a minimum of two BH officers assigned to Army combat and operational stress control units on the installation. For

installations without hospitals BH traumatic event management support, incorporate Regional Health Commands BH plans and policies.

z. Ensure installation emergency manager includes provisions for religious support operations in installation EM plans for personnel affected by mass casualty and other traumatic incidents.

aa. Senior commanders in a foreign operating environment should refer to TM 3–11.42 for additional tasks and responsibilities.

2–20. Commanders of government-owned, contractor-operated facilities

The commanders of GOCO facilities will—

a. Coordinate with the contracting officer to ensure that contracts include provisions for operations at GOCO facilities to meet and remain compliant with safety and EM legal mandates.

b. Ensure non-DOD hazardous materials (HAZMAT) is not stored, treated, or disposed of on the installation unless approved by the office of the Assistant Secretary of the Army for Installations, Energy & Environment, his or her designee, or higher authority.

c. Execute EM responsibilities in accordance with contract provisions.

d. Coordinate external installation EM resource support agreements through command channels prior to approval.

e. Ensure all contractor personnel receive appropriate training on the Army EM program and specific installation all-hazards response requirements.

f. Designate one person (military, civilian, or contractor) on site to attend TEM training in coordination with MEDCOM to serve as the traumatic event facilitator for the facility.

2–21. Installation Emergency Manager

The installation emergency manager will—

a. Coordinate the installation EMWG with tenants, higher headquarters, Federal, State, tribal, other service, local, voluntary (NGO, FBO), and private (and/or HN) to ensure EM plans and EAPs are mutually supporting and integrated. The EMWG may be consolidated as part of the PWG, in accordance with AR 525–2.

b. Support the senior commander in synchronizing the all-hazards/threats risk management process across the protection functions on the installation.

c. Develop and maintain the installation EM plan, functional area annexes, hazard-specific appendices, support annexes, and instructions.

d. Integrate installation EM requirements into resource planning.

e. Ensure installation EM individual and team training is occurring across the spectrum of installation stakeholders.

f. Ensure community awareness is incorporated into emergency planning, preparation, training, and exercises.

g. Ensure EFAC is incorporated into emergency planning, preparation, training, and exercises.

h. Provide subject matter expertise to support communication about installation-specific all-hazard planning.

i. Annually assess installation EM capabilities.

j. Establish, maintain, and exercise support agreements between installation and local civil jurisdictions, private organizations, and NGOs exchanging resources that address the five EM mission areas of EM protection, prevention, mitigation, response, and/or recovery operations. All support agreements will be reviewed, updated, and exercised annually whether managed by the emergency manager or other staff agency. All agreements will be reviewed by servicing legal office.

k. See DA Pam 525–27 for additional guidance and information.

2–22. Command Emergency Management Program Coordinator

The command EM program coordinator will execute tasks in paragraph 2–17 as directed by command leadership. The EM program coordinator designated by Chief, NGB will execute tasks in paragraph 2–3.

2–23. Public Health Emergency Officer

Appointed PHEOs will—

a. Advise the senior commander regarding implementation of emergency health powers (EHP) and inform MTFs and RHC commanders of EHP-related actions.

b. Coordinate and participate in exercises related to public health preparedness and response.

c. Support the medical emergency manager in participation in the installation EMWG, review of the medical annex to the installation EM plan, and maintenance of the medical facility EM plan.

d. Advise on the implementation of clinical policies to respond to public health emergencies.

e. Provide medical information on public health emergencies to the Senior Commander for decision.

f. Coordinate with local, county, and State or HN public health authorities in the development and maintenance of support agreements, in coordination with the MTF agreements manager for consultation and assistance in the review process.

g. Work with senior commanders to ensure community awareness (Ready Army campaign) is incorporated into medical-related emergency planning, preparation, and training, and provide subject matter expertise to support communication about guidance and plans.

Chapter 3

Concept of Operations

3–1. Overview

a. The EM program employs coordinated and integrated functional resources from internal and external organizations to (1) reduce the risk of emergencies impacting the Army community through prevention, protection, and mitigation activities and (2) develop response and recovery team capabilities to manage all natural, technological, and human-caused hazards, including terrorism, impacting or with the potential to impact the jurisdiction, supported mission, protected population, or supporting critical and routine infrastructure.

b. The Army develops and sustains a comprehensive EM program plan that utilizes capabilities organic to the installation, facility, or activity to manage incidents locally. Based on severity of an incident, external support from local, State, regional, and/or Federal agencies may be required and available through approved support agreements.

3–2. Operational construct

a. Command oversight of EM program. ACOMs, ASCCs, DRUs, and the ARNG provide oversight to subordinate commands, installations, tenant organizations, facilities, and activities to coordinate planning and resource use.

b. Commands that manage installations will use a typing concept to classify installations Type I through Type V. This is a four (4)-type resourced capability and capacity-based approach, with Type V installations being exempt. Type IV level (Baseline) has the lowest degree of organic EM capabilities; each level has an increasing degree of core capabilities until reaching a Type I level (Technician).

(1) The installation type designation process or result do not mandate the development of new services, such as F&ES, emergency medical services (EMSs), explosive ordnance disposal (EOD) units, LE, or MTFs; nor do the descriptions eliminate the independent policy requirements governing such functional areas (for example, F&ES) should they already exist on Army installations.

(2) The mission still determines relative importance within each type designation, as described below, and prioritizes manpower, training, equipment fielding, and sustainment efforts. If mission or population drivers increase or decrease the installation organic and/or external capabilities, then the capability-based structure is able to adapt and address the new operational environment in a cost-effective, sustainable method.

(3) Installation typing requires the development of task-organized, matrixed teams utilizing existing resourced capabilities and capacity for command, control, and communications (C3), evacuation management, mass care operations, casualty decontamination, and recovery operations, when necessary to fulfill the functions and tasks assigned by law, policy, or regulation.

c. Organizations with responsibilities for personnel located at SAFs (for example, leased space, reserve centers, armories, and recruiting stations) will—

(1) Require these facilities to develop EAPs, and provide personnel at these facilities with coverage by MWNS as described in paragraph 9–5*b*.

(2) Coordinate EAPs with supporting local response organizations.

3–3. Installation type designations

a. Commands that manage installations, in coordination with DCS, G–3/5/7 and with information provided by the senior commanders will perform this function. Installation typing is based upon the EM capabilities the installation is capable of attaining and maintaining through a combination of organic and/or external resources. EM capabilities required for each type designation may be organic, regionalized, or provided by Federal, State, tribal, local, other service, and private (and HN partners) through establishment of support agreements or support contracts.

b. The five-type system below is based upon the concept of bottom-up capability development. Type IV is the lowest level of capability; typing progressively builds upon these core capabilities to Type I Technician level consistent with NIMS and FEMA response 508 series. This is only a summary of the overall requirements detailed in this regulation.

(1) Type I Installation (technician-level EM capabilities). In accordance with 29 CFR 1910.120q and National Fire Protection Association (NFPA) Standard 472 (Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents), technician-level capabilities provide the ability to conduct offensive operations, to include casualty rescue, casualty decontamination, and sampling operations, within a contaminated environment in order to effectively respond to, contain, identify, and mitigate the effects of a hazardous materials event. For the purposes of the all-hazards in the Army EM program, this term includes the ability to effectively respond to and contain, identify, and mitigate the effects of any natural, technological, human-caused hazards, including terrorism threats or incidents for which the given installation has prepared itself for with the proper organization, training, certification, and equipment.

(2) Type II installation (operations-level EM capabilities). In accordance with 29 CFR 1910.120q and NFPA 472, operations-level EM capabilities provide the ability to conduct defensive operations outside of the contaminated environment, to include casualty decontamination, to effectively respond to and confine the effects of a hazardous materials event. For the purposes of the all-hazards represented within the Army EM program, this term includes the ability to effectively respond to and contain the effects of any natural, technological, human-caused hazards, including terrorism threats or incidents for which the given installation has prepared itself for with the proper organization, training, certification, and equipment.

(3) Type III installation (awareness-level EM capabilities). In accordance with 29 CFR 1910.120q and NFPA 472, awareness-level capabilities provide the ability to recognize a potentially contaminated environment and conduct protective actions, including evacuation, safe haven, shelter, and shelter-in-place (SIP). For the purposes of the all-hazards program in the Army EM program, this term includes the ability to recognize any potential hazard or emergency condition to which the installation may be expected to be impacted by during normal operations, to include natural, technological, human-caused hazards, including terrorism threats or incidents.

(4) Type IV installation (baseline). Baseline-level capability is the ability to recognize any potential hazard or emergency condition; issue protective action recommendations to assigned personnel/staff; and coordinate operations with minimal organic emergency response capability. All response requests require external support and assistance. The installation still must conduct and coordinate evacuation and SIP of personnel; and provide support during response and recovery operations provided by local jurisdiction(s). For the purposes of the Army EM program, the term all-hazards includes any potential hazard or emergency condition to which the installation may be expected to be impacted by during normal operations, to include natural, technological, human-caused hazards, including terrorism threats or incidents.

(5) Type V installation (special installations, facilities, and/or activities). Select installations, facilities, and activities have been identified by commands that manage installations, primarily AMC, as special installations, facilities, or activities not resourced directly by the Army in order to implement or support Army EM program requirements. Type V installations are typically COCO or GOCO facilities associated with AMC.

Chapter 4 Program Management

4–1. Program administration

This policy documents the mission, goals, objectives, requirements, procedures, roles and responsibilities, budget process, records management, and assessment process, at a minimum. For details on the role of the commander, see DA Pam 525–27 for additional details on duty positions.

4–2. Headquarters, Department of the Army, G–34 emergency management program manager

The HQDA, G–34 program manager is designated in writing by the DAMO–AP. The HQDA, G–34 EM program manager is responsible for the development and management of all policy related to implementation and execution of the Army EM program, leads the Army EMSG, and serves as the Army’s representative to the DOD EMSG and the International Association of Emergency Managers Uniformed Services Caucus. DAMO–AP is the assigned manager for the High Visibility Installation Protection Program (VIPPP) management decision evaluation package (MDEP) within the POM development process under the DOD Planning, Programming, Budgeting and Executing System.

4–3. Emergency management coordinator

a. Requirements. All organizational levels with EM responsibilities will assign an EM coordinator responsible for the development, implementation, and sustainment of the Army EM program within that command. The EM coordinator is typically the representative to the next higher EMWG, when requested, and responsible for their respective level’s EMWG. The EM coordinator is responsible as the lead for all emergency planning, policy, coordination, and integration at their

respective level. The EM coordinator at each level is responsible for ensuring the collection and prioritization of EM resource requirements for POM submission to the next higher HQ.

b. Command emergency manager program coordinator. ACOM, ASCC, DRU, and ARNG EM program coordinators execute tasks in chapter 2 as directed by command leadership.

c. Emergency manager coordinator. As required, commanders of ACOMs, ASCCs, and DRUs, and Director, ARNG may appoint an EM coordinator for their subordinate commands; however, they will appoint a minimum of one EM coordinator at each installation for subordinate organizations.

(1) All SAFs will designate an EM coordinator in writing.

(2) An EM coordinator represents the organization at the appropriate EMWG and is responsible for the coordination and development of EAPs and ensure it is integrated into host EM plans.

(3) An EM coordinator is the designated representative to the installation EOC, as required.

4-4. Emergency manager

a. Installation emergency manager. The installation emergency manager will be properly trained and designated in writing as identified in chapter 2. The installation emergency manager is responsible to the senior commander for development, execution, and sustainment of the installation EM program and supporting EM capabilities. The installation emergency manager is responsible for managing the entire EM life cycle from preparedness through recovery.

b. Medical emergency manager. MTF commanders will designate in writing a military member or DA civilian trained and experienced in medical EM to serve as the facility emergency manager with collateral duties as the medical emergency manager.

4-5. Standard installation organization

This regulation uses the organizational model in DA Pam 525-27 for reference purposes in terms of titles, responsibilities, and authorities. The referenced organization may be different than the organization currently used at the installation level. Senior commanders are encouraged to align program responsibilities with local conditions to ensure ease of execution and clear delineation of roles and responsibilities. Installations not managed by IMCOM will review the baseline organization shown in DA Pam 525-27 and align responsibilities to the appropriate organizations or individuals in their existing organizational construct. Nothing in this regulation or DA Pam 525-27 mandates a change to existing installation or garrison organization.

4-6. Advisory committees

a. Goal. Each advisory committee will provide input to and assist in the development, implementation, evaluation, and maintenance of the Army EM program at their respective level. Each advisory committee will actively participate and contribute to the emergency planning, coordination, program integration, and program execution at their respective level. When possible, the EMWG may be consolidated for efficiencies into the organization's PWG in accordance with AR 525-2.

b. Army Emergency Management Steering Group. The Army EMSG will coordinate and synchronize the implementation and operations of the Army EM program across the Army. The Army EMSG will support DCS, G-3/5/7 in representing Army requirements to the APP, DOD EMSG and other DOD, Joint, or Federal entities.

c. Headquarters emergency management steering group. ACOMs, ASCCs, DRUs, and ARNG will establish EMWGs to coordinate and manage the development, implementation, execution, and management of the subordinate EM programs.

d. Installation emergency management steering group. All Army installations will charter and maintain an installation working group as the core component of their EM program. The working group will coordinate and synchronize the implementation and operations of the Army EM program across the installation, all subordinate commands, and tenant organizations. At a minimum, the EMWG will consist of the senior commander or commander's representative, the installation emergency manager, and protection, PHEO, and/or functional service representatives.

4-7. Program maintenance

a. Policy maintenance. DAMO-AP will review this regulation annually with consideration regarding changes in applicable or parallel policy or procedural changes in Federal laws and regulations, DOD, and Joint Staff policy, and Service regulations and requirements. DCS, G-3/5/7 (DAMO-AP) is responsible for change notices, updates, and revisions to this regulation based upon this annual review process.

b. Program status reports. The command EM program coordinators and installation emergency managers will report EM status in accordance with HQDA guidance.

c. *Program reviews.* Commanders will conduct an annual comprehensive program review to evaluate the effectiveness and adequacy of EM program implementation.

Chapter 5

Emergency Planning

5–1. Emergency planning concept

a. *Overview.* Emergency planning is the process of (1) establishing the missions, requirements, and operational concepts for all phases of EM within a specific jurisdiction, (2) directing the development of identified EM capabilities within the jurisdiction, (3) synchronizing the actions of assigned functional areas with the established operational concept, and (4) determining the jurisdiction's actions specific to each identified hazard. Effective planning conveys the goals and objectives of the EM program and the actions required to achieve these goals and objectives.

b. *Capabilities-based planning process.* The EM program requires a capabilities-based emergency planning process in order to effectively develop, employ, and sustain response and recovery capabilities applicable across all identified hazards. EM plans will be flexible enough for use in all emergencies, including unforeseen incidents, yet detailed enough to provide a course of action for commanders to proceed with preplanned responses to any incident.

c. *Emergency planning responsibilities.* Emergency planning will be conducted at the ACOM, ASCC, DRU, and ARNG level, and at installation and tenant organization levels. Emergency planning is conducted by the established EMWG with the technical direction of the command EM program coordinator or installation emergency manager.

d. *Strategic planning.* Strategic planning will be conducted at all applicable organization levels. Strategic planning is conducted in accordance with Army guidance and should be aligned with NIMS and the National Preparedness System (NPS). Strategic plans will describe the organization's vision, mission, goals, objectives, business and financial plans, and milestones for providing EM capabilities to the Army, commands, or installations, as appropriate. Business plans will describe the organization's plan for investment, procurement, and sustainment of financial, human, nonmaterial, and material resources affiliated with the EM program. Business planning will include identification of financial processes and limitations for the program.

(1) *Headquarters, Department of the Army, G–34 requirement.* DAMO–AP will develop and maintain a strategic plan for the Army EM program aligned with the strategic plans of supported Army and DOD organizations, to include the Deputy Undersecretary of Defense for Installations and the Environment as program sponsor for DODI 6055.17. Strategic plans will be approved by the G–34 or designated representative and updated, as required.

(2) *Command requirement.* ACOMs, ASCCs, DRUs, and the CNGB will develop and maintain a command-wide EM plan aligned with the HQDA, G–34 strategic plan. The command's plan will be approved by the commander or the commander's designated representative and updated as required. The plan will provide policy, standards, and guidance to subordinate commands and installations, and define how those subordinates will employ programmatic standards to develop required EM capabilities.

(3) *Installation requirement.* Command-level guidance may be contained in the installation EM plan or developed as a separate guidance document based upon local requirements, but will be included in the overall planning process. EM plans will be approved by the senior commander or the commander's designated representative and updated as required. An installation EM plan will define how a specific jurisdiction (an Army installation and associated off-installation areas subject to Army jurisdiction) will develop and employ resourced capabilities and capacity to meet assigned missions through the integration of assigned functional areas based upon the identified hazards. The primary focus of the installation EM plan is to reduce the senior commander's risk of emergencies resulting from all hazards through the coordinated development and employment of EM capabilities.

(4) *Tenant or standalone facility requirement.* EAPs will define how a specific command or unit residing within a DOD installation or SAF will develop and employ required actions in an all-hazards event. The primary focus of the tenant EAP is to synchronize tenant organization actions during an emergency.

5–2. Installation emergency management plan

a. The installation EM plan focuses on the development of EM capability within a jurisdiction and the coordination of such EM capability between supporting jurisdictions. As an unclassified document, an installation EM plan cites its legal basis, states its mission, goals, objectives, and purpose, defines the plan development and maintenance processes, and acknowledges assumptions.

b. All installations will develop an EM plan that provides a detailed operational concept for the prevention of, response to, and recovery from all identified hazards based upon a common EM and incident management construct. The installation EM Plan will be fully coordinated to ensure integration of other protection programs, plans, and orders (for example, AT,

COOP, F&ES, Oil and Hazardous Material Spills, and Environment). Proper integration will provide for coordination of response activities within the facility, minimize duplication, and simplify plan development and maintenance. The plan will also include planning coordination requirements with the supporting medical emergency manager. Installation EM plans will be approved by the senior commander or the commander's designated representative and updated as required. EM plans will be part of the integrated protection plan in accordance with AR 525–2. The EM Plan will follow established Army formatting conventions and will include at a minimum the following elements:

- (1) Command and control.
- (2) Interoperable first responder communication system (E911, computer-aided dispatch, and land mobile radio).
- (3) Mass warning and notification.
- (4) Community awareness.
- (5) Incident command
- (6) Evacuation.
- (7) Shelter-in-place.
- (8) Personnel accountability.
- (9) Continuity of operations.
- (10) Recovery operations.
- (11) Functional areas annexes.
- (12) Hazard-specific response and recovery plans.
- (13) Emergency public information.
- (14) Emergency family assistance center.

c. Installations will—

- (1) Incorporate observations and lessons learned from risk assessments.
- (2) Include critical infrastructure components between on and off installation that may affect an installation's ability to conduct its mission.
- (3) Include a communication standard operating procedure (SOP) with designated sequences of call signs for coordination with Federal, State, local, tribal, territorial, or HN partners.
- (4) Review the emergency response plan annually to facilitate program enhancement and to ensure incorporation of the guidance contained in DODI 3020.52.

5–3. Risk management process

a. *Overview.* Risk management is the focus of EM and is a continual process which will evolve as hazards are identified, mitigation actions are completed, prevention capabilities are developed and employed, and EM capabilities are developed to respond to and recover from identified hazards. The process simultaneously guides and prioritizes the installation's efforts to develop capabilities to respond to and recover from the emergency resulting when the hazard impacts the jurisdiction. In an all-hazards construct, risks are evaluated in a holistic approach looking at each hazard, to include criminal and terrorism hazards, from the perspective of vulnerability, consequence, and the capability to prevent, protect against, mitigate the potential effects of, respond to, and recover from the hazard. Where organic capabilities do not exist, consider closing resource gaps using support agreements with Federal, regional, State, tribal, local, voluntary and NGO, private industry, or HN partners when possible. Senior commanders develop or provide input to support agreements with Federal, regional, State, tribal, local, voluntary and NGO, private industry, or HN partners, including EM agencies, emergency services, and other response and recovery partners.

b. *Requirement.* Each installation and facility will identify threats and hazards which have the potential to impact their jurisdiction, the likelihood of their occurrence, and the vulnerability of supported missions, assigned personnel, property, the environment, and the jurisdiction as a whole to these hazards. Once identified, the installation will take action to mitigate the potential effects of identified hazards or prevent the hazard from impacting the installation in order to reduce the resulting consequences of those hazards. The risk management process simultaneously guides and prioritizes the installation's efforts to develop capabilities to respond to and recover from the emergency resulting when the hazard impacts the jurisdiction. In an all-hazards construct, risks are evaluated in a holistic approach looking at each hazard, to include criminal and terrorism hazards, from the perspective of vulnerability, consequence, and the capability to prevent, protect against, mitigate the potential effects of, respond to, and recover from the hazard.

c. *Concept.* Risk management within EM programs is focused on the risk to the entire installation and the entire population instead of the risk solely at the critical asset or critical infrastructure level.

- (1) The four principles of risk management are:
 - (a) Integrate risk management into all phases of missions and operations.
 - (b) Make risk decisions at the appropriate level.
 - (c) Accept no unnecessary risk.

- (d) Apply risk management cyclically and continuously.
- (2) The five steps of risk management follow a logical sequence that correlates with the operations process activities:
 - (a) Step 1. Identify the hazards.
 - (b) Step 2. Assess the hazards.
 - (c) Step 3. Develop controls and make risk decisions.
 - (d) Step 4. Implement controls.
 - (e) Step 5. Supervise and evaluate.
- (3) The risk management process includes eight (8) supporting assessment activities:
 - (a) Criticality assessment.
 - (b) Hazard assessment.
 - (c) Threat assessment.
 - (d) Vulnerability assessment.
 - (e) Consequence assessment.
 - (f) Capability assessment.
 - (g) Relative Risk Determination.
 - (h) Needs assessment.

5-4. Community profile concept

a. Overview. The completion of a community profile is the first step in developing an installation EM program. The concept centers on identification, prioritization, and allocation of limited resources during the preparedness phase. The concept includes collection of demographic and infrastructure information, personnel categorization and installation zoning. This process is executed at the installation level with support and participation from all commands and tenants.

b. Requirement. All installations will develop and maintain an installation community profile. Community profiles will include the following minimum information:

- (1) Installation infrastructure
- (2) Installation personnel categorization
- (3) Installation population density and distribution
- (4) Installation zoning

c. Goals. The goals of the installation community profile are the following:

- (1) Determine the characteristics and locations of the protected population.
- (2) Identify resources to protect that population.
- (3) Fill identified resource gaps based upon priority of the identified needs.

5-5. Tenant emergency action plan

Tenant organizations will develop EAPs in order to synchronize emergency actions with the operations of the installation in order to (1) support and execute protective action recommendations for assigned personnel and (2) support response and recovery operations. This requirement applies to all visitors, guests, and contractors as well as normally assigned personnel. Continuity program requirements exceed the expectations, scope, and content of a tenant EAP and should be documented in a continuity plan, but do not alleviate the requirement for a tenant EAP. Tenant EAPs will be approved by the command organization or the commander's designated representative.

5-6. Standalone facility emergency action plan

SAFs will develop EAPs coordinated with their parent organization. EAPs will address all hazards including active shooter threat and following emergency actions: SIP, evacuation, communications, and personnel accountability. SAF EAPs will be approved by the command organization or the commander's designated representative.

5-7. Additional planning elements

a. Mitigation planning. Mitigation planning will be conducted at the installation level by the installation EMWG with the technical direction of the installation emergency manager and in coordination with the installation PWG and installation public works representatives. Mitigation plans will describe the physical, IT, and nonmaterial mitigation strategies associated with hazards identified during the risk management process. Mitigation plans will consider mitigation opportunities during the recovery phase, when hazard awareness is high and funds may become available, for the redesign and/or relocation of facilities and infrastructure.

b. Prevention planning. Prevention planning will be coordinated at the installation level by the installation EMWG and is conducted by the installation PWG and applicable MTF programs and Force Health Protection programs.

Chapter 6

Preparedness Activities

6–1. Installation preparedness

Preparedness consists of all activities taken prior to the onset of an emergency to prepare Category 1–5 personnel for the eventual response to and recovery from an emergency. While mitigation and prevention actions may reduce the impact of hazards on an installation, these actions do not eliminate risk associated with all hazards. Preparedness activities increase the resilience of the installation community through the Ready Army community preparedness initiative (protected population) and continuity efforts (Category 1 personnel) as well as increase the response and recovery capabilities of the installation through organization, manning, training, equipping, exercising, evaluating, and sustaining first and emergency responders (Category 5 personnel). The components of preparedness include risk management, emergency planning, continuity programs, interagency coordination, community preparedness, resource management, development of C3 capabilities, training and education, equipment, and exercise and evaluation. All preparedness actions are undertaken in a comprehensive effort to reduce the risk associated with identified hazards. See DA Pam 525–27 for additional information on personnel categorization.

6–2. Interagency coordination

Installation, MTF, SAF EM programs will coordinate with appropriate Federal, State, tribal, other service, local, and private (and/or HN) EM agencies and departments to identify and update responsible points of contact, emergency protocols, and expectations in the event of an emergency on or impacting an Army installation. This task should include prior EM coordination with nearby military installations operated by the other U.S. Armed Forces, DOD components, and the U.S. Coast Guard. Formal accomplishment of this task will be performed and documented at least annually. Within the U.S., civil coordination should include participation by installation emergency managers and appropriate representatives from assigned functional areas in State emergency response commissions, local emergency preparedness committees, metropolitan medical response systems, SNS, and Joint Terrorism Task Forces when such committees/systems are available in the local geographic area. EM programs will ensure coordination issues overseas are coordinated with the GCC, as necessary and directed.

6–3. Community awareness

Installations and commands will establish and maintain a community preparedness program ensuring Soldiers, Family members, and Civilians are provided guidance on individual and Family emergency preparations. EM community awareness and emergency preparedness information will be made available to all assigned personnel and their Family members upon indoctrination and on an annual basis, or more frequently as the local hazard and threat situation dictates. It is the goal of community preparedness efforts that individuals and Families should be prepared to survive for a minimum of 72 hours before the restoration of essential services, such as the distribution of water, food, and emergency supplies. Awareness and emergency preparedness information <http://www.ready.army.mil/> and <https://www.ready.gov/>.

6–4. Interoperability

EM programs should be consistent with those of local civil jurisdictions and other Army installations in order to ensure an effective and efficient response and recovery from a multi-agency, multi-jurisdictional emergency. The interoperability requirements of equipment, communication systems, and other EM capabilities can be identified and improved through interagency collaboration, coordination, and participation in all aspects of EM.

6–5. Emergency public information

Jurisdictions are responsible for the provision of EPI to their protected population prior to, during, and after an emergency. The target audience of EPI efforts will include the installation's protected population, the surrounding civilian communities, the civilian media, and appropriate Federal, State, tribal, other service, local, and private (and/or HN) agencies. All installations will develop policy and procedures for media management and communicating risk related to emergencies consistent with the Assistant to the Secretary of Defense for Public Affairs and the Office of the Chief of Public Affairs guidance.

6–6. Civil support

a. Requirement. The response to an emergency in the local community is the responsibility of local and State governments. In accordance with DODD 3025.18, the U.S. military, because of its unique capabilities and resources, may be requested through established channels to provide temporary, short duration emergency support to civil authorities during

an emergency. For details, contact the designated CS representative at the supported ASCC and consult DOD Manual 3025.01, DODD 3025.18, and ATP 3–28.1.

b. Immediate response authority. Commanders will provide military support to local civil authorities only as permitted by higher authority except in cases where the “immediate response rule” directly applies to the situation. Local civil authorities may make requests for an immediate response to any command. The immediate response authority of DODD 3025.18 refers to any form of immediate action taken by a commander to save lives, prevent human suffering, or mitigate great property damage under imminently serious conditions outside of existing support agreements. The commander will report to higher HQ as soon as possible, but not to exceed 2 hours following the initiation of the immediate response effort.

Chapter 7

National Incident Management System

7–1. National Incident Management System overview

The DOD directed the Services to adopt and implement procedures consistent with the NIMS and the ICS at all domestic DOD installations. NIMS and the supporting ICS are the nation’s primary venue for Federal, State, local, tribal, and territorial governments to work effectively and efficiently together to prevent, protect against, mitigate the potential effects of, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. NIMS integrates existing best practices into a consistent, Armywide approach to incident management that is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context while providing for interoperability and compatibility among Federal, State, local, and tribal capabilities.

7–2. Phased implementation

a. Concept. The NIMS is implemented in a four-phase process. Different levels of the Army may be in different phases at any one time. The 4 phases are—

- (1) NIMS Phase I: Adopt NIMS concepts and principles.
- (2) NIMS Phase II: Identify relevant plans, policies, and procedures.
- (3) NIMS Phase III: Update relevant plans, policies, and procedures.
- (4) NIMS Phase IV: Support National Integration Center standards, to include follow-on training, exercises, and program certification.

b. National Incident Management System Administrator. Headquarters, Department of the Army Protection Division (G–34) is the NIMS Administrator for the Army. The Deputy G–34 is designated as the NIMS Administrator signature authority for the Army. The purpose of the Army NIMS Administrator Program is to build self-sustaining NIMS-compliant EM training and credentialing programs within the Army, and to provide a standardized methodology for designing, developing, conducting, and evaluating all such training. HQDA, G–34 will be the single point of contact between FEMA Emergency Management Institute (EMI) and DA. All DA personnel, uniformed, civilian, and contractors will coordinate through the HQDA, G–34.

7–3. Maintenance and reporting

a. NIMS and ICS training compliance will be reported through the Service Area 604 Army EM ISR annual, and the full operational capability (FOC) and sub-State Administrative Agency quarterly reports. (Internal)

b. Commands designated as subordinate NIMS administrators will provide the Army NIMS Administrator an annual NIMS training report using current HQDA reporting guidance. (External)

c. Command EM program coordinators (at higher HQ) and installation emergency managers will maintain a consolidated copy of these reports as part of the EM program records for a period not less than 3 years.

7–4. Resource management

The Army EM program will employ NIMS-based resource management procedures to prioritize resource allocation at the installation-level. Each jurisdiction will implement common procedures to locate, acquire, store, distribute, maintain, test, and account for services, personnel, resources, materials, and facilities procured and/or used to support the EM program.

a. Resource typing

(1) *Process.* Installation emergency managers are responsible for the consolidation of resource inventory entries and/or submissions by assigned functional areas. Functional areas on installations are responsible for entering all resources available for deployment into the resource inventory maintained at the installation. This resource data will be made available

to the supporting installation dispatch center and installation EOC. Functional areas are responsible for resource and financial management related to life cycle management of assigned resources and this responsibility will not be transferred to EM programs without written approval from higher HQ.

(2) *National Incident Management System Tier One assets.* The Army EM program will utilize existing NIMS Tier One resource type definitions whenever applicable to describe EM resources. NIMS Tier One definitions apply to the majority of F&ES, Emergency Medical Services, and Law Enforcement capabilities as well as many Department of Public Works (DPW) resources. However, NIMS Tier One definitions do not exist for or do not appropriately describe the majority of mass care, evacuation management, and recovery resources at the installation level.

(3) *State and local National Incident Management System Tier Two Assets.* The Army EM program will comply with NIMS requirements to develop standardized resource typing definitions for local EM programs to the extent possible. All installations will implement a resource typing process based on the Army resource typing definitions provided in DA Pam 525–27. Installations will type all resources identified within their jurisdiction or with which they have an approved support agreement or contract. Installations may develop local typing criteria for additional NIMS Tier Two assets identified in the planning process. Installations will submit local typing criteria to DAMO–AP by way of their supported commands that manage installations for consolidation.

b. Financial management. The installation EOC’s finance and administration section will develop and standardize procedures to rapidly develop and manage emergency cost accounting codes to track all emergency-related expenses, including those incurred under support agreements and support contracts, in accordance with DFAS–IN Manual 37–100. The installation EOC’s finance and administration section will also consolidate and forward cost estimates identified during the damage assessment process to the appropriate commands that manage installations and to ASCCs as directed. The commands that manage installations are responsible for developing the overarching emergency funding lines necessary to consolidate multiple emergency cost accounting codes simultaneously in use by multiple installations.

c. Volunteer and donations management

(1) *Requirement.* Volunteer and donations management refers to those volunteer services and donated goods provided by unaffiliated volunteer services or individuals and donated goods which are unsolicited and for which no established resource requirements may exist. Installation EM plans will establish procedures for organizing and coordinating the receipt of unsolicited services and/or goods in a manner that does not interfere with ongoing response and recovery efforts. ACS is responsible for volunteer management. Donation management is a function of the EFAC.

(2) *Restrictions.* Title 31 USC 1342 precludes an officer or employee of the United States Government from accepting voluntary services to complete ongoing, regular functions of the government except in “emergencies involving the safety of human life or the protection of property.” This may include response and recovery operations within the Army EM program. See the installation’s Staff Judge Advocate for additional information.

(3) *Execution.* DFMWR is the lead for mass care which includes volunteer and donations management. DFMWR is encouraged to coordinate with private organizations, NGOs, and FBOs with established volunteer and/or donation management experience to receive and ensure the proper utilization of these services and goods. In the case of voluntary services, it is recommended that Non-Appropriated Funds activities serve as accepting office for such voluntary services when possible. DFMWR should consult with legal counsel regarding this process.

Chapter 8

Continuity Programs

8–1. Continuity programs

EM programs should support and complement Continuity of Government Programs and installation COOP Programs. AR 500–3 was established to ensure continuity of mission essential functions (MEF) under all circumstances, performance of annual continuity exercises, and centralized coordination of alternate HQ and continuity facilities. AR 500–3 establishes the responsibilities, policies, and planning guidance to ensure effective execution of critical Army missions and the continuation of MEF under all circumstances. All DA continuity-related activities will be coordinated and managed under the Army COOP Program.

8–2. Business continuity

Business continuity is the process of supporting continuity of business processes and procedures, including retail and supply chain operations. Commercial businesses exist on almost all Army installations in the form of the Army & Air Force Exchange Service and Defense Commissary Agency as well as gas stations, fast food restaurants, banking offices and services, and personal services providers. All businesses should develop a business continuity plan in accordance with NFPA 1600, Standard on Disaster/Emergency Management and Business Continuity/Continuity of Operations Programs.

The development of a business continuity plan is required for all businesses which agree to a role in the recovery organization, including the recovery working group (RWG) detailed in DA Pam 525–27.

8–3. Continuity service providers

Continuity service providers should be designated as Category 1 personnel and include all personnel providing services ISO identified MEFs. This may include facilities management, public works, IT providers, power, and/or utility providers, emergency generator operators, transportation operators, equipment operators, and other skilled support personnel. First responders and emergency responders, including DPW personnel or other service providers directly supporting a pre-planned response and/or recovery effort, will remain designated as Category 5 personnel. The service provider may require installation access, but only be granted access to a specific area related to their supported MEF upon activation of a specific component of one or more COOP plans.

Chapter 9 Command, Control, and Communications

9–1. Incident and unified command systems

All Type I–III installations will adopt the use of the ICS for all emergencies covered by the EM program. In accordance with NIMS, a unified command may be needed for incidents involving multiple jurisdictions, a single jurisdiction with multiple agencies sharing responsibility, or multiple jurisdictions with multi-agency involvement. Under a unified command, a single, coordinated unified incident action plan will direct all activities. The unified commander will supervise a single command staff organization and assume responsibility for overall management of the incident.

9–2. Multi-agency coordination system

In accordance with NIMS, MACS is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities. MACS is focused on the strategic and operational tasks at the installation level and the support of the incident commander.

9–3. Installation emergency operations centers

All senior commanders will support the MACS concept and procedures established in NIMS. All installations will establish, maintain, and operate a single, integrated Installation EOC. Installation EOCs will provide information management, resource management, coordination, and emergency communications during emergency operations impacting or with the potential to impact the installation’s mission, personnel, and/or infrastructure. Installation EOCs serve a different function and are separate and distinct from incident command posts. Other MACS entities associated with the Army EM program will include Federal, State, tribal, other service, local, and private (and/or HN) agencies’ operations centers, to include the National Operations Center, the FEMA regional response coordination centers, Joint Field Office (when established), and State and local EOCs. All installations will develop an appropriately typed installation EOC team and utilize the incident management model. Installations will operate a single EOC in accordance with installation and a single Incident Commander in accordance with incident. Guidance for EOCs also applies to Departmental Operations Centers.

9–4. Installation dispatch centers

All installations which operate an installation dispatch center will support emergency notification to Category 1 personnel, mass warning to Category 2–4 personnel (protected population), dispatching of Category 5 personnel, responder reach-back capability during emergencies, and notification of an emergency to the receiving MTFs and hospitals.

9–5. Mass warning and notification

a. Requirement. All installations and SAFs will develop capabilities to rapidly warn and notify personnel in the event of an emergency in accordance with DODI 6055.17, NIMS, and NFPA 1600. All installations will develop MWN (multi-modal) capabilities with the ability to send warnings to the protected populace as in accordance with paragraph 9–5*b*. All installations will conduct warning coordination with their supporting military and civilian meteorology and/or weather service, geological survey (depending upon hazards), and other warning providers as a routine part of their duties and a no less than semiannual basis. All installations at domestic locations will coordinate warning information with the designated authorities responsible for release of weather and non-weather emergency messages by way of the Emergency Alert System to the greatest extent possible.

b. Alert notification. MWNSs enable timely dissemination of alerts and warnings of hazards and threats that may impact the protected population, on and off DOD installations, allowing time for appropriate protective actions to be taken.

(1) Alert notifications requiring immediate action will be issued within 2 minutes of incident notification and verification to the affected DOD population, regardless of DOD Component affiliation, within appropriate geographic regions.

(2) Within 10 minutes after initiation, MWNSs will reach a target audience of 90 percent or more of the protected population with specific protective action recommendations (mass warning) and 100 percent of assigned EM resources, including first responders, first receivers, and emergency responders (notification).

(3) Within 1 hour after initiation, all MWNSs should reach 100 percent of the protected population.

(4) Procedures and processes should be designed to reduce the time required for notification to the shortest time possible in an effort to allow as much time to take required protective actions as possible.

(5) Alert notifications (for example, duress, field reporting) originating from personnel at SAFs should strive to be initiated within 2 minutes of incident verification, after contact is made to local emergency response forces by dialing 9-1-1.

c. Protected population. The protected population covered by a MWN solution is broken into primary and secondary populations:

(1) Primary Population. All DOD military and civilian personnel and contract support personnel whose normal place of duty is on a DOD installation or within a DOD facility (that is, "DOD badge holders") are considered part of the primary population.

(a) MWNSs will be capable of providing alert notification and confirmation of receipt of the notification to the primary population within the timing limits listed in paragraph 9-5b.

(b) Members of the primary population will ensure that their personal contact information, including after-duty hours contact information, as appropriate (for example, personal cellular phone numbers or landline phone numbers), e-mail addresses, home address, and so forth, are entered into the system and regularly updated or verified every 90 days to remain current and accurate.

(c) Personnel who use smart devices (for example, tablets, phones) are encouraged to enable location services to ensure timely delivery of alerts and warnings within a given geographic region. MWNSs will not track or retain records of individual location data.

(2) Secondary Population. Family members associated with the primary population, guests, visitors, and other potentially impacted personnel are considered the secondary population.

(a) MWNSs will be capable of providing alert notification to the secondary population within the timing limits listed in paragraph 9-5b.

(b) Members of the secondary population are highly encouraged to enter their personal contact information, including personal cellular phone numbers, landline phone numbers (when available), e-mail addresses, and so forth into the system and, where applicable, regularly verify or update the information to ensure it remains current and accurate.

9-6. Enhanced 911

Where technically feasible, all installations will have the availability of E911 services with recording capability through either government-owned and -operated support or support from civilian authorities.

9-7. Emergency communications

All Type I-III installations will establish and maintain interoperable emergency communications across all assigned functional areas Category 5 personnel and with all designated MEFs Category 1 personnel. Emergency Communications will follow existing Army policy. Emergency communications will be incorporated into all aspects of the installation EM plan and supporting annexes, appendices, and SOPs. Emergency communications will be interoperable with military and civil partners. In light of material interoperability costs and transition times, senior commanders will pursue nonmaterial solutions to interoperability challenges, including the use of liaison officers at the installation EOC and incident command post (ICP) levels and the standardization of language, procedures, and objectives through adoption of NIMS. All new and/or future communications systems should meet Association of Public-Safety Communications Officials international standards, whenever applicable. Commands that manage installations will determine their requirements for fielding and maintaining the communication system and manage execution through their assigned communications and/or IT departments.

9-8. Public information system

A critical component of effective EM is an EPI capability closely integrated with the other elements of the Army EM program. EPI is usually implemented through the employment of the Joint Information System (JIS). The mission of the

JIS is to provide a structure and processes for (1) developing and delivering coordinated interagency messages, (2) developing, recommending, and executing EPI plans and strategies, (3) advising the incident commander and the installation EOC concerning public affairs issues that could affect the response and recovery efforts, and (4) controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort. The establishment of a Joint Information Center provides a focal point for JIS activities.

Chapter 10

Evacuation Management and Mass Care Operations

10–1. Evacuation management

a. Goals. The goals of evacuation management are (1) to reduce the impact of identified hazards upon the protected population by removing all or some of the population at risk to a safer location and (2) to coordinate the movement of the protected population during an emergency with movement of identified Category 1 and 5 personnel. Evacuation is the primary means of addressing hazards faced by the protected population.

b. Requirement. All installation EM programs will develop, exercise, and maintain procedures for evacuation of all assigned personnel upon standing, verbal, or written orders of the senior commander. Evacuation management procedures will include the capability to direct and manage evacuation of (1) one or more installation zones to local safe haven on the installation, (2) one or more installation zones to civilian shelter provided by one or more civil jurisdictions, (3) one or more installation zones to remote safe haven at a pre-designated, geographically remote installation or location, and (4) the entire protected population simultaneously to a remote safe haven (when the hazard environment dictates evacuation of the entire population). Evacuation management will include procedures for the phased or simultaneous return of evacuees from a local safe haven, civilian shelter, or a remote safe haven to the on-post residences or businesses during the recovery phase. Evacuation management will include procedures for the continuous broadcast communication to evacuees during the entire evacuation process, throughout mass care operations, and during the return of evacuees to their residences or workplaces on the installation.

10–2. Mass care operations

DFMWR is the lead for mass care coordination and execution. Mass care operations consist of all community preparedness, interagency coordination, MWN education, EFAC, and field activities necessary to initiate and manage the care for personnel displaced for any duration due to any emergency. Mass care operations must meet the needs of those displaced personnel by providing Family assistance, safe haven or access to civilian shelter, food and water, emergency supplies, emergency pharmaceuticals, and other goods from the time they are displaced until the time they all return to the original residence or workplace. As evacuation moves a population at risk from one or more hazards, mass care operations must support that population during the response and recovery phases. Mass care operations must overcome multiple organizational, logistical, and social challenges in a chaotic environment and requires significant efforts during preparedness activities, especially in emergency planning and community preparedness, in order to be executed successfully by the senior commander.

10–3. Emergency Family Assistance Center

Senior commanders will address community, Family, and individual assistance during mass care operations. All EM programs will coordinate with ACS (and supporting directorates and offices) on the establishment, activation, and management of an EFAC on the installation when requested by the installation EOC or activated as identified in the installation EM plan. An EFAC is a consolidated location for the provision of information and services for members of the Army community during the response and recovery phases. Task-organized EFAC teams will be typed through the resource typing system.

10–4. Shelter-in-place

Senior commanders will address SIP and residential sheltering during mass care operations. All installation emergency managers will coordinate with identified MEF owners, tenants, and Category 2–4 personnel on the establishment, activation, and management of SIP capabilities at all locations, including barracks, dormitories, bachelor quarters, Family residences, visitors quarters, hotels (on-post and off-post if DOD-operated), and recreational lodging, on the installation when directed by MWN announcements or as identified in the installation EM plan. The SIP locations will be aligned with installation zones for non-facility-specific personnel and should be aligned by command, business, and residence locations, depending upon local conditions.

10–5. Safe havens

Senior commanders will address local safe and remote havens during mass care operations. Installation EM programs will coordinate the establishment, activation, and management of one or more local safe havens when requested by the installation EOC or as identified in the installation EM plan. Installation EM programs will coordinate to establish one or more remote safe havens at geographically separate locations.

10–6. Pre-existing shelters

All installation EM programs will coordinate with existing resource sponsors and facility owners regarding the use of pre-existing tornado, fallout, and other hazard-specific shelters. Some pre-existing shelters may be adequate for use as local safe havens. Senior commanders will report presence, capacity, and condition of pre-existing shelters to their applicable higher HQ.

10–7. Civilian shelter coordination

Senior commanders will address use of civilian shelters during mass care operations. All installation EM programs will coordinate during preparedness phase with local civil jurisdictions on the availability of civilian shelters for (1) members of the Army community residing in the civil jurisdiction on the local economy and (2) members of the Army community residing on the Army installation.

10–8. Mass feeding stations

All installation EM programs will coordinate with LRC Supply Services and local commercial dining facilities operating on the installation on the establishment, activation, and management of one or more mass feeding stations on the installation when requested by the installation EOC or activated as identified in the installation EM plan. Mass feeding stations will be typed through the resource typing system, aligned to installation zones, geo-coded for rapid fielding in the installation EOC's Geographic Information System (GIS) and IMS, and staffed by task-organized mass feeding teams. Mass feeding stations will be aligned with local safe haven locations and installation zones to the maximum extent possible.

10–9. Bulk distribution

All installation EM programs will coordinate with LRC, U.S. Postal Service, and local commercial retail facilities operating on the installation on the establishment, activation, and management of one or more points of distribution (PODs) for the bulk resourcing of supplies, including food, water, emergency supplies, and/or pharmaceuticals to personnel on the installation when requested by the installation EOC or activated as identified in the installation EM plan. PODs will be typed through the resource typing system, aligned to installation zones, geo-coded for rapid fielding in the installation EOC's GIS and IMS, and staffed by task-organized bulk distribution teams. PODs will operate 24 hours a day with public distribution only during daylight hours for security and safety, and restocking operations during the night.

10–10. Call center

All EM programs will identify a local or toll-free hotline for distribution to friends and family of Category 1–5 personnel regarding information on the status of evacuees, casualties, and fatalities. Installation EMWG will coordinate with ACS on the establishment, activation, and management of a call center on the installation when requested by the installation EOC or activated as identified in the installation EM plan.

Chapter 11 Education and Training

11–1. Training and education strategy

a. Requirement. The Army EM program establishes minimum training and education standards for the effective management of multi-agency, multi-jurisdictional emergencies. These standards will focus on the requirements for (1) Category 1 personnel to sustain, maintain, and restore assigned MEFs or HQ functions, (2) Category 2–4 personnel to gain hazard awareness, understand MWN, evacuation, and mass care procedures, improve community preparedness, and build a resilient Army community and (3) Category 5 personnel to conduct safe, effective, and integrated operations at their appropriate level of training, certification, and experience. Installation emergency managers will coordinate training and education requirements with Directorate of Plans, Training, Mobilization, and Security (DPTMS), Directorate of Emergency Services (DES), medical emergency manager, and designated installation leads for each functional area identified in DA Pam 525–27. Command EM program coordinators will establish a command-wide EM training program and policy

for all hazards and all phases of EM. Command EM program coordinators will ensure MSCs and tenants participate in host installation's training program as required.

b. Certification. Certification encourages EM professionals to enhance their career development, broaden and expand their EM expertise, and demonstrate requisite skills and knowledge. An Army Certified Emergency Manager (ACEM) is an individual who possesses the knowledge, skills, and abilities to effectively manage a comprehensive EM program. The HQDA G-34 will establish a professional emergency manager certification program within 3 years of publication of this regulation. The certification program designates prescribed training, educational criteria, and a minimum of 3 years of experience with a periodic recertification. The Army NIMS Administrator will develop protocols to encourage participation in the ACEM program.

c. Credentialing. Credentialing is essential to the professionalization of the Army EM community. Credentialing ensures continuity across a complex program through the verification of experience and education of designated first responder, first receiver, and emergency responder personnel through practical application in meaningful situations (position relevant application). The affiliations, skills, or privileges associated with credentialing are evaluated against national and Army-specific competency standards at specified intervals to maintain currency and demonstrated proficiency. The Army will implement the DOD EM Credentialing Program.

d. Training development. Training development will adhere to Army policy and will leverage existing training programs available from the FEMA's EMI and the members of the National Domestic Preparedness Consortium, and from State, tribal, other service, local, and private (and/or HN) agencies. Training development must provide for both initial and recurring (sustainment) training to develop and maintain required EM capabilities.

e. Tracking and reporting. Training provided to Category 1 and 5 personnel will be tracked by the responsible owner of the MEF or the functional area, respectively. Installation emergency managers and command EM program coordinators will track training for those functional areas for which EM is directly responsible. Reporting will be included in the Service Area 604 Army EM ISR and reported to the Defense Readiness Reporting System-Army (DRRS-A) as required by DODD 7730.65 and AR 220-1. Ready Army community preparedness training provided at the installation level to the protected population will be tracked by the training provider, consolidated by the installation emergency manager from provider input, and maintained by the installation emergency manager for a period of no less than 3 years.

11-2. Senior leader orientation

a. Overview. Commanders will address senior leader orientation as a component of the education and training program. Senior leader orientation will provide senior leaders with the requisite knowledge to implement Army EM program policies and facilitate oversight of subordinate EM programs. Command EM program coordinators will establish a program for senior leader orientation; for example, Introduction to Incident Command for Senior Officials (G-402), Emergency Management for Senior Officials (IS-908), or equivalent.

b. Requirements. Senior commanders, in coordination with commands that manage installations, will ensure the appropriate military officers in the grades of O-5 through O-8 and DOD Civilian equivalent employees attend the EM executive seminar when their duties include responsibilities directly related to installation management and/or garrison operations. Commands that manage installations will ensure that primary staff officers, division chiefs, and directors who support the EM mission at the region and HQ levels also attend an executive seminar within 6 months from assuming the position.

11-3. Garrison commander training

Commands that manage installations will ensure that prospective garrison commanders (or civilian equivalent director positions) complete the required installation protection training prior to assuming command or no less than 3 months after the date of assuming command.

11-4. Category 1 personnel training

Training requirements for Category 1 personnel will depend on mission requirements. Installations with a supported MEF or business continuity programs will develop training requirements as an integral part of each continuity program. See DA Pam 525-27 for additional personnel training requirements.

11-5. Category 2-4 personnel training

Commanders will address community preparedness as a component of the EM education and training program. EM programs will provide community preparedness training as described in DA Pam 525-27 to the entire protected population with an emphasis on Category 2-4 personnel, especially vulnerable populations. Commanders will ensure that community

preparedness information is provided to all assigned personnel, including Family members, at indoctrination, on no less than an annual basis, and as local conditions require.

11–6. Category 5 personnel training

a. Category 5 personnel will receive the most comprehensive training of any personnel category to support effective emergency prevention, response, and recovery operations. Category 5 personnel must participate in exercises in operations and procedures that will enable them to work safely in multiple hazardous environments.

b. Standards-based training; all category 5 personnel training required by the installation EM program will meet applicable requirements established by Federal agencies with oversight of specific areas and applicable consensual standards from governmental and non-governmental standards development organizations. Additional functional area training requirements for category 5 personnel are identified in DA Pam 525–27.

c. NIMS Phase I and Phase IV training requirements (see DA Pam 525–27).

d. All EM program managers, command EM coordinators, installation emergency managers, will attend and successfully complete the Army EM Basic Course. As required, EM coordinators, and other personnel with assigned EM responsibilities will also attend.

e. All personnel with assigned installation EOC responsibilities will attend and successfully complete the Army EOC Course.

Note. See DA Pam 525–27 for information on the Army EM Basic Course and the Army EOC Course.

Table 11–1
Army emergency management training requirements

Installation Position	Training Requirements	Course Title
Senior Commander	- IS908	- Emergency Management for Senior Officials
Command and General Staff (NIMS)	- IS100 - IS200 - IS700 Position Specific: Safety: - IS35.17 - IS813 Staff Judge Advocate: - IS100.FWa	- Introduction to Incident Command System, ICS–100 - ICS for Single Resources and Initial Incidents - National Incident Management System (NIMS), An Introduction All Hazards Safety Officer - FEMA Safety Orientation 2017 - Emergency support function (ESF) 13 – Public Safety and Security Annex - Intro to ICS–100 for Federal Workers
Installation Emergency Manager	- IS100 - IS200 - IS700 - IS800 - IS2900 - IS120.a - IS130 - IS230.c - IS546.a - IS650.a - IS702.a - IS703.a - IS706 - ICS300 - ABEMC - AEOCC - EMEEC - ARRC Recommended: - ICS400	- Introduction to Incident Command System, ICS–100 - ICS for Single Resources and Initial Incidents - NIMS, An Introduction - National Response Framework, An Introduction - National Disaster Recovery Framework (NDRF) Overview - Introduction to Exercises - Exercise Evaluation and Improvement Planning - Fundamentals of Emergency Management - Continuity of Operations Course - Building Partnerships w/Tribal Governments** - NIMS Public Information Systems - NIMS Resource Management - NIMS Intrastate Mutual Aid – An Introduction - Intermediate ICS for Expanding Incidents - Army Basic Emergency Management - Army Emergency Operations Center Course - Army Emergency Management Exercise Evaluator Course - Army Response and Recovery Course - Advanced ICS for Command and General Staff

Table 11–1
Army emergency management training requirements—Continued

Command EM Program Co-ordinator	<ul style="list-style-type: none"> - IS200 - IS700 - IS2900 - ABEMC 	<ul style="list-style-type: none"> - ICS for Single Resources and Initial Incidents - NIMS, An Introduction - National Disaster Recovery Framework (NDRF) Overview - Army Basic Emergency Management Course
EM Coordinator	<ul style="list-style-type: none"> - IS100 - IS200 - IS700 Recommended: - IS2900 	<ul style="list-style-type: none"> - Introduction to Incident Command System, ICS–100 - ICS for Single Resources and Initial Incidents - NIMS, An Introduction - National Disaster Recovery Framework (NDRF) Overview
PHEO	<ul style="list-style-type: none"> - IS100.hcb - IS200 - IS700 - IS800 - IS808 - HazWOPER 	<ul style="list-style-type: none"> - Introduction to Incident Command System, ICS–100 - ICS for Single Resources and Initial Incidents - NIMS, An Introduction - National Response Framework, An Introduction - ESF 8: Public Health and Medical - Emergency Medical Preparedness and Response Course - OSHA 40CFR Hazardous Waste Operations and Emergency Response
Emergency Operations Center	<ul style="list-style-type: none"> - IS100 - IS200 - IS700 - IS800 - IS2900 - IS830 - AEOCC - ARRC Recommended: - ICS300 	<ul style="list-style-type: none"> - Introduction to Incident Command System, ICS–100 - ICS for Single Resources and Initial Incidents - NIMS, An Introduction - National Response Framework, An Introduction - National Disaster Recovery Framework (NDRF) Overview - Introduction to National Response Framework Incident Annexes - Army Emergency Operations Center Course - Army Response and Recovery Course Mass Care Evacuation management Emergency Family Assistance Center Fatality Management - Intermediate ICS for Expanding Incidents **Personnel serving as a member of an EOC team will need to complete their specific ESF FEMA independent study courses
Public Affairs	<ul style="list-style-type: none"> - IS100 - IS200 - IS700 - IS800 - IS2900 - IS29 - IS250.a - IS702.a 	<ul style="list-style-type: none"> - Introduction to Incident Command System, ICS–100 - ICS for Single Resources and Initial Incidents - NIMS, An Introduction - National Response Framework, An Introduction - National Disaster Recovery Framework (NDRF) Overview - Public Information Officer Awareness - ESF 15: External Affairs: Emergency Communications - NIMS Public Information Systems
Department Public Works	<ul style="list-style-type: none"> - IS100.pwb - IS200 - IS700 - IS800 - IS2900 - IS552 - IS554 - IS556 - IS558 - IS803 	<ul style="list-style-type: none"> - Introduction to Incident Command System, ICS–100 - ICS for Single Resources and Initial Incidents - NIMS, An Introduction - National Response Framework, An Introduction - National Disaster Recovery Framework (NDRF) Overview - The Public Works Role in Emergency Management - Emergency Planning for Public Works - Damage Assessment for Public Works - Public Works and Disaster Recovery - ESF 3: Public Works and Engineering

Table 11–1
Army emergency management training requirements—Continued

Directorate of Emergency Services Fire and Emergency Services	<ul style="list-style-type: none"> - IS100 - IS200 - IS700 - IS800 <p>Recommended:</p> <ul style="list-style-type: none"> - ICS300 	<ul style="list-style-type: none"> - Introduction to Incident Command System, ICS–100 - ICS for Single Resources and Initial Incidents - NIMS, An Introduction - National Response Framework, An Introduction - Occupation-specific requirements
Directorate of Emergency Services Law Enforcement	<ul style="list-style-type: none"> - IS100 - IS200 - IS700 - IS800 <p>Recommended:</p> <ul style="list-style-type: none"> - ICS300 	<ul style="list-style-type: none"> - Introduction to Incident Command System, ICS–100 - ICS for Single Resources and Initial Incidents - NIMS, An Introduction - National Response Framework, An Introduction - Occupation-specific requirements <p>- Intermediate ICS for Expanding Incidents</p>
CBRNE Specialist	<ul style="list-style-type: none"> - IS100 - IS200 - IS700 - IS800 - IS836 - HazMat Tech - HazWOPER 	<ul style="list-style-type: none"> - Introduction to Incident Command System, ICS–100 - ICS for Single Resources and Initial Incidents - NIMS, An Introduction - National Response Framework, An Introduction - Nuclear/Radiological Incident Annex - In accordance with OSHA - In accordance with OSHA/NFPA/American National Standards Institute
Dispatchers	<ul style="list-style-type: none"> - IS100 - IS200 - IS700 - IS144 	<ul style="list-style-type: none"> - Introduction to Incident Command System, ICS–100 - ICS for Single Resources and Initial Incidents - NIMS, An Introduction - Emergency Telecommunicator Course
Incident Commander	<ul style="list-style-type: none"> - IS100 - IS200 - IS700 - IS800 - IS29 - ICS300 - ICS400 - E388 - E/L 950 	<ul style="list-style-type: none"> - Introduction to Incident Command System, ICS–100 - ICS for Single Resources and Initial Incidents - NIMS, An Introduction - National Response Framework, An Introduction - Public Information Officer Awareness - Intermediate ICS for Expanding Incidents - Advanced ICS for Command and General Staff - Advanced Public Information Course - All Hazards Incident Commander

Chapter 12

Equipment Fielding and Sustainment

12–1. Equipment acquisition, fielding, and integration

The Army’s intent is to synchronize all Army protection-relation functions into a comprehensive, integrated system to maximize the protection of the Army community from all natural, technological, human-caused hazards, including terrorism threats or incidents. The Army EM program will integrate these specific pre-existing response and recovery capabilities based upon common standards and compatible priorities while de-conflicting resource requirements and consolidating common core capability sets under a single organizational umbrella focused on meeting the senior commander’s intent and need for comprehensive, integrated, all-hazards EM. Installations and applicable functional areas should contact their assigned program sponsor through their applicable commands that manage installations for information regarding integration and sustainment of specific equipment fielded under the independent initiatives.

12–2. Emergency management equipment overview

Equipment issued under the EM program range from responder equipment, to incident management tools, to equipment used to warn and notify required personnel. Equipment can be commercial-of-the-shelf or government-off-the-shelf. When

equipment is not available for protection requirements, services can be provided using contract logistics support and the performance-based logistics process specified in AR 700–127. Installations can also establish support agreements in order to receive this support from local jurisdictions through the use of memorandum of agreements.

12–3. Category 1–5 personnel equipment

Under the Army EM program, equipment is only fielded and sustained for the items listed in paragraph 14–3. Critical operations, essential operations, and essential services are baseline mission requirements. Locally-generated equipment requirements should be identified to higher HQ for inclusion in the POM process. See DA Pam 525–27 for additional information on category 1–5 personnel equipment.

12–4. Equipment total life cycle systems management

All EM programs will employ the total life cycle systems management (TLCSM) process in accordance with AR 70–1, AR 700–127, and DA Pam 700–56 to ensure the maintenance and accountability of all assigned equipment.

12–5. Installation role in life cycle management

Installations must have the capability to receive EM equipment. Installations need to account for all of their property fielded under the EM program in accordance with AR 710–5. Installation equipment managers must conduct all user-level operations and maintenance (O&M) procedures in accordance with manufacturer manuals. Installations must track their overall program requirements as DAMO–AP only resources sustainment of equipment with TACOM LCMC performing the management services. TACOM LCMC utilizes a centralized asset management system to track operations and maintenance, and life cycle management.

12–6. U.S. Army Tank-automotive and Armaments Command role in life cycle management

a. DAMO–AP, EM Branch will sustain the equipment until it is institutionalized (on the table of distribution and allowances) and sustained by the installation, or the program is terminated, which would require equipment to be demilitarized (turned in to the Defense Reutilization and Marketing Office).

b. To ensure installations maintain the lowest Total Ownership Cost, TACOM LCMC and the installation (in partnership) will conduct the proper maintenance and test measure and diagnostic equipment calibration processes according to the manufacturer’s maintenance manuals.

c. TACOM LCMC Chemical/Biological Defense Product Support Integration Directorate provides centralized, above-operator level maintenance (2nd echelon and higher) through a Help Desk process. See DA Pam 525–27 for additional information.

12–7. Program Objective Memorandum/program funding

DAMO–AP requests sustainment resources through the VIPP MDEP into this POM submission. Budget requests are due to the VIPP MDEP manager in October for the DAMO–AP submission in January. The POM covers the 5-year Future Year Defense Program and presents the Army’s proposal on how they will balance their allocation of available resources and is due to the review.

Chapter 13

Exercise and Evaluation

13–1. Exercise and evaluation concept

a. *Requirement.* All installations will develop and implement an EM exercise and evaluation program in order to: validate planning, assumptions, and timelines; assess and validate proficiency levels of EM capabilities; familiarize personnel with roles and responsibilities; improve interagency coordination and communications; identify capability gaps and resource needs; and identify opportunities for improvement. EM exercise and evaluation activities will adhere to Army policy.

b. *Concept.* Exercises logically progress from seminars to drills to tabletop exercises to functional exercise (FE) to a full-scale exercise (FSE). An effective exercise program is a continual life cycle of increasing complexity and increasing effectiveness that feeds into the ongoing risk management and emergency planning processes through corrective action plans and lessons learned.

c. *Homeland Security Exercise and Evaluation Program.* HSEEP is the standard EM exercise and evaluation program for DOD components and Services. Army installations will utilize the process and tools provided by HSEEP.

d. Common capability sets. Senior commanders must recognize that parallel development of single hazard, single-jurisdiction plans, procedures, capabilities, and exercises cannot address the response to and recovery from multi-agency, multi-jurisdictional emergencies, such as hurricanes, terrorism, earthquakes, power outages, tornadoes, hazardous materials incidents, and related hazards. Exercises must address multi-agency, multi-jurisdictional emergencies and the interdependence with local civil jurisdictions.

13–2. Exercise cycle

The EM exercise and evaluation program incorporates a continual improvement process of exercises with increasing complexity and integration over a 3–year cycle.

a. Annually: Installations will exercise EM functions as part of the annual integrated protection exercise in accordance with AR 525–2.

b. At least biennially: Installations will conduct an all-hazards EM FSE that integrates multiple agencies, multiple jurisdictions, and all protection functional elements based on risks from identified hazards and threats, including incidents with cascading impacts.

c. EAPs will be exercised annually.

d. SAFs will exercise MWNS a minimum of twice a year.

13–3. Exercise goals

The goals of the EM exercise and evaluation program are to validate training, increase proficiency, and validate the EM capabilities of an installation to prevent, protect against, mitigate the potential effects of, respond to, and recover from all natural, technological, human-caused hazards, including terrorism threats or incidents identified within the risk management process. The EM exercise and evaluation program provides information needed to validate the installation EM plan, identify resource requirements, or update training and equipment requirements. Exercises are a venue to ensure that all of the common core components of the installation EM plan are executable and the resources needed are available, adequate, and trained and equipped to standards.

13–4. Exercise planning

Commands that manage installations will ensure installations develop multi-year exercise plans which include managing the project, convening a planning team, conducting planning conferences, identifying exercise design objectives, developing the scenario and documentation, assigning logistical tasks, and identifying the evaluation methodology. All commanders will ensure tenant organizations support and participate in exercise planning and execution. Exercise scenarios will utilize an all-hazards approach with scenarios based upon the results of the risk management process. Coordination with Federal, State, tribal, other service, local, and private (or HN) response and recovery partners is highly encouraged.

13–5. Exercise evaluation

a. Performance-based evaluation. Commands that manage installations will develop an installation exercise evaluation process that includes exercise evaluation teams. The exercise will assess and validate EM capabilities, clarify roles and responsibilities, improve interagency coordination and communication, highlight capability gaps, and identify opportunities for improvement. HSEEP will be used in the design, conduct, and evaluation of exercises.

b. Evaluation requirements by installation type. An external exercise evaluation is required for all Type I and Type II installation FSEs. An external evaluation is recommended for Type III installation FSEs if resources are available. Exercise evaluation for Type IV and Type V installations are dependent upon command hazard assessment priorities.

c. Installation exercise evaluation team. Each FSE will utilize an IEET. The IEET will have sufficient personnel and resources to evaluate EM exercises and validate EM capabilities. The IEET should be a multidisciplinary team consisting of representatives from DPTMS, DES, DPW, DFMWR, DPW environmental office, Directorate of Logistics, installation safety office, installation internal review audit compliance office, and plans, analysis, and integration office. IEETs provide exercise staff and participants with prescribed roles and responsibilities. Members of the exercise and evaluation team who design, conduct, or evaluate EM functions and tasks will complete the Army Installation Exercise Evaluation Course.

d. Exercises will—

(1) Exercise and evaluate multi-agency, multi-disciplinary, and multi-jurisdictional emergencies based on risks from identified hazards and threats, including incidents with cascading impacts.

(2) Include participation of appropriate leaders and decision makers in the installation EOC and, if possible and appropriate, in supporting EOCs. Include, as appropriate, leaders from Federal, regional, State, tribal, local, voluntary and NGO, private industry, and HN partners.

(3) Assess these components of the EM plan and EM capabilities:

- (a) Activation of local support agreements.
- (b) Execution of incident reporting protocols, internal (for example, installation personnel, tenant organizations) and external (for example, higher HQ, Federal, regional, State, tribal, local, voluntary and NGO, private industry, or HN partners).
- (c) Warning coordination, MWN, and EPI. At a minimum, MWNSs will be exercised twice a year to validate accuracy of personal contact information and efficacy of notification systems.
- (d) C3 capabilities.
- (e) Evacuation management and mass care operations.
- (f) Shelter-in-place and lockdown.
- (g) First responder, first receiver, and emergency responder operations.
- (h) Medical, veterinary, and public health response and recovery operations, including disaster mental health, mass casualty management, and EFAC operations.
- (i) COOP capabilities.
- (j) Tenant EAP activation and integration with the installation EM plan.
- (k) SAF EAP engagement with supporting local emergency response forces if practical.
- (l) Religious support response.

Chapter 14

Mitigation Activities

14–1. Mitigation concept

Overview. Mitigation activities are designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of one or more hazards. Mitigation measures may be implemented prior to, during, or after an incident and are often informed by lessons learned from prior incidents. The goal of mitigation efforts is to reduce the impact of identified hazards on critical/essential operations, critical assets, critical infrastructure, essential services, assigned personnel, and both government and personal property. Multiple functional areas execute mitigation tasks as a normal part of their operations. Within Army installations, mitigation phase activities are a requirement under DODI 6055.17 and a key component of the all-hazards risk management process.

14–2. Mitigation planning

The installation EMWG will conduct mitigation planning at the installation level with the technical direction of the installation emergency manager, and in coordination with the installation PWG and installation DPW and Network Enterprise Center representatives. Mitigation plans will describe the physical, IT, and non-material mitigation strategies associated with hazards identified during the risk management process. Mitigation plans will also consider mitigation opportunities during the recovery phase for the redesign and/or relocation of facilities and infrastructure.

14–3. Public works

Senior commanders will ensure EM requirements are included in public works projects, to include new building construction (military construction (MILCON)) and refurbishment or repairs of existing facilities to support the construction standards established in Unified Facilities Criteria 4–010–01 (UFC 4–010–01), UFC 4–021–01, and applicable DHS, FEMA, and ARC guidance. Construction, refurbishment, and repair efforts will support the mitigation strategy for reducing the risk of facility damage due to flooding, destructive weather, seismic events, and other identified hazards.

14–4. Information management

Each installation emergency manager will meet on no less than a semi-annual basis with the supporting Network Enterprise Center representatives to ensure that IT requirements necessary to include support MWNS, continuity plans, installation dispatch center, installation EOC, predesignated mass care locations, and other pre-identified locations applicable to the execution of the installation EM plan are being addressed.

14–5. Tenant organizations and commercial businesses

Installation emergency managers will meet on no less than a semiannual basis with the supporting tenant organization and commercial business representatives of the installation EMWG to ensure tenants are addressing mitigation needs in their facilities and structures.

14–6. Infrastructure coordination

a. Critical infrastructure. Critical infrastructure risk managers will meet on no less than a semiannual basis with critical infrastructure owners to identify mitigation efforts being taken by these responsible agencies, including a review of applicable mitigation plans, if permitted. Critical infrastructure risk managers will coordinate their efforts with the installation emergency managers.

b. Utility coordination. Installation emergency managers will meet with owners of external utilities to identify mitigation efforts being taken, review applicable mitigation plans (if permitted), and resolve any identified gaps.

c. Technological hazards coordination. Installation emergency managers will meet with owners of specific technological hazards to identify mitigation efforts being taken, review applicable mitigation plans (if permitted), and resolve any identified gaps.

Chapter 15 Prevention Activities

15–1. Prevention concept

Prevention activities are designed to avoid or intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine. It may also involve specific LE operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice. Within the Army, prevention activities are led by the installation Provost Marshal, the AT Program, the Information Assurance (IA) Program, and, for Force Health Protection issues, MEDCOM.

15–2. Prevention strategy

The installation PWG will develop and promulgate an installation prevention strategy to reduce the human causes and consequences of identified hazards.

15–3. Prevention planning

The installation PWG will conduct prevention planning and describe prevention strategies associated with hazards identified during the risk management process. Prevention plans will also consider prevention opportunities during the recovery phase for the redesign and/or relocation of facilities and infrastructure.

Chapter 16 Response Operations

16–1. Response strategy

Response operations consist of all activities taken from the initial notification of a potential (with delayed or gradual onset hazards) or actual (with sudden onset hazards) incident resulting from any natural, technological, human-caused hazards, including terrorism threats or incidents or with the potential to impact the jurisdiction, supported mission, the protected population, or supporting critical and routine infrastructure until the transition to the recovery phase.

16–2. Incident notification

The incident notification process is a shared responsibility between public safety answering points (PSAP), alarm receiving facilities, dispatch centers, first responders and other organizations. EPI begins at verification of an incident and is an ongoing effort throughout incident response and recovery operations. Installation emergency managers will ensure EM plans incorporate the processes and procedures for the sharing of time sensitive EPI to the affected population.

16–3. Incident reporting

The operational report-3 guidance contained in Chairman Joint Chiefs of Staff Manual 3150.03D and the serious incident report policy contained in AR 190–45 provide detailed incident reporting procedures for senior commanders.

16–4. Incident management

Senior commanders will establish NIMS-compliant EM programs to respond to all incidents impacting the installation mission, personnel, infrastructure, or environment.

16–5. Response team organization

Task-organized teams provide additional response capability to address shortfalls identified through exercise after action reviews, lessons learned, and applicable assessment results. Senior commanders will support the development of task-organized team. Installation emergency managers will coordinate with first responders, first receivers, and emergency responders, and establish and employ task-organized resources, such as the installation EOC Team, mass care providers, and evacuation management teams.

Chapter 17 Recovery Operations

17–1. Recovery strategy

Recovery focuses on restoring mission capability and essential public and government services interrupted by the event. It is assumed that Federal, State, tribal, local, other service, and private (and host-nation partners) will provide assistance during this stage as regions and installations do not have all the inherent capabilities required to successfully recover from a moderate- to large-scale event. Recovery should begin as early as possible to resume a state of normalcy.

17–2. Recovery priorities

The senior commander will establish recovery priorities consistent with the installation support missions giving consideration to operation mission priorities and re-establishing critical operations, and essential operations and services. The Army EM program employs the standard recovery priority list in DA Pam 525–27 to assist the senior commander with this process.

17–3. Recovery organization

The senior commander will establish a RWG early in the recovery phase of every emergency where recovery operations require coordination. The RWG is a typed resource and the senior commander will determine the appropriate composition, including additional membership, and the frequency and desired outputs of the RWG depending upon the incident type, magnitude, and impacts.

17–4. Emergency public information

Installations will continue communication throughout recovery operations by providing pertinent information such as conveying impacts and analyses of the incident. Installations will also provide opportunities for stakeholders to provide information on community impacts, lesson learned, and other relevant information from the community, supporting recovery partners, the media, and members of the general public.

17–5. Public safety considerations

Public safety during the recovery phase is the responsibility of DES LE personnel. DES LE prevention phase activities include but are not limited to entry control point (ECP) access control, enforcing reentry procedures, enforcing curfews, and maintaining animal control.

17–6. Occupational safety considerations

a. Safety considerations. All emergencies have one or more secondary hazards, which are more pronounced during the recovery Phase. Reference AR 385–10 guides occupational safety actions during the recovery phase.

b. Heat and cold stress. All heat and cold stress management and monitoring will be conducted in accordance with applicable portions of AR 385–10, TB MED 507, and TB MED 508.

c. Mishap reporting. All mishap reporting and accident investigations will be conducted in accordance with reference DA Pam 385–40.

d. Respiratory protection. All recovery personnel will be equipped with appropriate respiratory protection as determined by the incident commander with the advice of the installation safety office medical authority (preventive medicine, industrial hygiene, occupational medicine), and/or DPW environmental office depending upon the incident. AR 11–34 and DA Pam 525–27 provides specific respiratory protection guidance.

e. Personal protective equipment. All recovery personnel will be equipped with appropriate personal protective equipment (PPE) as determined by the incident commander with the advice of the installation safety office medical authority, and/or DPW environmental office depending upon the incident and hazard.

17-7. Public health considerations

Public health of the protected population is of the utmost concern to the senior commander. See DODI 6200.03 and DODI 6055.17, MEDCOM OPLAN 13-01, and MEDCOM OPORD 16-26 for specific guidance.

17-8. Environmental considerations

Environmental considerations include debris management; facility, terrain, and equipment decontamination; remediation operations; and retrograde movement. See AR 200-1 for environmental actions during the recovery phase.

17-9. Psychological considerations

a. Mental health and counseling. All installation EM programs will coordinate with the supporting MTF or local health care providers on the availability of disaster mental health capabilities and conventional counseling services to the Army community when requested by the installation EOC or activated as identified in the installation EM plan. See DODI 6200.03, MEDCOM OPLAN 13-01, and MEDCOM OPORD 17-26 for specific medical guidance.

b. Process. Counseling services will be coordinated through the EFAC or local providers when activated. Facility requirements will be identified by the providing agency and/or department and addressed in the installation EM plan, when available pre-incident, or by the installation EOC Logistics Branch, when provided during the response or recovery phase.

17-10. Recovery capabilities

Commands will coordinate delivery of the following recovery capabilities and capacity in accordance with their installation type designation:

a. Damage assessment team. The damage assessment team is a typed resource. The assessment process will begin as soon as possible after an incident occurs in order to assess the level of human suffering and infrastructure impacts, and continues throughout the recovery phase. Installations will use the USACE standardized damage assessment procedures and cost estimating processes. All installation EM programs will establish damage assessment teams. The Incident Commander or EOC will coordinate activation and management of damage assessment teams with the installation DPW.

b. Structural evaluation team. The structural evaluation team is a typed resource. Teams are usually activated immediately after an incident occurs in order to conduct initial and follow-on structural evaluation for the senior commander and the RWG.

c. Debris management team. The debris management team is a typed resource. Teams are usually activated immediately after an incident occurs in order to conduct initial and follow-on debris management, but may be staged pre-incident for specific hazards.

d. Fatality management team. All installation EM programs will coordinate with LRC, DHR, and the supporting MTF on the availability and capabilities for fatality management and mortuary affairs. LRC is the lead for all fatality management and mortuary affairs capabilities and DHR is the lead for casualty calls assignments. The supporting MTF is responsible for: casualties who die once under MTF care, hospital morgue operations, and public health aspects of fatality management.

e. Mortuary affairs. Mortuary affairs is the larger function for recovering, identifying, and interring human remains. Identification of human remains through existing personnel and casualty registries is the responsibility of the Armed Forces Medical examiner. See DODD 1300.22 and AR 638-2 for additional information.

17-11. Housing recovery

The DPW Housing Office is responsible for coordinating and planning all housing issues during the recovery phase ISO the RWG. This process and supporting offices will be identified in the installation EM plan.

17-12. Assistance program

a. Federal assistance programs. As a general rule, Federal programs under the Stafford Act, as amended, and other applicable programs are not available to on-post residents or personnel assigned overseas. Individual homeowner's and renter's insurance policies address personal property losses of installation residents. The installation and supporting service is responsible for covering losses to infrastructure, facilities, and buildings, including Family housing units through existing operating budgets and requests for supplemental appropriations through higher HQ.

b. Army assistance programs. Programs such as the ACS, including the Army Emergency Relief organization, are the primary conduit for providing temporary financial assistance to eligible members of the Army community.

Chapter 18

Capability Assessment and Accreditation

18–1. Overview

a. This chapter emphasizes the ability of commands, installations, tenants, and SAFs to measure their capabilities against established Army EM programmatic metrics: program management, resource procurement and allocation, planning, training, and exercises.

b. EM assessments help define EM readiness based on findings from the installation typing process, relative risk assessment, personnel categorization, and resource inventory processes.

18–2. Assessments

a. Requirement. The Army EM program is assessed at all Army levels, commands, installations tenants, and SAFs by way of APPAs, FOC reporting, higher HQ assessments (HHA), command inspection programs, and organizational inspection programs.

b. Headquarters, Department of the Army, Emergency Management assessment. DAMO–AP will triennially assess the EM programs of ACOMs, ASCCs, DRUs, and ARNG for compliance in accordance with AR 525–2.

c. Army commands, Army service component command, direct report units, and U.S. Army National Guard assessments. ACOMs, ASCCs, DRUs, and ARNG will integrate and conduct EM assessment within existing processes to the fullest extent possible in accordance with AR 525–2, to include SAFs where applicable.

(1) Commands that manage installations will establish a process to incorporate EM planning and execution into assessments, evaluations, and exercises. Verification of capabilities will be tracked through the use of current programs such as FSE, HHAs, and Joint Mission Assurance Assessments.

(2) Commands that do not manage installations. All tenant commands including all reserve components/activities will participate in the installation EM planning process; develop tenant command EAPs; be included in the installation EM plan; and participate in required training, certification, exercises, and assessments of the installation EM program. Tenant commands are required to participate in their HHAs.

d. Senior leader assessments. HQDA, G–34 will assess the senior commander and staff to ensure they are providing sufficient guidance priorities and oversight to garrison and tenant protection programs and functions. The senior commander is the supported commander by the IMCOM regional director, the garrison, and tenants.

18–3. Emergency management accreditation

a. ACOMs, ASCCs, DRUs, and ARNG will encourage senior commanders to seek accreditation for their EM programs.

b. Army installations are encouraged to seek EM program accreditation through the EMAP available from the National EM Association.

c. The Emergency Management Standard established by EMAP is a set of 64 standards by which programs that apply for EMAP accreditation are evaluated. The EM Standard is designed as a tool for continuous improvement as part of the voluntary accreditation process. EMAP maintains a 3–year cycle for the EM Standard. Installation EMs will work with their commands to support the work of the EMAP Technical Committee, which makes recommendations to the EMAP Commission for EMAP standard revision.

Appendix A

References

Section I

Required Publications

AR 525–2

The Army Protection Program (Cited on the title page.)

DA Pam 525–27

Army Emergency Management Program (Cited in para 1–7*d*.)

DODI 6055.17

DOD Emergency Management (EM) Program (Cited on the title page.)

National Response Framework

(Cited in para 5–1*d*.) (Available at <https://www.fema.gov>.)

NFPA 1600

Standard on Disaster/Emergency Management and Business Continuity Programs (Cited in para 8–2.) (Available at <http://www.nfpa.org>.)

Section II

Related Publications

A related publication is a source of additional information. The user does not have to read it to understand this publication. DOD publications are available at <https://www.esd.whs.mil/dd/>. FEMA publications are available at <http://www.fema.gov>. HSPD publications are available at <https://www.hsdl.org>. Code of Federal regulations are available at <https://www.ecfr.gov/cgi-bin/ECFR?page=browse>. United States code are available at <http://uscode.house.gov/>.

AR 5–25

Army Weather Functional Activities

AR 11–2

Managers' Internal Control Program

AR 11–34

The Army Respiratory Protection Program

AR 15–1

Department of the Army Federal Advisory Committee Management Program

AR 25–1

Army Information Technology

AR 25–6

Military Auxiliary Radio System and Amateur Radio Program

AR 25–12

Communications Security Equipment Maintenance and Maintenance Training

AR 25–30

Army Publishing Program

AR 70–1

Army Acquisition Policy

AR 115–10/AFI 15–157 (IP)

Weather Support and Services for the U.S. Army

AR 190–13

The Army Physical Security Program

AR 190–24/OPNAVINST 1620.2A/AFI 31–213/MCO 1620.2D/COMDTINST 1620.1E

Armed Forces Disciplinary Control Boards and Off-Installation Liaison and Operations

AR 190–45

Law Enforcement Reporting

AR 190–56

The Army Civilian Police and Security Guard Program

AR 200–1

Environmental Protection and Enhancement

AR 210–14

Installation Status Report Program

AR 220–1

Army Unit Status Reporting and Force Registration - Consolidated Policies

AR 350–1

Army Training and Leader Development

AR 350–10

Management of Army Individual Training Requirements and Resources

AR 350–28

Army Exercises

AR 385–10

The Army Safety Program

AR 420–1

Army Facilities Management

AR 500–3

U.S. Army Continuity of Operations Program Policy and Planning

AR 525–13

Antiterrorism

AR 525–26

Infrastructure Risk Management (Army)

AR 600–20

Army Command Policy

AR 608–1

Army Community Service

AR 638–2

Army Mortuary Affairs Program

AR 700–90

Army Industrial Base Process

AR 700–127

Integrated Product Support

ATP 3–28.1

Multi-Service Tactics, Techniques, and Procedures for Defense Support of Civil Authorities (DSCA)

ATP 5–19

Risk Management

CJCSM 3150.03D

Joint Reporting Structure Event and Incident Reports (This classified issuance is available to authorized individuals at <http://www.intelink.sgov.gov/sites/jointstaff>)

DA Pam 385–40

Army Accident Investigations and Reporting

DA Pam 700–56

Integrated Product Support Procedures

DFAS–IN Manual 37–100

Financial Management (Available at <https://www.asafm.army.mil/dfas.aspx?doc=37-100>)

DOD 6055.06–M

DOD Fire and Emergency Services Certification Program

DODD 1300.22

Mortuary Affairs Policy

DODD 3020.26

Department of Defense Continuity Programs

DODD 3020.40

Mission Assurance (MA)

DODD 3025.18

Defense Support of Civil Authorities (DSCA)

DODD 3150.08

DOD Response to Nuclear and Radiological Incidents

DODD 4715.1E

Environment, Safety, and Occupational Health (ESOH)

DODD 5134.08

Assistant Secretary of Defense for Nuclear, Chemical and Biological Defense Programs (ASD(NCB))

DODD 7730.65

Department of Defense Readiness Reporting System (DRRS)

DODI O–2000.16

DOD Antiterrorism (AT) Program Implementation: DOD AT Standards

DODI 1100.22

Policy and Procedures for Determining Workforce Mix

DODI 1342.22

Military Family Readiness

DODI 2000.12

DOD Antiterrorism (AT) Program

DODI 2000.21

DOD Support to International Chemical, Biological, Radiological, and Nuclear (CBRN) Incidents

DODI 3001.02

Personnel Accountability in Conjunction with Natural or Manmade Disasters

DODI 3020.42

Defense Continuity Plan Development

DODI 3020.45

Defense Critical Infrastructure Program (DCIP) Management

DODI 3020.52

DOD Installation Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) Preparedness Standards

DODI 4000.19

Support Agreements

DODI 5200.08

Security of DOD Installations and Resources and the DOD Physical Security Review Board (PSRB)

DODI 5525.13

Limitation of Authority to Deputize DOD Uniformed Law Enforcement Personnel by State and Local Governments

DODI 6055.01

DOD Safety and Occupational Health (SOH) Program

DODI 6055.06

DOD Fire and Emergency Services (F&ES) Program

DODI 6055.07

Mishap Notification, Investigation, Reporting, and Record Keeping

DODI 6200.03

Public Health Emergency Management within the Department of Defense

DODI 8130.01

Installation Geospatial Information and Services (IGI&S)

DODM 3025.01, Volume 1

Defense Support of Civil Authorities: Overview

DODM 3025.01, Volume 3

Defense Support of Civil Authorities: Pre-Planned DOD Support of Law Enforcement Agencies, Special Events, Community Engagement, and Other Non-DOD Entities

DODM 5100.76

Physical Security of Sensitive Conventional Arms, Ammunition and Explosives (AA&E)

DTM 17-004

Department of Defense Expeditionary Civilian Workforce

EO 12196

Occupational Safety and Health Programs for Federal Employees

FEMA 508 series

Typed Resource Definitions

Homeland Security Act of 2002

(Available at <http://www.dhs.gov/>)

HSPD 5

Management of Domestic Incidents

HSPD 8

National Preparedness

HSPD 18

Medical Countermeasures against Weapons of Mass Destruction

HSPD 19

Combating Terrorist Use of Explosives in the United States

HSPD 20

National Continuity Policy

HSPD 21

Public Health and Medical Preparedness

MEDCOM OPLAN 13-01

U.S. Army Medical Command All Hazards Preparedness (Available at <https://www.mitc.amedd.army.mil>)

MEDCOM OPORD 16-26

Public Health Emergency Management and Health Protection (Available at <https://www.mitc.amedd.army.mil>)

MEDCOM OPORD 17-26

Traumatic Event Management Coordination for Army Emergency Management Implementation (Available at <https://www.mitc.amedd.army.mil>)

MEDCOM Regulation 525-4

U.S. Army Medical Command and Office of the Surgeon General Emergency Preparedness and Response (Available at <https://www.mitc.amedd.army.mil>)

TB MED 507

Heat Stress Control and Heat Casualty Management

TB MED 508

Prevention and Management of Cold Weather Injuries

TM 3-11.42

Multi-Service Tactics, and Procedures for Installation Emergency Management

UFC 4-010-01

DOD Minimum Antiterrorism Standards for Buildings (Available at [http://www.wbdg.org/.](http://www.wbdg.org/))

UFC 4-021-01

Design and O&M Mass Notification Systems, with Change 1 (Available at [http://www.wbdg.org/.](http://www.wbdg.org/))

29 CFR 1910.38

Emergency action plans

29 CFR 1910.39

Fire prevention plans

29 CFR 1910.120q

Emergency response program to hazardous substance releases

29 CFR 1960.2(i)

Basic Program Elements for Federal Employee Occupational Safety and Health Programs and Related Matters: Definitions

29 CFR 1960.34(b)(1)

General Services Administration and Other Federal Agencies: General provisions

32 CFR 552.18

Post Commander: Administration

33 CFR 203

Emergency Employment of Army and Other Resources, Natural Disaster Procedures

40 CFR 68

Chemical Accident Prevention Provisions

40 CFR 112.20

Facility Response Plans

40 CFR 300

National Oil and Hazardous Substances Pollution Contingency Plan

40 CFR 372

Toxic Chemical Release Reporting: Community Right-To-Know

10 USC 3013

Secretary of the Army

31 USC 1342

Limitation on voluntary services

33 USC 701n

Emergency response to natural disaster

42 USC 15A

Reciprocal Fire Protection Agreements

50 USC 1522

Conduct of chemical and biological defense program

Section III

Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate (APD) website at <https://armypubs.army.mil/>.

DA Form 11–2

Internal Control Evaluation Certification

DA Form 2028

Recommended Changes to Publications and Blank Forms

Appendix B

Internal Control Evaluation

B–1. Function

The function covered by this evaluation is the Army EM Program.

B–2. Purpose

The purpose of this evaluation is to assist the Army Staff; commanders of ACOMs, ASCCs, and DRUs; Chief, Army Reserve; Chief, National Guard Bureau; senior leaders of agencies and activities; senior commanders of installations; and the unit managers and internal control administrators in evaluating the key internal controls identified below in executing this regulation and implementing the Army EM program. This evaluation is not intended to address all controls.

B–3. Instructions

Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, and simulation). Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These controls must be formally evaluated at least once every 5 years. Certification that this evaluation has been conducted must be accomplished on DA Form 11–2 (Internal Control Evaluation Certification).

B–4. Test questions

a. Program Management. Commands, whether commands that manage installations or operational, are responsible for ensuring that they and their subordinate units or activities on installations conduct risk and vulnerability assessments from an all-hazards approach and integrate plans for response and recovery.

(1) Have the ACOMs, ASCCs, DRUs, ARNG, and installations identified an office of primary responsibility for all-hazards EM? Have the ACOMs, ASCCs, DRUs, ARNG, and installations designated in writing, trained, and resourced a command EM program coordinator for the HQs?

(2) Have the ACOMs, ASCCs, DRUs, and ARNG provided policy and planning guidance to subordinates establishing the all-hazards EM program?

(3) Does guidance ensure Senior Commanders direct subordinate organizations, to include chaplains, participate in the planning process for EM plans, training, exercises, EM Steering Group for higher and lower, and local units/organizations? Do the ACOMs, ASCCs, DRUs, and ARNG ensure that tenant units on Army installations comply with and contribute to the development of EM requirements, participate in the host EM planning process, and provide personnel support specified in host installation EM plans?

(4) Do the ACOMs, ASCCs, DRUs, ARNG, and installations publish guidance to ensure their subordinate tenant organizations on installations designate in writing an EM Coordinator to develop the tenant EAP and execute duties in accordance with DA Pam 525–27?

(5) Have Commanders at all levels (including assigned Senior Commanders) ensured that subordinates as tenants on installations comply with and contribute to the development of EM requirements, participate in the host EM planning process, EMWG for higher and host installation and provide personnel support as specified in host installation EM plans?

(6) Have ACOMs, ASCCs, DRUs, and ARNG established a plan to comply with FOC guidance and does the command submit quarterly FOC status to HQDA?

(7) Have ACOMs, ASCCs, DRUs, ARNG, and installations established an EM Working Group that meets quarterly at the HQ level with participation of all relevant staff and subordinate organizations? Do the ACOMs, ASCCs, DRUs, ARNG, and installations ensure subordinate attend higher HQ and tenant organizations attend host installation?

(8) Have IMCOM, AMC, MEDCOM, USARC, ARNG, U.S. Army Central Command (ARCENT), USACE, TRADOC, and installations ensured each installation has an Emergency Manager assigned? Has a mission analysis been conducted to determine need for full-time Emergency Managers?

(9) Have IMCOM, AMC, MEDCOM, USARC, ARNG, ARCENT, USACE, TRADOC, and installations coordinated with stakeholders to ensure contracts include provision for operations at all installations to meet and remain compliant with EM program?

(10) Have IMCOM, AMC, MEDCOM, USARC, ARNG, ARCENT, USACE, TRADOC, and installation published policy to ensure a PHEO is appointed in writing, based on the nomination by the respective regional medical commander?

b. Planning. Command EM guidance and planning must provide for mission assurance and supporting critical infrastructure, although the primary emphasis remains the protection and safety of personnel.

(1) Do the ACOMs, ASCCs, DRUs, and ARNG have a program of oversight to ensure all subordinate commands as tenants on installations are incorporated into the installation EM plan?

(2) Do IMCOM, AMC, USARC, and ARNG have a program of oversight to ensure each installation has a single, integrated EM plan to address all the needs and requirements of the installation and all the tenants they serve?

(3) Are all the required planning elements addressed by IMCOM, AMC, MEDCOM, USARC, and ARNG higher HQ guidance on EM plan development, to include disaster personnel accountability and public health?

(4) Have IMCOM, AMC, USARC, and ARNG established procedures to ensure installations are typed?

(5) Have IMCOM, AMC, MEDCOM, USARC, ARNG, and installations established procedures to ensure the community profile process is implemented for demographics, infrastructure, requirements, and resources?

(6) Have IMCOM, AMC, MEDCOM, USARC, ARNG, and installations implemented ICS for facilities, equipment, personnel, procedures, and communications, including EOCs/IOCs for incident management activities?

(7) Do installations use the risk management process which includes assessments for: criticality, hazard, threat to include human health, vulnerability, consequence, capability, and needs? Are the results used in the EM plan and the appropriate annex?

(8) Do IMCOM, AMC, MEDCOM, USARC, ARNG, and installations establish, maintain, and exercise support agreements (SAs) between installation and local civil jurisdictions, private organizations, and non-government organizations? Are SAs reviewed, updated, and exercised annually?

(9) Have IMCOM, AMC, MEDCOM, USARC, ARNG, and installations provided planning guidance on mass care activities, to include medical and chaplain support for mass casualty events, management of EFACs, safe havens, call centers, and coordination for civilian shelter use?

(10) Have installations coordinated with USACE for support for damage assessments, debris clearance, structural evaluations, and post-disaster engineering services?

c. Training and Exercises. Commands are responsible for ensuring that requisite training is planned and provided for those involved in all-hazard EM and response. They are encouraged to consolidate and/or integrate EM elements with other mandated exercises (for example, AT, CBRNE) to eliminate redundancy, assess plans and response interoperability.

(1) Have ACOMs, ASCCs, DRUs, ARNG, and installations established a command-wide training program for all-hazards, all phases of EM that tracks training trends, completion and does it comply with higher HQ policy/guidance? (including NIMS Phase I / IV requirements)

(2) Do IMCOM, AMC, MEDCOM, USARC, ARNG, and installations have a management review process to include tracking completion in place to ensure staff and subordinate commands are adequately trained and integrated with supporting or supported senior commander's staff to include Chaplain, EOC staff, and emergency responders?

(3) Does ACOM, ASCC, and DRU guidance adequately ensure subordinate commands as tenants on installations participate (if mission allows) in the installation EM exercise ensuring their portion of the EM plan is exercised/evaluated?

(4) Do IMCOM, AMC, MEDCOM, USARC, and ARNG have a program of oversight to ensure each installation plans, resources, executes, and evaluates an installation EM exercise annually? Is HSEEP guidance being followed adequately?

(5) Have ACOMs, ASCCs, DRUs, and ARNG issued guidance to ensure subordinate organizations have established a community awareness program, including Ready Army, to ensure Soldiers, Family Members, and Civilians are provided guidance on individual and Family emergency preparations? Coordinate with the PAO to identify and train spokespersons in risk and crisis communication.

(6) Have the ACOMs, ASCCs, DRUs, and ARNG established a Senior Leader Orientation Program at the Region and HQ level for staff officers who support the EM mission?

d. Resource Application. Commands are responsible for planning, programming, validating, and submitting of all-hazards EM requests. These include, but are not limited to, equipping, training, exercising, and assessing response capabilities.

(1) Do ACOMs, ASCCs, DRUs, and ARNG have a data call or process in place to identify EM supporting requirements, to include training and exercise support?

(2) Do IMCOM, AMC, MEDCOM, USARC, ARNG, and installations have a data call or process in place to identify EM supporting requirements, to include CBRNE Pharmaceutical Countermeasures?

(3) Do IMCOM, AMC, MEDCOM, USARC, and ARNG have a data call or process in place to identify EM supporting requirements, to include EM equipment shortfalls?

(4) Do IMCOM, AMC, MEDCOM, USARC, ARNG, and installations have a data call or process in place to identify EM supporting requirements, to include MWN requirements?

(5) Do IMCOM, AMC, MEDCOM, USARC, ARNG, and installations have a data call or process in place to identify EM supporting requirements, to include a COP that satisfies requirements for integration of civilian data exchange standards into Army IT systems in order to facilitate information sharing between Army and civilian jurisdictions during emergency operations?

(6) Do ACOMs, ASCCs, DRUs, and ARNG have a data call or process in place to identify EM supporting requirements, to include EM personnel shortfall requirements?

(7) Do IMCOM, AMC, MEDCOM, USARC, ARNG, and installations have a data call or process in place to identify EM supporting requirements, to include results of capability assessment?

(8) Do IMCOM, AMC, MEDCOM, USARC, ARNG, and installations have a data call or process in place to identify EM supporting requirements, to include specialized CBRNE equipment (PPE/RECON/DECON, and so forth?)

(9) Do IMCOM, AMC, MEDCOM, USARC, and ARNG provide guidance and assessment for subordinate units concerning proper accountability, maintenance, and other sustainment requirements related to TLCSM and TACOM LCMC support?

(10) Have IMCOM, AMC, MEDCOM, USARC, ARNG, and installations implemented plans and policy guidance to cover preparation, mitigation, prevention, response and recovery of EM?

(11) Do IMCOM, AMC, MEDCOM, USARC, ARNG, and installations have the necessary systems and specific notification procedures and guidance for interaction with points of contact, including tenants, higher HQ, Federal, State, tribal, other service, in place to warn/notify the protected population in accordance with paragraph 9-5b?

e. Program Review.

(1) Do ACOMs, ASCCs, DRUs, ARNG, and installations conduct assessments or assistance visits to subordinate commands on a periodic basis?

(2) Do ACOMs, ASCCs, DRUs, ARNG, and installations follow up on corrective actions identified during events, assessments, and exercises?

(3) Do IMCOM, AMC, MEDCOM, USARC, ARNG, and installations report performance measures associated with Service Area 604 Army EM as a component of ISR and DRRS-A accurately to reflect actual status?

f. Recovery Operations.

(1) Has USACE provided guidance to Army installations to support the conduct of damage assessments on Army installations and to determine impact to infrastructure facilities and systems?

(2) Has USACE provided guidance to Army installations to support the conduct of debris clearance and management on Army installations to the extent required to conduct essential lifesaving response and initial recovery operations?

(3) Has USACE provided guidance to Army installations to support the conduct of structural evaluations on Army installations to the extent required ensuring senior commander's ability to make damage assessment, habitation, and work environment decisions?

(4) Has USACE provided guidance to Army installations to provide on-site engineering services on a cost reimbursable basis?

g. Emergency Medical Operations.

(1) Has MEDCOM provided guidance to ensure RHCs, MSCs, and MTFs support and participate in installation EM exercises and activities?

(2) Has MEDCOM provided guidance to develop risk communications and public health information products to support EM program requirements?

(3) Has MEDCOM provided guidance to ensure medical support requirements synchronize and integrate with the EM program requirements?

(4) Has MEDCOM developed and resourced requisite training to meet EM requirements, including any specialized medical training?

(5) Has MEDCOM provided guidance to ensure RHCs nominate and submit qualified candidates for appointment by senior commanders as PHEOs?

(6) Has MEDCOM provided guidance to ensure RHCs provide guidance to MTFs on best practices for participation in the EM planning process and inclusion in EM plans?

(7) Has MEDCOM provided guidance to Army installations to provide on-site engineering services on a cost reimbursable basis?

B-5. Comments

Submit comments to make this checklist a better tool for evaluating internal controls to the DCS, G-3/5/7/ (DAMO-AP), 400 Army Pentagon, Washington, DC 20310-0400.

Glossary

Section I

Abbreviations

ACEM

Army Certified Emergency Manager

ACOM

Army command

ACS

Army Community Service

ACSIM

Assistant Chief of Staff for Installation Management

AF

Air Force

AMC

U.S. Army Materiel Command

AMEDD

Army Medical Department

APP

Army protection program

APPA

Army protection program assessment

ARCENT

U.S. Army Central Command

ARCYBER

U.S. Army Cyber Command

ARIMS

Army Records Information Management System

ARNG

Army National Guard

ASCC

Army service component command

AT

Antiterrorism

ATP

Army Technical Publication

BH

behavioral health

C3

Command, control, and communications

CBRN

chemical, biological, radiological, and nuclear

CBRNE

chemical, biological, radiological, nuclear, and high-yield explosive

CFR

Code of Federal regulations

CG
commanding general

CIO
Chief Information Officer

COCO
Contractor-owned, contractor operated

COOP
continuity of operations

COP
common operating picture

CP
Career program

CPA
Chief of Public Affairs

CS
civil support

DA
Department of the Army

DA Pam
Department of the Army pamphlet

DAMO-AP
Headquarters, Department of the Army, Protection Directorate

DCS
Deputy Chief of Staff

DES
Directorate of Emergency Services

DFMWR
Director of Family, Morale, Welfare, and Recreation

DOD
Department of Defense

DODD
Department of Defense directive

DODI
Department of Defense instruction

DOTMLPF-P
doctrine, organization, training, materiel, leadership and education, personnel, and facilities, and policy

DPTMS
Directorate of Plans, Training, Mobilization, and Security

DPW
Department of Public Works

DRRS-A
Defense Readiness Reporting System-Army

DRU
direct reporting unit

E911
enhanced 911

EAP
emergency action plan

ECP
entry control point

EFAC
emergency family assistance center

EHP
emergency health powers

EM
emergency management

EMI
Emergency Management Institute

EMS
emergency medical services

EMSG
emergency management steering group

EMWG
emergency management working group

EOC
emergency operations center

EOD
explosive ordnance disposal

EPI
emergency public information

ESF
emergency support function

EXORD
execute order

F&ES
fire and emergency services

FBO
faith-based organization

FE
functional exercise

FEMA
Federal Emergency Management Agency

FOC
full operational capability

FSE
full-scale exercise

GCC
geographic combatant commander

GIS
geographic information system

GOCO
government-owned, contractor-operated

HAZMAT

hazardous material

HHA

higher headquarters assessment

HN

host nation

HQ

headquarters

HQDA

Headquarters, Department of the Army

HSEEP

Homeland Security Exercise and Evaluation Program

HSPD

Homeland Security Presidential Directive

ICP

incident command post

ICS

incident command system

IEET

installation exercise evaluation team

IMCOM

Installation Management Command

IMS

incident management system

ISO

in support of

ISR

installation status report

IT

information technology

JIS

Joint information system

LCMC

life cycle management command

LE

law enforcement

LRC

logistics readiness center

MACS

multi-agency coordination system

MDEP

management decision evaluation package

MEDCOM

U.S. Army Medical Command

MEF

mission essential function

MILCON
military construction

MSC
major subordinate command

MTF
medical treatment facility

MWN
mass warning and notification

MWNS
mass warning and notification system

NFPA
National Fire Protection Association

NGO
non-governmental organization

NIMS
National Incident Management System

NPS
National Preparedness System

O&M
operations and maintenance

OCONUS
outside the continental United States

OPLAN
operations plan

OSHA
Occupational Safety and Health Administration

PAO
public affairs officer

PHEO
Public Health Emergency Officer

PMG
Provost Marshal General

POD
point of distribution

POM
Program Objective Memorandum

PPE
personal protective equipment

PSAP
public safety answering point

PWG
protection working group

RHC
regional health command

RWG
recovery working group

SAF

standalone facility

SIP

shelter-in-place

SNS

Strategic National Stockpile

SOP

standing operating procedure

SWO

Staff Weather Officer

TACOM

U.S. Army Tank-automotive and Armaments Command

TEM

traumatic event management

TLCSM

total life cycle systems management

TRADOC

U.S. Army Training and Doctrine Command

TSG

The Surgeon General

UFC

unified facilities criteria

USACE

U.S. Army Corps of Engineers

USARC

United States Army Reserve Command

USC

United States Code

VIPP

High Visibility Installation Protection Program

Section II**Terms****Accreditation**

Method of quality assurance through a process of self-assessment, documentation, and peer review to determine that an EM program meets consensus standards recognized by the DOD and individual DOD Services and Components.

All-hazards

Any incident, natural or manmade (including those defined in DODI 6055.07) that warrants action to protect the life, property, health, and safety of military members, dependents, and civilians at risk, and minimize any disruptions of installation operations. (DODI 6055.17)

Business continuity

Ongoing process to ensure that the necessary steps are taken to identify the impact of potential losses and maintain viable recovery strategies, recovery plans, and continuity of services (NFPA 1600).

Common operating picture

A continuously updated overview of an incident compiled throughout an incident's life cycle from standard data (meaning standard data elements, definitions, and so forth) shared between integrated and compatible systems (meaning systems that can talk to each other) for communication, information management, and intelligence and information sharing across in-

stallation departments and responders. The COP helps with collaborative planning and assists all echelons to achieve situational awareness. The COP provides consistency at all levels of incident management across jurisdictions, as well as between various governmental jurisdictions and private-sector and non-governmental entities. The COP should include the minimum set of geospatial features (including imagery) necessary to provide a foundational map depicting the built and natural infrastructure of a typical installation and which are of common interest or importance during emergency response events. Installation geospatial data should be obtained from the authoritative data source for each installation as defined in DODI 8130.01.

Credentialing

Authentication and verification of the training, certification, and identity of designated first responder, first receiver, and emergency responder personnel. Credentialing is essential to the EM community as it validates the identity and attributes (for example, affiliations, skills, or privileges) of individuals or members of response and recovery resources against national and DOD-specific competency standards, supporting effective management of these critical assets.

Damage assessment

Appraisal or determination of the effects of the incident on human, physical, operational, and economic characteristics and on the environment (NFPA 1600).

Emergency

Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency action plan

Defines how a specific command or unit residing within a DOD installation or SAF will develop and employ required actions in an all-hazards event. The primary focus of EAPs is to synchronize organization actions during an emergency with the operations of the supporting organization in order to: (1) support and execute protective action recommendations for assigned personnel and (2) support response and recovery operations.

Emergency assistance

Assistance required by individuals, families, and their communities to ensure that immediate needs beyond the scope of the traditional “mass care” services provided at the local level are addressed. These services include: support to evacuations (including registration and tracking of evacuees); reunification of families; provision of aid and services to special needs populations; evacuation, sheltering, and other emergency services for household pets and services animals; support to specialized shelters; support to medical shelters; nonconventional shelter management; coordination of donated goods and services; and coordination of voluntary agency assistance (National Response Framework).

Emergency management

An ongoing process to prevent, protect against, mitigate potential effects of, respond to, maintain continuity during, and recover from an incident that threatens life, property, operations, or the environment. EM is focused on emergencies affecting installation personnel and facilities, and maintaining the ability of the installation to act as a force projection platform. DOD personnel implement, execute, and command during EM incidents.

Emergency Operations Center

Physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (for example, fire, LE, medical services), by jurisdiction (for example, Federal, State, regional, tribal, installation, city, county), or by some combination thereof. (NIMS)

Emergency public information

Information that is disseminated primarily in anticipation of or during an emergency. In addition to providing situational information to the public, it frequently provides directive actions required to be taken by the general public. (NIMS)

Emergency responders

Personnel (U.S. or non-U.S. citizens) designated to perform emergency responder tasks during an emergency resulting from one or more identified hazards and who require installation access during an emergency, to include: all installation EM staff; installation C3 personnel, to include installation EOC staff, Incident Management Teams, Crisis Action Teams, Dispatch Center staff, and staff of related/equivalent Departmental Operations Centers; pre-identified liaison officers to

Installation C3 locations; Evacuation Management Team; Technical Specialists from Meteorological and Oceanographic, Occupational Safety and Health, Industrial Hygiene, and Environmental offices/commands; PHEOs; designated liaison officers; and other supporting Emergency Responders, to include Fatality Management personnel, Mortuary Affairs personnel, designated Public Affairs personnel, and designated Supply/Logistics personnel.

Enhanced 911

E911 provides the capability for dispatch center operators to automatically receive and utilize the telephone number and address of the caller to decrease overall emergency response times for data collection at the dispatch center and information transfer to first responders. E911 is a North American telecommunications based system that automatically associates a physical address with the calling party's telephone number, and routes the call to the most appropriate PSAP for that address. The caller's address and information is displayed to the call taker immediately upon call arrival. This provides emergency responders with the location of the emergency without the person calling for help having to provide it. This is often useful in times of fires, break-ins, kidnapping, and other events where communicating one's location is difficult or impossible.

Evacuation management

Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

First receivers

Personnel (U.S. or non-U.S. citizens) designated to perform first receiver tasks at a medical facility during an emergency resulting from one or more identified hazards and who require access to their designated MTF and/or clinic during an emergency, to include: healthcare providers or emergency personnel providing medical treatment or related services at a MTF or clinic.

First responders

Personnel designated to perform first responder tasks during an emergency resulting from one or more identified hazards, who require installation access during an emergency, and who require direct, emergency access to the incident scene or related areas. Installation first responders include: F&ES; fire brigades; HAZMAT response teams; EMS; Army LE; EOD; pre-identified liaison officers to the ICP, mobile command post, or related areas (staging areas, base camp(s), helicopter landing zones, aerial support sites); public works response and/or recovery personnel/teams; environmental oil and hazardous substance spill response teams; and designated response, monitoring and recovery personnel and/or teams.

Full-scale exercise

FSEs are typically the most complex and resource-intensive type of exercise. They involve multiple agencies, organizations, and jurisdictions and validate many facets of preparedness. FSEs often include many players operating under cooperative systems such as the ICS. In an FSE, events are projected through an exercise scenario with event updates that drive activity at the operational level. FSEs are usually conducted in a real-time, stressful environment that is intended to mirror a real incident. Personnel and resources may be mobilized and deployed to the scene, where actions are performed as if a real incident had occurred. The FSE simulates reality by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel.

Functional area annex

Consist of detailed guidance for each assigned functional area related to the development and execution of target EM capabilities.

Functional exercises

FEs are designed to validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions. FEs are typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions. In FEs, events are projected through an exercise scenario with event updates that drive activity typically at the management level. An FE is conducted in a realistic, real-time environment; however, movement of personnel and equipment is usually simulated.

Hazard-specific appendix

Consist of detailed guidance specific to the prevention of, response to, and recovery from hazards identified during the risk assessment process.

Homeland Security Exercise and Evaluation Program

A Department of Homeland Security capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.

Incident

A natural or manmade occurrence or event that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild land and urban fires, floods, HAZMAT spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, medical and public health emergencies, and other occurrences requiring an emergency response (DODI 6055.17).

Incident Command System

Standardized on-scene EM construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations. (NIMS)

Installation

All DOD facilities, activities, reservations, and enduring bases, worldwide across all commands and organizations at multiple echelons, including government-owned facilities and facilities operated by contractors for DOD, and non-DOD activities operating on DOD installations; includes locations supporting contingency operations. An installation may be made of one or more sites. In addition, two types of “virtual” installations exist within the Army. The ARNG has virtual installations, identified as each state commanded by the Adjutant General, under which are Readiness Centers or sites. Each U.S. Army Reserve regional readiness command is, likewise, defined as a virtual installation under which Reserve centers are identified as sites.

Mass care

Mass care includes sheltering (including household pets); feeding; distribution of emergency supplies; and family reunification services; immediate health, emotional and spiritual health services; and access to information.

Mass care providers

Personnel or teams providing mass care services, to include the following: EFAC Team, shelter-in-place wardens and teams, local safe haven management team(s), remote safe haven management team(s), mass feeding teams, bulk distribution teams, call center team, volunteer management personnel/teams, donations management teams, rapid need assessment personnel and/or teams, small pet sheltering team, and designated supporting personnel from DFMWR, LRC, related directorates, and offices.

Mass warning and notification system

An interoperable family of systems providing near real-time information and instructions to personnel on an installation; in a building, area, site, or installation using intelligible voice communications, visible signals, text, data, or graphics. The purpose of MWNS is to protect life by indicating the existence of an emergency situation and issuing necessary instructions to provide appropriate response or actions. The family of systems includes, but is not limited to; wide area notification systems (giant voice), interior building notification (indoor voice), telephonic alerting systems, computer-based notification systems.

Mitigation

Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. Mitigation measures may be implemented prior to, during, or after an incident, and are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. These activities or actions, in most cases, will have a long-term sustained effect.

Multi-agency coordination system

System that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. MACS assist agencies and organizations responding to an incident. The elements of a MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are EOCs and MACS groups. (NIMS)

Mutual aid agreement

A written agreement, entered into pursuant to 42 USC 15A between or among agencies, organizations, and jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and

other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support before, during, and after an incident.

National Incident Management System

Systematic, proactive approach to guide departments and agencies at all levels of government, NGOs, and the private sector to work together seamlessly and manage incidents involving all threats and hazards—regardless of cause, size, location, or complexity—in order to reduce loss of life, property, and harm to the environment. It is the essential foundation to the NPS and provides the template for the management of incidents and operations in support of all five National Planning Frameworks.

National Planning Frameworks

As part of the NPS, guidance that describes how the whole community works together to achieve the National Preparedness Goal. There is one framework for each of the five preparedness mission areas addressed in PPD–8: prevention, protection, mitigation, response, and recovery.

National Response Framework

Guides how the Nation responds to all types of disasters and emergencies. It is built on scalable, flexible, and adaptable concepts identified in the National Incident Management System to align key roles and responsibilities across the Nation. This Framework describes specific authorities and best practices for managing incidents that range from the serious but purely local to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework describes the principles, roles and responsibilities, and coordinating structures for delivering the core capabilities required to respond to an incident and further describes how response efforts integrate with those of the other mission areas.

Preparedness

Range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and NGOs to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualifications and certification, equipment certification, and publication management. (NIMS)

Prevention

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

Protection

The preservation of the effectiveness and survivability of mission-related military and nonmilitary capabilities and assets—personnel, equipment, materiel, installations, facilities, information and information systems, and infrastructure—in an all threats and hazards environment. (AR 525–2)

Public health emergency

Occurrence or imminent threat of an illness or health condition, caused by bioterrorism, epidemic or pandemic disease, or novel and highly fatal infectious agent or biological toxin, that poses a substantial risk of a significant number of human fatalities or incident of permanent or long-term disability. Such illness or condition includes, but is not limited to, an illness or health condition resulting from a natural disaster.

Recovery

Development, coordination, and execution of service and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents. (NIMS)

Resource management

System for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prevent, protect against, mitigate the potential effects of, respond to, and recover from an incident.

Resource management under the NIMS includes mutual aid agreements and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols. (NIMS)

Response

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

Risk management

Continual process or cycle where risks are identified, measured, and evaluated; countermeasures are then designed, implemented, and monitored to see how they perform, with a continual feedback loop for decision-maker input to improve countermeasures and consider tradeoffs between risk acceptance and risk avoidance (DODI 6055.17).

Standalone (off-installation) facility

Site with single or multiple U.S. military assets, and/or Federal civilian employees, which are physically located off a standard military installation and are embedded within our communities. SAFs usually rely on external community of military agencies for security, intelligence analysis, and any emergency response. SAFs are not under the jurisdiction of a standard senior commander. SAFs may or may not have a defined perimeter, restricted access, force protection barriers, or security guards. SAFs are characterized by an extremely limited organic capability to respond to emergency situations, usually are intentionally visible, and can be accessible to the public by their design, purpose, or location as they physically reside within a community apart from a standard installation.

U.S. Army Tank-automotive and Armaments Command Life Cycle Management Command

This command, as part of the U.S. Army Materiel Command, unites all of the organizations that focus on Soldier and ground systems throughout the entire life cycle. HQDA, G-34 works directly with TACOM LCMC to manage sustainment of fielded EM systems and equipment. The use of TACOM is considered a stand-alone proper name rather than an acronym.

Typed resource

Resource typing is the categorization and description of resources that are commonly exchanged in disasters by way of mutual aid, by capacity and/or capability. Through resource typing, disciplines examine resources and identify the capabilities of a resource's components (for example, personnel, equipment, and training). During a disaster, an emergency manager knows what capability a resource needs to have to respond efficiently and effectively. Resource typing definitions will help define resource capabilities for ease of ordering and mobilization during a disaster. As a result of the resource typing process, a resource's capability is readily defined and an emergency manager is able to effectively and efficiently request and receive resources through mutual aid during times of disaster.

UNCLASSIFIED

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