Department of the Army
Pamphlet 525–27

Military Operations

Army Emergency Management Program

Headquarters
Department of the Army
Washington, DC
17 July 2020

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SUMMARY of CHANGE

DA PAM 525–27
Army Emergency Management Program

This major revision, dated 17 July 2020---

- Aligns language with updates from Presidential Policy Directives and DODI 6055.17 requirements consistent with the five (5) mission areas of emergency management (throughout).

- Provides guidance for standalone (off-installation) facilities and emergency action plans (throughout).

- Updates concepts of employment and operations by removing initial operations requirements and full operations capability expectations and introduces core capabilities and elements of capability (throughout).

- Expands emergency management responsibilities for mass warning and notification to include alert and incident notification requirements (throughout).

- 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) (throughout).

- Updates requirements for emergency management program manager, emergency management coordinators, and emergency managers (throughout).

- Updates emergency management working group requirements to comply with AR 525–2 and provides emergency management working group recommendations by installation Type (throughout).

- Incorporates Director of Family, Morale, Welfare, and Recreation Army Community Service into mass care requirements, in accordance with AR 608–1 (throughout).

- Clarifies incorporation of support agreements into the installation emergency management plan as part of the Risk management process to improve analysis of capabilities and to fill capability gaps (throughout).

- Updates the review, approval, and management of support agreements (throughout).

- Clarifies guidance for installations without an assigned public health emergency officer (throughout).

- Establishes installation mass care and evacuation guidance in support of DODI 6055.17 and Directive Type Memorandum for Family Assistance Centers (throughout).

- Updates emergency management training requirements(throughout).

- Updates psychological, behavior health, and religious support needs where organic capability is unavailable (throughout).

- Updates emergency management exercise requirements (throughout).

Headquarters
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Military Operations

Army Emergency Management Program

By Order of the Secretary of the Army:

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General, United States Army
Chief of Staff

Official:

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to the Secretary of the Army

History. This publication is a major revision.

Summary. This pamphlet provides the procedures to comply with AR 525–27.

Applicability. This pamphlet 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 pamphlet applies to all personnel, organizations, and contractors that have or will have the responsibility to prevent, protect against, mitigate the potential effects of, respond to, or recover from all natural, technological, and human-caused hazards, including terrorism threats or incidents on or impacting Army personnel, installations, facilities, or activities worldwide.

Proponent and exception authority. The proponent of this pamphlet is the Deputy Chief of Staff, G–3/5/7. The proponent has the authority to approve exceptions or waivers to this pamphlet 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 pamphlet 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.

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

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

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*This publications supersedes DA Pam 525-27, dated 20 September 2012.

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Chapter 1
Introduction

1–1. Purpose
This publication provides the policies and procedures required for the establishment of a single, comprehensive, and integrated emergency management (EM) program on Army installations, facilities, and activities (hereafter referred to as installations), and associated off-installation areas (hereafter referred to as standalone facilities (SAFs)) subject to Army jurisdiction. The Army EM Program is responsible for 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 and SAFs 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 publication 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. Functions
Responsibilities for select elements of the Army staff as well as all the Army commands (ACOMs), Army service component commands (ASCCs), direct reporting units (DRUs), and the Army National Guard (ARNG) are specified in AR 525–27. Responsibilities for installation staff are identified throughout this publication and summarized by position in appendix E.

1–5. Organization
This publication is organized in order of function and task execution based upon established Department of Defense (DOD) and Army regulations concerning the establishment of the Army EM programs.

1–6. Goals
The goals of the Army EM Program are as follows:

a. Prepare Army installations for multi-agency, multijurisdictional emergencies.

b. Provide comprehensive protection for all personnel against all natural, technological, and human-caused hazards, including terrorism threats or incidents.

c. Sustain critical operations during an emergency.

d. Maintain and/or restore essential operations and essential services post-incident.

1–7. Vision
The vision of the Army EM Program is to provide Army EM services when and where they are needed, with the Joint and interagency capacity necessary to effectively and efficiently protect the Army community and mission capability from all hazards.

1–8. Mission
The mission of the Army EM Program is to provide integrated and comprehensive Army EM services necessary to protect our community and mission capabilities from all hazards in a cost-effective, implementable, and sustainable manner.

1–9. Applicability

a. Installation applicability. This guidance applies to all Army installations, facilities, activities, and operations worldwide, to include government-owned, contractor-operated (GOCO) and contractor-owned contractor operated (COCO) facilities and SAFs, including DOD non-DOD activities operating on Army installations as tenant activities.

Note. The applicable ASCC, ACOM, DRU, or ARNG will determine the host installation for each geographically-separated unit and provide appropriate guidance on compliance requirements. Guidance may include supplementing this instruction as provided for in chapter 3 and may include staff assistance visits (SAVs) as necessary to support these requirements at the discretion of the applicable ASCC, ACOM, or DRU.

Note. The applicable command that manage installations (U.S. Army Installation Management Command (IMCOM), U.S. Army Materiel Command (AMC), U.S. Army Central or ARNG will determine whether or not the GOCO or COCO facility is a Type V installation prior to implementation. See chapter 2 for additional guidance.

b. Community applicability. This guidance applies to all 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 (USG) personnel, and 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/or recover from all hazards, regardless of cause (natural, technological, human-caused hazards, including terrorism threats or incidents), on or impacting any Army installations worldwide.

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

(1) *Combat 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 special hazard-specific programs and surety operations.

(3) *U.S. Army Corps of Engineers.* Nothing in this publication is applicable to U.S. Army Corps of Engineers (USACE) activities conducted under the authority of Section 701n, Title 33, United States Code (33 USC 701n) or 33 Code of Federal Regulation (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 meet the tenant organization expectations of applicable Service EM policy, including planning, training, and exercise participation.

1–10. Policy

a. Readiness. Maintain Army protection and readiness by establishing and maintaining a comprehensive, all-hazards Army EM Program worldwide.

b. Coordination. Coordinate Army EM Program activities and capabilities with Federal, state, tribal, regional, local, voluntary (non-governmental organizations (ngos), and faith-based organizations (fbos)), other Service, and private (and/or host nation (HN)) partners to the extent permitted by law, policy, and regulation. See chapter 7 for information on interagency coordination.

c. Civil support. Support and assist U.S. civil authorities, as directed, in EM activities for preventing, protecting against, mitigating the potential effects of, responding to, and recovering from multi-agency, multijurisdictional emergencies in an all-hazards environment. See chapter 7 for information on CS integration.

d. National Incident Management System implementation. Adopt and implement procedures consistent with National Incident Management System (NIMS) established by Homeland Security Presidential Directive (HSPD) 5 and the National Preparedness System established by Presidential Policy Directive (PPD) 8. This publication will detail 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 installations outside the United States. See chapter 8 for NIMS implementation guidance.

e. National Planning Framework implementation. Adopt and implement procedures consistent with the five National Planning Frameworks (NPFs) 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 NPFs 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. Nonmilitary-unique operations. In accordance with Department of Defense Instruction (DODI) 6055.17, all installation EM capabilities, functions, and tasks are nonmilitary-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 (NIOSH) 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.

1–11. Framework

a. Concept. There are five EM mission areas: prevention, protection, mitigation, response, and recovery. Installation commanders discharge their EM responsibilities by executing these five interrelated actions. A systematic approach is to treat each action as one phase of a comprehensive process, with each one building on the accomplishments of the preceding one. The overall goal is to minimize the impact caused by an emergency. The emerging requirements for comprehensive, integrated EM capabilities at the installation level is a result of years of change, growth, and increasing complexity. Jurisdictions have grown increasingly interdependent on infrastructure, utilities, and services; populations have expanded into traditional hazard-prone geographic areas; limited natural, social, and economic resources have increasingly spread across an expanding user community with disproportionate investment in restoring, reusing, and managing these resources and the growth of these interdependent communities have increased the reliance of specific populations on the overarching capabilities and services provided by the community as a whole.

b. Prevention. Prevention consists of actions that reduce risk from human-caused incidents, primarily terrorism. Prevention planning can also help mitigate secondary or opportunistic incidents that may occur after the primary incident. The prevention mission area includes those activities, tasks, programs, and systems intended to avoid or intervene to stop a threatened or actual act of terrorism from occurring. Prevention can include applying intelligence and other information to a range of activities that includes such counter-measures as deterrence operations, heightened inspections, improved surveillance and security operations, investigations to determine the nature and source of the threat, and law enforcement (LE) operations directed at deterrence, preemption, interdiction, or disruption. Within the Army, prevention activities are led by the Antiterrorism (AT) Program. For more information, see AR 525–13.

c. Protection The protection mission area includes all capabilities, activities, tasks, programs, and systems developed and implemented prior to an emergency that are used to protect against all natural, technological, and human-caused hazards, including terrorism threats or incidents. While prevention and mitigation may make the Army community safer, they do not eliminate risk and vulnerability for all potential hazards. Jurisdictions must be ready to manage emergencies that have not been either prevented or mitigated. Since emergencies often evolve rapidly and become quite complex, commanders successfully discharge their EM responsibilities by taking actions before the incident occurs. Protection core capabilities include: the process of identifying the protected populace (see chap 4), conducting a comprehensive, all-hazards risk management process (see chap 5), identifying the resources available to protect the populace from all identified hazards and the associated resource gaps (see chap 5), and then acting to fill the gaps identified in both resources and expertise are the key steps taken by an effective EM Program (see chaps 6–15). Preparedness includes establishing authorities and responsibilities for emergency actions and garnering the resources to support them. Installation commanders must assign appropriate EM duties and provide facilities, equipment, and other resources for carrying out assigned duties. These duties are not limited to the responder community, but must engage the entire Army community. A critical component of these preparedness activities is the development of a resilient Army community and a culture of preparedness through implementation of the Ready Army initiative, which is focused on comprehensive, all-hazards community preparedness. This investment in establishing and maintaining an EM Program requires proper resourcing, maintenance, and sustainment. All personnel must receive proper training and the facilities and equipment must be maintained in working order. An exercise program must be implemented in order to ensure that the installation commander's investment in EM personnel and resources can be relied upon when needed. Consideration also must be given to reducing or eliminating the vulnerability of the installation response and recovery organizations and resources to the hazards that threaten the jurisdiction. A key element of

preparedness is the development of a comprehensive, integrated, all-hazards installation EM plan which links the many aspects of a jurisdiction's commitment to EM.

d. Mitigation (see chap 16). Mitigation includes the capabilities necessary and activities taken to reduce the loss of life and property by lessening the impact, severity or consequences of an emergency. These activities involve lasting, often permanent, reduction of exposure to, probability of, or potential loss from identified hazards. Mitigation activities tend to focus on where and how to build. Mitigation measures include the use of modeling and simulation tools to evaluate potential mitigation strategies. Mitigation examples include: zoning and building code requirements for rebuilding in high-hazard areas; floodplain buyouts; and analyses of hazard-related data to determine where it is safe to build in normal times, to open shelters in emergencies, or to locate temporary housing during the recovery phase. Mitigation activities also include educating businesses and the public on simple measures they can take to reduce loss and injury, like fastening bookshelves, water heaters, and file cabinets to walls to keep them from falling during earthquakes. Cost-effective mitigation measures are the key to sustaining operations in the short-term and reducing losses in the long-term. In hazard prone areas, mitigation can break the cycle of having to rebuild and rebuild again with every recurrence of floods, hurricanes, or earthquakes. Where there is a willingness to mitigate, opportunities can be found. Ongoing efforts might include: educating the private sector about what it can do to mitigate at home and at work; reaching out to planning, zoning, and development agencies to ensure that hazard conditions are considered in comprehensive plans, construction permits, building codes, and design approvals; and creating inventories of existing structures and their vulnerabilities to identified hazards to aid in mitigation planning. There is also a need for planning to take advantage of mitigation opportunities during the recovery phase, when hazard awareness is high, funds may become available (with associated requirements for mitigation), and disruption of the status quo makes it possible to rethink design and location of some facilities and infrastructure. Attention to mitigation opportunities can make safer, more resilient communities for the Army. Within the Army, mitigation activities are often led by the U.S. Army Corps of Engineers (USACE), Directorate of Public Works (DPW), and Network Enterprise Center (NEC).

e. Response (see chap 18). Response activities includes those immediate and ongoing tasks, programs, and systems to manage the effects of an incident that threaten life, property, operations, or the environment. The onset of an emergency creates a need for time-sensitive actions to save lives and property as well as for action to begin stabilizing the situation so that the installation can quickly recover mission capability. Such response operations include notifying continuity and responder personnel of the emergency, warning the protected populace, conducting shelter-in-place (SIP) operations, managing the evacuation and mass care of the displaced population, keeping the protected populace informed, rescuing individuals and providing emergency medical treatment, maintaining the rule of law, assessing damage, and coordinating with external partners for limited response resources.

f. Recovery (see chap 19). Recovery includes those activities and programs designed to return conditions to a level that is acceptable to the jurisdiction. These activities include efforts to restore essential operations and services and restore normalcy for the protected populace. Recovery operations focus on the social, economic, and infrastructure restoration necessary to return the community to normal operations and includes long-term mitigation activities for all hazards. For the short term, recovery may mean bringing necessary lifeline systems (for example, power, communication, water and sewage, and transportation) up to an acceptable standard while providing for basic human needs (for example, food, clothing, and shelter) and ensuring that the societal needs of individuals and the community are met (for example, maintain the rule of law, provide crisis counseling, demonstrate that people do care, and that help is becoming available). Once stability is achieved, recovery efforts can begin for the long term by restoring all operations and services and rebuilding facilities and housing with attention to long-term mitigation needs.

1–12. Operational environment

a. Geographic environment. The Army supports operational forces in domestic and foreign environments. The particular location of the installation is critical in determining the laws or regulations that must be applied, and the level of military authority the installation commander may have during response and recovery operations, to include the level of personal protection for the responders.

(1) *Domestic locations.* In accordance with DODI 2000.21, the following geographical areas are considered domestic locations: the continental United States; Alaska; Hawaii; the Commonwealth of Puerto Rico; the U.S. Virgin Islands; the U.S. territories of Guam, American Samoa, Jarvis Island, the Commonwealth of the Northern Marianas Islands, the Freely Associated States of Micronesia, the Republic of Palau, and the Republic of the Marwill Islands; and the U.S. possessions of Wake Island, Midway Island, Johnson Island, Baker Island, Howland Island, Palmyra Atoll, and Kingman Reef.

(2) *Foreign locations.* In accordance with DODI 2000.21, any geographic area not reflected in the definition of domestic locations (see above) is defined as a foreign location. For the purposes of this publication, the term overseas refers solely to foreign locations.

(3) *Geographically remote locations.* Installations may be further defined by their location relative to local civil jurisdictions and supporting resource providers. Remote installation is a term used to define an installation, which due to its remote location in relation to other U.S. or HN response assets, may require additional capability to adequately respond to and recover from an emergency. In some cases, this remote nature may actually decrease the risk of specific incidents occurring, but in most cases this remote nature increases the time that the installation (or region) may have to survive independently of outside assistance, especially qualified assistance trained to equivalent standards. In these cases of remote installations, additional EM capabilities may be required in order to ensure successful response and recovery operations.

(4) *Area of operations.* The EM Program must encompass the assigned area of operations (AO) and the associated areas of interest. The AO establishes the boundaries within which the commander operates (jurisdiction) and for which the commander is responsible for sustaining critical operations, protection of assigned personnel, restoring, and/or maintaining essential operations and/or services. The area of interest represents the environment external to the AO for which the commander must maintain situational awareness and may include surrounding communities and civil authorities with whom the commander establishes support agreements or contracts for coordinated prevention, protection, mitigation, response, and recovery operations.

b. Installation environment. The installation environment is complex and varies depending upon geographic location, time of year, and geopolitical situation.

(1) *Physical environment.* Key components of the physical environment include terrain and weather and their effects as well as the geographic framework that influences the installation commander's plan and ability to exercise their authority. Physical conditions determine specific requirements for response and recovery operations in terms of area-specific organization, training, equipping, and exercising personnel as well as driving mitigation and prevention requirements.

(a) Terrain. Topography, soil and surface types, and maritime environment directly impact the EM Program across all phases. These terrain factors may indicate the presence of specific natural hazards (for example, volcanoes, earthquakes, and wildfires). Terrain conditions may determine specific requirements for transportation and mobility as well as specific material requirements (for example, fire and emergency services (F&ES) brush-fire apparatus and filtration for air intakes for volcanic ash). Additional mitigation requirements (for example, floodplain mitigation) and prevention requirements (for example, waterborne barriers or specific immunizations for area-specific diseases) may be required based upon the terrain conditions.

(b) Meteorological. Precipitation, winds, air stability, humidity, and temperature are among those meteorological factors that impact the EM Program across all mission areas. These meteorological factors may indicate the seasonal or continual presence of specific natural hazards (for example, tornados, winter storms, extreme heat, and tropical cyclones). Meteorological conditions may determine specific requirements for transportation and mobility, including evacuation and mutual aid timelines, as well as, specific material requirements (for example, swift water rescue capabilities). Additional mitigation requirements (for example, floodplain mitigation) and prevention requirements (for example, heat stress monitoring) may be required based upon the meteorological conditions.

(c) Technological. The technological infrastructure and operations present on and around the jurisdiction directly impact the EM Program across all mission areas. These technological conditions may include the transit, storage, manufacture, or use of hazardous materials (HAZMAT); sources of ignition for available fuel loads; potential for aviation, maritime, or land transport accidents; increased reliance on cyber and electronic systems for daily operations; distributed financial management and distribution systems; and additional sources of environmental pollution or contamination. These technological factors may indicate the presence of specific technological hazards (for example, structural collapse, transportation accidents, or HAZMAT release). Technological conditions may determine specific requirements for transportation and mobility, including evacuation and mutual aid timelines or specific material requirements (for example, structural collapse rescue capabilities). Additional mitigation requirements (for example, infrastructure mitigation efforts) and prevention requirements (for example, rail system screening) may be required based upon the technological conditions.

(2) *Political environment.* Jurisdictional authority, established agreements and contracts, impact of continuous media interaction, and local customs are among the important political, legal, and cultural issues for the installation commander. Installation commanders must consider cultural, ethnic, and religious attitudes and behaviors that may impact operations. The political environment often impacts decisions to develop, approve, and honor support agreements between jurisdictions, especially in large-scale emergencies with the potential to impact another jurisdiction's populace.

(3) *Social environment.* Installations have varying degrees of social environments confined within a small jurisdictional area. These environments range from long-term residents in family housing to short-term student populations and large special event crowds from the local civil jurisdictions, as well as cohesive combatant units either stationed on post or transiting the installation for training and exercises. The typical majority of the social environment on Army installations tends towards younger generations, including both the family residents and the Soldiers in uniform. This social environment usually extends into the local civil jurisdictions with potentially large components of the Army community residing outside the installation commander's jurisdictional boundaries. The social environment often includes foreign nationals, to include allied and coalition partners, and third-country nationals with varying degrees of English proficiency and varying social norms.

(4) *Information environment.* The installation commander must strive to achieve situational awareness and understanding of the operational environment by integrating technology with the capabilities of both military and civil authorities. The installation commander determines sources of information, to include situational awareness, and appropriate stakeholders for information sharing. Incident notification, reporting, and management procedures among installation commanders and their civil counterparts must be based on the common language and processes provided by NIMS and implemented through support agreements and interagency coordination. The rise of social media websites, especially within younger generations, to communicate in an increasingly mobile society can be a useful venue for receiving on-the-ground information about the environment and providing emergency public information (EPI) to the protected populace. All installation commanders are encouraged to include the employment of social media throughout all phases of EM. Coordinate with the supporting NEC to ensure that social media interaction and participation meet applicable information assurance requirements.

c. Hazard environment. Comprehensive risk management across the full range of natural, technological, and human-caused hazards, including terrorism threats or incidents, is the cornerstone to all elements of the EM Program. The hazard environment scope, severity, impact, and cycle vary from jurisdiction to jurisdiction with regard to the local or regional hazards impacting the location. Hazards grow in impact from local hazards (such as structural fires) to regional hazards (such as most destructive weather hazards) to national-level hazards to global hazards (such as climate change and pandemics). The scale and impact of these hazards are often directly proportional to the political and social value placed upon managing the resulting emergencies. It is important to remember that national-level programs, such as those available through Federal Emergency Management Agency (FEMA), often focus first and foremost on the national-level hazards faced by the USG. Installation commanders are reminded that their AO is at the local level and that their initial focus must be centered on those hazards directly impacting their assigned missions, personnel, and infrastructure and continuously build towards the strategic goals of successfully managing larger, more complex hazards with regional-level or national-level impacts. See chapter 5 for additional details.

1–13. Statutory authority

a. Policy requirements. Statutory authority for the applicable policy and procedures in the publication is derived from AR 525–27 and DODI 6055.17 in addition to 10 USC 3013, 50 USC 797, and 32 USC 809.

b. Legal authority. The legal basis applicable to EM includes the Post-Katrina Emergency Management Reform Act (Public Law (PL) 109–295), the Pandemic and All-Hazards Preparedness Act (PL 109–417), the Homeland Security Act of 2002 (PL 107–296), the Public Health Security and Bioterrorism Preparedness and Response Act of 2002 (PL 107–188), the Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act (PL 107–56), the Disaster Mitigation Act of 2000 (PL 106–390), the Stafford Disaster Relief and Emergency Assistance Act of 1988 (PL 100–707), and the Disaster Relief Act of 1974 (PL 93–288).

c. Federal laws. The following Federal laws are applicable to the discipline of EM: 10 USC 371–382, 14 USC , 14 USC 1401–14 USC 1455 , 18 USC 1385, 29 USC 651– 29 USC 678, 31 USC 1535, 31 USC 701n, 42 USC 11001 and 42 USC 13101, 42 USC 5121, 50 USC 1522, and 50 USC 1631.

d. Federal regulations. The following Federal regulations are applicable to the discipline of EM: 44 CFR; 3 CFR; 6 CFR; 29 CFR 1910, particularly 1910.38; 29 CFR 1910.120Q; and 1910.134; 33 CFR Part 203; 33 CFR; 40 CFR 68/ 112.20/300/372; 42 CFR; and 49 CFR.

e. National policy. The following National policies are applicable to the discipline of EM: HSPDs 4, 5, 7, 9, 10, and 18–21, PPD 8, NIMS, National Preparedness System, NPF, National Infrastructure Protection Plan (NIPP), National Oil and Hazardous Substances Pollution Contingency Plan (NCP), National Emergency Communications Plan, National Search and Rescue (SAR) Plan, Federal Continuity Directives 1 and 2, and associated National Strategy documents. See chapter 18 for additional information on National plans.

f. Installation commander's authority. Army installation commanders have the authority and responsibility to protect personnel, equipment, and facilities subject to their control in accordance with 50 USC 797, 32 USC 809, DODI

5200.08, and AR 600–20. In accordance with AR 600–20, senior commanders will assume the duties and responsibilities of the installation commander where that title is mentioned in U.S. Code or DOD or Army policies and regulations. Senior commanders may delegate aspects of their installation commander 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 installation commander. The Army EM Program is designed to provide installation 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 matched with an established resource model and proper resource sponsorship in order to achieve their mission. See chapter 3 for more information.

1–14. Regulatory and legal considerations

a. Role of the consolidated legal office. The CLO serves as the principle legal counsel for the installation commander and will be consulted to review plans and procedures for compliance with all applicable laws and regulations. As some elements of emergency planning may call for directing or restricting the movement of citizens for their own safety, it is critical that all aspects of evacuation management, mass care operations, restriction of movement (ROM) orders, social distancing, isolation, and quarantine undergo strict legal review prior to approval by the installation commander. Other key areas of legal concern relate to decontamination operations other than emergency decontamination of casualties and responders (such as facility and terrain decontamination) and the protection of civilian personnel, especially civilians employed in the conduct of critical or essential operations, as these civilian personnel have specific legal rights regarding the occupational use of protective equipment, either personal or collective. As resident legal counsel may not specialize in certain legal aspects of contingency operations and EM, it is highly recommended that resident legal counsel seek additional sources of legal information and ensure that applicable precedent or case law is reviewed relevant to the subject matter *immediate response authority*. See chapter 7 for guidance regarding immediate response authority.

b. Posse Comitatus Act (18 USC 1385). This act serves as the primary statute restricting military support to civilian LE. 10 USC 371–375 outlines the restrictions of the Posse Comitatus Act as they apply to participation by the military in civilian LE activities. These restrictions are divided into three major categories: (1) use of information, (2) use of military equipment and facilities, and (3) use of military personnel. 10 USC 376–10 USC 377 provides further limitations on the provision of military support to civilian LE, including guidance on approval authorities and reimbursement requirements. Installation commanders should consult their resident legal counsel for a legal interpretation on how the Posse Comitatus Act impacts emergency operations.

c. Chain of command. Military units supporting an emergency on an Army installation or in support of a civil jurisdiction will always be under the command of military authorities, yet these forces may provide support to civil authorities as directed under DODD 3025.1, DODD 3025.15, and DODD 3025.18. For additional guidance, refer to Joint Publication (JP) 3–28 and FM 3–28.1.

d. Expeditionary units and tenant organizations. Installation commanders may coordinate with the supported ASCC and the applicable headquarters on the use of expeditionary, combatant units, and/or tenant commands residing on the installation on a case-by-case basis given concurrence by the unit(s) operational and administrative commanders. Installation commanders are encouraged to capitalize on existing resources resident within these units/commands.

(1) *Compatibility issues.* Current CBRN defense doctrine employed by expeditionary combatant units may not be appropriate or applicable for non-warfare HAZMAT incidents, including chemical, biological, radiological, nuclear and high yield explosives (CBRNE) terrorism. Detection, protection, and decontamination assets used for CBRNE defense do not employ technology capable of addressing the broad range of HAZMAT which may be encountered in the installation environment.

(2) *Best practices.* The best practices identified for employment of non-installation personnel, such as expeditionary combatant units is to focus the efforts of these combatant units on their traditional forward operating base capabilities, such as logistics (both emergency logistics and bulk distribution), transportation (for continuity programs, evacuation, and casualty movement), communications, surveillance and reconnaissance, temporary facility construction and management (such as base camps, tent cities, or safe havens), temporary utilities (especially generator fielding), and medical treatment facilities (MTFs).

e. Occupational Safety and Health. Installation commanders will ensure that the Army Occupational Safety and Health (OSH) Program requirements are coordinated with the EM Program in accordance with AR 385–10. The installation safety office (ISO) will be represented on the EM working group (see chap 3 for more information) to provide direction and guidance that ensure that OSH requirements are addressed in every element of EM activities and operations, especially with regards to respiratory, personal, and collective protection. The Army requirements for the Respiratory Protection Program (RPP) are detailed in AR 11–34.

f. Environmental incidents. Installation commanders will ensure that environmental program requirements are coordinated with the EM Program in accordance with AR 200–1. The DPW environmental office will be represented on the EM working group (see chap 3 for more information) to provide direction and guidance that ensure that environmental requirements are addressed in every element of EM activities and operations. Key programs that impact the EM Program include the following:

(1) *National Environmental Policy Act.* Requires systematic examination of likely environmental consequences for any federal government action. NEPA must be integrated with Army emergency planning to ensure that potential environmental impacts are considered in every phase of EM. See NEPA (see 42 USC 4321–42 USC 4347).

(2) *Comprehensive Environmental Response, Compensation, and Liability Act.* Provides funding and enforcement authority to clean up waste disposal sites and to respond to hazardous substance releases. Applies to control of releases from decontamination operations and remediation of contaminated facilities and other real property beyond the initial event. See Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) (see 42 USC 9601).

(3) *Resource Conservation and Recovery Act.* Provides the legal framework for the handling, storage, and disposal of solid wastes from point of generation to final destruction or disposal. Will apply to disposal of hazardous wastes generated from any event involving the uncontrolled release of hazardous substances, including a CBRNE event. See Resource Conservation and Recovery Act (see 40 CFR 266.202).

(4) *Emergency Planning and Community Right-to-Know Act.* Requires emergency planning and directs timely and comprehensive release of information to the public about hazards associated with toxic chemical releases. Emergency Planning and Community Right-to-Know Act (EPCRA) 301 requires each state to provide a structure for emergency planning. Specifically, the governor of every state must establish a State Emergency Response Commission, which is responsible for the coordination of local emergency planning districts and the supervision of local emergency planning committees (LEPCs). Depending on the scope of the incident and subsequent actions taken to remediate hazards, EPCRA may impact public notification requirements during a CBRNE event or natural disaster that potentially exposes the public to a hazardous substance. Refer to chapter 7 for EPCRA requirements related to State and local emergency planning procedures (see EPCRA (42 USC 11001)).

(5) *Public Health Security and Bioterrorism Preparedness and Response Act.* Amends the Safe Drinking Water Act to require public water systems serving more than 3,300 persons to conduct vulnerability assessments and report the results to the U.S. Environmental Protection Agency (EPA). The public water system must have an emergency response plan that incorporates the results of the vulnerability assessments (see PL 107–188). OUSD Memorandum, dated 3 July 2003 extends the requirement to those water systems serving over 25 persons.

(6) *National Oil and Hazardous Substances Pollution Contingency Act (known as the National Contingency Plan).* Applicable to response actions taken under CERCLA and Section 311 of the Clean Water Act. By Executive Order, the EPA is the primary Federal Agency to prepare and maintain the NCP. The NCP includes all authorities, requirements, and procedures required in order to execute an oil or hazardous substances spill/release response. The NCP appoints DOD as the primary agency for coordinating and executing the Federal response and recovery efforts for any release of a hazardous substance, pollutant, or contaminant (not oil or petroleum), when the release is on, or the sole source of the release is from, any facility or vessel under the jurisdiction, custody, or control of DOD. The primary agency assignment means that DOD will provide the on-scene coordinator (OSC) who will coordinate the Federal Response and execute all actions and responsibilities defined in law. See NCP (40 CFR 300).

g. Terrorism, intentional acts, or criminal incidents. The Federal Bureau of Investigation (FBI) has investigative jurisdiction over all acts of terrorism within the U.S., and its territories and possessions. Installation commanders must utilize established notification and reporting procedures by coordinating with the supporting U.S. Army Criminal Investigation Command (USACIDC) unit prior to contacting Federal LE agencies. Terrorism or criminal incident locations will be treated as crime scenes, insofar as reasonably possible, and the normal chain of custody procedures will be followed for any item that is removed from the incident scene.

h. Use of chemical or biological weapons. The use of specific chemical and biological weapons in domestic locations is a Federal criminal offense under 18 USC 175 (biological weapons possession) and 18 USC 229 (chemical and biological weapons use as a weapons of mass destruction (WMD)).

i. Foreign and overseas locations. The Department of State (DOS) is the lead Federal Agency for consequence management overseas. A status of forces agreement (SOFA) governs incidents on U.S. installations in foreign countries. Most SOFAs, such as the North Atlantic Treaty Organization SOFA Article VII, paragraph 10, and Japan SOFA Article XVII, paragraph 10, state that the U.S. has the right to police and maintain order on the premises it occupies. Most SOFAs require U.S. military authorities to assist the HN with incident investigation and turn over all evidence to the HN authorities when requested. Installation commanders must also identify legal authorities and requirements before conducting Joint training exercises with HN elements.

(1) *Acts of terrorism.* Acts of terrorism, including the use of CBRNE materials against the USG, its military forces, or its citizens, even during wartime and regardless of location, is a Federal crime according to the laws of the U.S. In addition, the use of chemical and biological warfare agents by a nation against another nation or its citizens is a violation of the Law of Armed Conflict and may be considered an act of war. Consult with the supporting CLO for details specific to each geopolitical situation.

(2) *Host nation agreements and treaties.* During peace operations, HN agreements and treaties may direct U.S. forces to provide assistance during certain types of incidents. In these instances, installation assets may receive tasking to provide support to a HN response. U.S. forces will remain under U.S. command.

(3) *Sovereignty issues.* During peace operations, U.S. forces must be aware that HN laws may require the sharing of information, to include samples of CBRNE agents or materials, during the response and recovery phases. The release of information or material is likely a strategic or operational-level issue and the installation commander will respond according to the command guidance furnished by higher headquarters.

(4) *Stability operations.* HN agreements and treaties and SOFA will likely remain in effect during contingency operations in countries where U.S. forces are based and operate, unless the agreement or treaty is with a country in which the contingency operations are directed. In this case, the U.S. will determine its responsibilities under U.S. and international laws. During contingency operations, issues of sovereignty will be addressed by applicable contingency plans, orders, and rules of engagement.

Chapter 2
Concept of Employment

2–1. Overview

a. Intent. This publication is focused on coordinating, integrating, developing, preparing, and employing EM capabilities: (1) to reduce risks to mission, protected populace, and the Army community by implementing Army and national preparedness doctrine to ensure a secure and resilient Army community and (2) to develop EM capabilities to prevent, protect against, mitigate, respond to, and recover from consequences that may result from natural, technological, human-caused hazards, including terrorism threats or incidents.

b. Operational environment. As described in chapter 1 and detailed in chapter 4, Army activities exist in a broad spectrum of geographic, physical, political, social, information, and hazard environments. This means that any guidance provided by a higher headquarters level will need to be tailored to the specific operational environment applicable to a specific commander.

c. Hazard environment. As defined by chapter 5, the EM Program must address the full range of natural, technological, and human-caused hazards, including terrorism threats or incidents (all-hazards). These hazards and resulting emergencies that may occur when these hazards impact mission, people, or infrastructure vary dramatically in onset (sudden, gradual, slow), duration (short, medium, long), and impact (low, medium, high). The resulting emergencies may be broken down into Type 1–5 (incidents).

d. Resilient community. Successful disaster operations begin with a resilient Army community actively engaged in the Ready Army Community Preparedness Campaign. The majority of any available resources during response and recovery operations exist in the individuals, families, tenants, and businesses that work, live, and operate on the installation daily. Residents, tenants, and visitors decide early on how well operations will succeed or fail in meeting the goals of the Army EM Program (see chap 1 for vision, mission, and goal information). It is these residents and visitors that will recognize a hazard, notify the installation dispatch center via 911 (or the local emergency number), and take the initial protective actions in accordance with their instincts, experience, and training (Ready Army), to include evacuating, sheltering-in-place, treating the wounded, and providing critical information to first and emergency responders. Members of the protected populace are often first on the scene, especially in large-scale, complex, or catastrophic events. Past engagement through the Ready Army Community Preparedness Campaign builds trust, knowledge, confidence, and aptitude to follow the protective action recommendations quickly and effectively. This consistent, positive messaging prior to an emergency extends to building the trust base required for effective EPI throughout the response and recovery phases.

e. Continuity at all levels. Successful disaster operations require continuity at all levels from the highest levels of government (continuity of government) and critical or essential operations (continuity of operations (COOP)) to essential services, headquarters and staff functions, tenant organizations, and commercial businesses (business continuity). Installations exist to enable mission execution in support of the national military strategy. Mission essential functions (MEFs) necessary to perform these missions reside in all manners of information, expertise, capabilities, and facilities. It is not operationally or financially possible to sustain all MEFs all of the time in an all-hazards environment.

However, it is possible to mitigate potential effects to MEFs from threats or hazards through a comprehensive, integrated continuity program. The same applies to all headquarters, staff, and business functions that organize and maintain all necessary elements of operational readiness and community life on the installation. All of these supporting functions make up the "normalcy" the installation is striving to achieve during recovery. The sooner these functions are restored to normal operations, the sooner the protected populace can return to a semblance of normal, daily life after an emergency. This speed to recovery is enabled first and foremost by an aggressive continuity program at every level.

f. Capability development. In order to execute the concept of employment for building, sustaining, and delivering EM capabilities, IEMs and the installation emergency management working group (EMWG) will need to answer the following questions:

(1) Who is responsible for building and maintaining EM core capabilities (see chap 3)?

(2) Who makes up their protected populace (see chap 4)?

(3) What protective strategies apply to each category of personnel (see chap 4)?

(4) What hazards apply to their geographic area (see chap 5).

(5) What are the relative risks of these hazards in order to concentrate efforts on the highest overall risks to the installation's mission, personnel, and infrastructure (see chap 5)?

(6) How do they plan to decrease overall risk from these hazards (see chap 6)?

(7) How do they develop a resilient community which involves all assigned personnel (see chap 7)?

(8) How does NIMS implementation, especially resource management, contribute to all mission areas (see chaps 8–9)?

(9) How do they develop and execute continuity programs within an all-hazards context (see chap 10)?

(10) How do they implement command, control, and communications (C3) capabilities in support of all emergencies (see chap 11)

(11) How do they manage evacuations, conduct SIP operations, and conduct mass care operations in support of displaced personnel (see chap 12)?

(12) How does organization, manning, training, certification, credentialing, exercising, evaluating, maintaining, and sustaining of these EM capabilities contribute to a coordinated effort across the entire jurisdiction (see chaps 13–20)?

g. Common capability sets. It is vital that installation commanders recognize that parallel development of single-hazard, single-jurisdiction plans, procedures, and capabilities cannot address the response to or recovery from, multi-agency, multi-jurisdictional emergencies, such as hurricanes, terrorism, earthquakes, power outages, tornadoes, HAZMAT incidents, and related hazards as shown in appendix F. These multi-agency, multijurisdictional emergencies are the result of increased interdependence with local civil jurisdictions, population expansion into traditional hazard-prone areas, and the growing rise of dependent populations reliant on the jurisdiction's leadership and support to address their needs during an emergency. The Army EM Program focuses on developing core capabilities needed to prevent, protect against, mitigate, respond to and recover from all threats or hazards, regardless of cause. These core EM capabilities, include the following: (1) C3, (2) mass warning and notification (MWN), (3) community preparedness, (4) first and emergency responders, (5) public health and medical services, and (6) mass care. Core capabilities and resources needed to deliver them are developed and sustained through organic (command or installation-owned) assets or formal support agreements across the Army or installation community including non-government organizations, private sector partners, and other Services that may provide mutual aid during emergency or disaster operations.

h. Force integration role. As stated in chapter 1, the intent of the Army EM Program is not to subsume existing, well-functioning single-agency and/or single-hazard-set programs, plans, or capabilities, but rather to integrate and synchronize existing capabilities and plans to deliver them while coordinating the development of capabilities required for the effective management of multi-agency and/or multijurisdictional emergencies, regardless of cause.

2–2. Implementation process

a. Implementation. The EM implementation plan employs a resource-balanced, implementation and sustainment approach. Each installation is encouraged to develop an implementation schedule that meets their operational requirements and resource availability in coordination with existing implementation schedules for related protection programs and functional areas, such as, MTF efforts, and fielding of C3 capabilities.

b. Tailored implementation. Each Army installation will tailor implementation and sustainment of their risk-centric capabilities-based Army EM Program to their specific requirements, such as organizational structure, resource availability and priorities, composition of identified functional areas (such as, F&ES), and operational requirements. Standards in this instruction are designed to serve as a foundation and architecture for an effective EM Program, but

cannot address every organizational alignment or independent development of parallel capabilities by various DOD and Service efforts over the past century.

Note. Developing a manpower model and manpower concept plan along with supporting doctrine, organization, training, material, leadership, personnel, and facilities (DOTMLPF) approach to program implementation will vary across Active, Reserve, and Guard components based upon their specific requirements. Operational capability targets.

(1) *Full operational capability.* FOC goals are as follows:

(a) Commands that manage installations:

1. Maintain a comprehensive, all-hazards EM Program with the core capabilities and capacity needed to address greatest risks to mission, protected populace, and installation and ensure a secure and resilient Army community.
2. Maintain EM implementation guidance for major subordinate command elements.
3. Sustain NIMS Phase II through NIMS Phase IV implementation in accordance with chapter 8.
4. Maintain a senior leader orientation program in accordance with chapter 13.
5. Maintain an EM program implementation plan in accordance with chapter 2.
6. Participate in the HQDA EMSG in accordance with chapter 3.
7. Maintain a headquarters-level EMWG in accordance with chapter 3.
8. Coordinate with EMWG members to ensure ongoing risk management and planning is maintained in accordance with chapters 5–6.
9. Continue to support the Ready Army initiative for all Category 1–5 personnel.
10. Implement the EM Program assessment process in accordance with chapter 20.

(b) Commands that do not manage installations—

1. Maintain a comprehensive, all-hazards EM Program with the core capabilities and capacity needed to address greatest risks to mission and operational readiness and ensure a secure and resilient Army community.
2. Maintain an EM program implementation plan in accordance with chapter 2.
3. Participate in the HQDA EMSG in accordance with chapter 3.
4. Participate in the local installation EMWG as a tenant organization to ensure coordinated EM Program as described in this publication.
5. Ensure subordinate commands residing as tenant organizations on DOD installations comply with and contribute to developing EM capabilities.
6. Support the EM program assessment process in accordance with chapter 20.

(c) Installations—

1. Conduct comprehensive risk management process annually in accordance with chapter 5.
2. Maintain a comprehensive, all-hazards EM Program with the core capabilities and capacity needed to address greatest risks to mission, protected populace, and installation and ensure a secure and resilient Army community.
3. Coordinate, maintain, and update the installation EM plan annually in accordance with chapter 6.
4. Organize, man, train, equip, exercise, evaluate, maintain, and sustain the EM capabilities identified in the installation EM plan, as detailed, in chapters 7–19.
5. Sustain NIMS implementation as detailed in chapter 8.
6. Maintain an installation emergency operations center (EOC) in accordance with chapter 11, to include Incident Management System (IMS), common operating picture (COP), and Geographic Information System (GIS) capabilities (Type 1–3).
7. Maintain a comprehensive MWNS in accordance with chapter 11.
8. Where technically feasible maintain an enhanced 911 (E911) capability in accordance with chapter 11.
9. Maintain an EM training program in accordance with chapter 13.
10. Maintain total life cycle management of assigned equipment in accordance with chapter 14.
11. Maintain an EM exercise and evaluation program in accordance with chapter 15.
12. Maintain mitigation activities in accordance with chapter 16.
13. Maintain prevention activities in accordance with chapter 17.
14. Maintain response capabilities in accordance with chapter 18ncluding all first responder, first receiver, emergency responder, and mass care provider capabilities.
15. Maintain recovery capabilities in accordance with chapter 19ncluding recovery working group (RWG), damage assessment, debris management, disaster mental health, and fatality management/mortuary affairs capabilities.
16. Successfully complete a tri-annual DOD Integrated Vulnerability Assessment (IVA) against criteria specified in appendix E (EM benchmarks) in accordance with chapter 20.
17. Conduct readiness reporting via the Service Area 604 Installation Status Report (ISR) on an annual basis or as directed in accordance with chapter 20.

c. Implementation planning. The Army EM program is risk centric capabilities-based and employs tiered and tailored implementation approach as described above.

(1) *HQDA G–34 requirement.* DAMO–ODP will maintain an EM Program implementation and sustainment plan with input from Army stakeholders. The plan will identify the EM capabilities (see app B) and EM performance objectives (see app C) for each installation type and which Army installations are included in each type designation. The plan will be approved by the HQDA, G–34, Protection Division.

(2) *Headquarters requirement.* Commands that manage installations will provide input to the DAMO–ODP EM Program plan and implement once approved. Commands that manage installations will collect, consolidate, and track progress on program implementation through the ISR and report progress to DAMO–ODP, when requested.

(3) *Installation requirement.* Each installation will develop, execute, and maintain an EM Program plan to assign tasks, establish milestones, and track progress. Milestones must include operational capability targets listed above.

2–3. Incident types

a. Incident types. Effective Army EM programs build and sustain capabilities, both organic to the Army and available through approved support agreements with external providers, to prevent, protect against, mitigate the potential effects of, respond to, and recover from all natural, technological, and human-caused hazards, including terrorism threats or incidents impacting or with the potential to impact the jurisdiction, supported mission, protected populace, and/or supporting critical and routine infrastructure. Incident types established by the U.S. Fire Administration (USFA) and FEMA and shown in figure 2–1 describe the relationship between incident size, scope, and/or complexity to resources needed. Typically local EM programs are capable of managing up to Type 3 incidents. Managing Type 1 and Type 2 incidents as described below requires additional capabilities and expertise beyond those of a single Army installation and are addressed through close interagency coordination with supporting Federal, State, and regional (or HN) and local governments and agencies across all levels of command (DA, geographic combatant commanders, theater commanders, ASCCs, ACOMs, DRUs, regions, and all installations). For the purposes of this publication, Army installations are considered functional equivalent of local jurisdictions.

(1) *Incident type differentiation.* In an all-hazards construct, it is not feasible to provide specific thresholds for each and every hazard and resulting incident in order to differentiate between Type 1, 2, 3, 4, and 5 incidents. This scale is relative and subject to the installation commander's interpretation, but should follow the general guidelines from USFA and FEMA. The intent of incident typing is to establish reasonable expectations concerning limits of the installation's capability and capacity thresholds. This reasonable expectation is vital to building an effective EM Program as many people outside of the State and local EM profession, especially at the National level, focus solely on the catastrophic Type I Incident embodied by such examples as Hurricane Harvey in 2017, the Indonesian Tsunami of 2004, the Bam (Iran) Earthquake of 2003, and the terrorist attacks of September 11, 2001 instead of the vast majority of incidents, which are well within the capabilities and capacity of local jurisdictions with the occasional resource support from State, regional, and national agencies.

(2) *Relationship to National Policy.* Through an all-of-nation approach the National Preparedness Goal (Goal) was developed in accordance with Presidential Policy Directive–8 (PPD–8) requirements. The Goal describes 32 core capabilities across five mission areas – Prevention, Protection, Mitigation, Response, and Recovery – needed to achieve the Goal of a secure and resilient Nation. Army EM doctrine and policy, such as DODI 6055.17, AR 525–27, and this instruction include national preparedness doctrine directly or by reference. Effective local, including Army EM Programs build, sustain, and plan to deliver core capabilities needed to address risks identified through ongoing risk management processes.

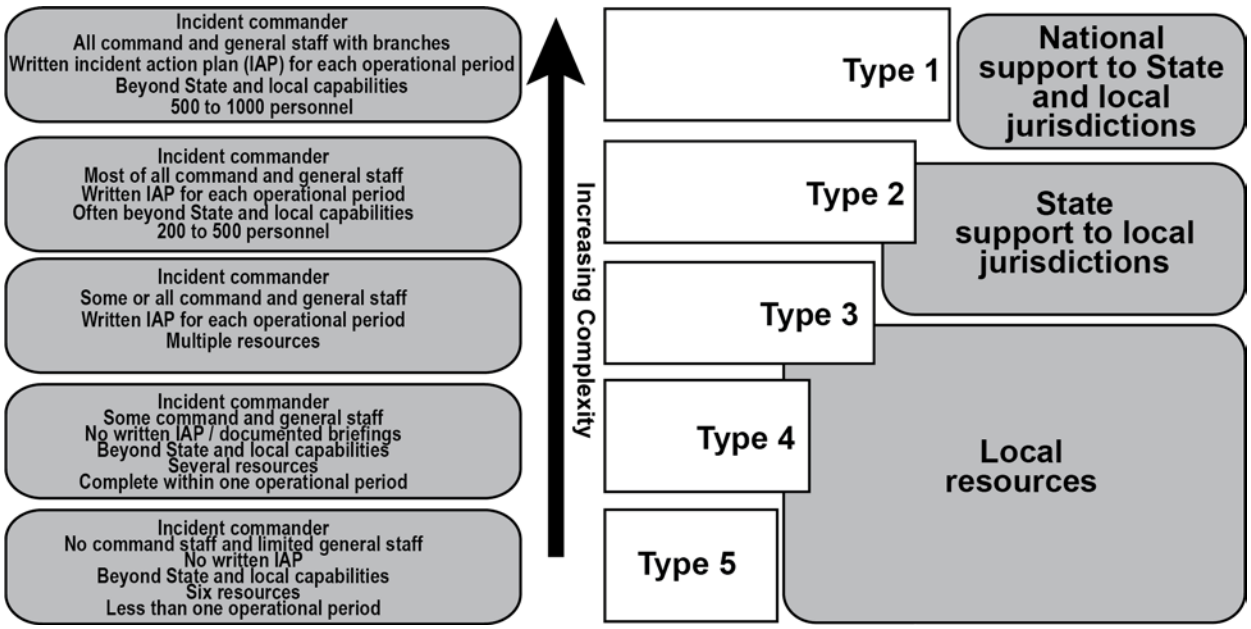

Figure 2–1. Incident types

b. Hazard onset. Chapter 5 provides specific guidance on risk identification and management in the all-hazards environment. The concept of employment for the EM Program considers all hazards in relation to their speed of onset, scale, and potential impact when developing capabilities. The speed of onset provides the greatest differentiation in the time-phased employment of capability within the EM Program.

(1) *Sudden onset.* Sudden onset hazards occur with little to no actionable warning or prior information (for example, earthquakes or acts of terrorism). Increasing the warning period pre-incident has dramatic results in terms of sustaining mission capabilities, saving lives, and protecting infrastructure. Integration with existing warning systems and processes available in the local civil jurisdictions yields a great return on investment.

(2) *Gradual onset.* Gradual onset hazards may provide actionable warning (for example, tropical cyclones) or multiple low threshold warning incidents that may be missed without a process to monitor, evaluate, and report on the applicable issues (for example, syndromic surveillance for disease outbreaks, coastal beach erosion, or environmental pollution).

(3) *Delayed onset.* Delayed onset hazards have delayed impacts from the time of the actual initiating event, such as onset of symptoms resulting from exposure to biological hazards. Delayed onset hazards may be accompanied by actionable warning (for example, pandemic influenza) or multiple low threshold warning incidents that may be missed without a process to monitor, evaluate, and report on the applicable issues (for example, syndromic surveillance).

2–4. Installation type designations

a. Process. An effective risk-centric capabilities based on EM Program is a key component of mission assurance and ensuring the needs of an installation's protected populace can be met regardless of threat, hazard, scale, or complexity of an incident. Installation typing provides a benchmark or minimum standard against which the Installation can build, sustain, and plan to deliver capabilities needed to prevent, protect against, mitigate, respond to, and recover from their greatest risks. The army categorizes installations by emergency management capability type in order to identify operational capability requirements and prioritize EM resource allocation based upon a risk-based investment strategy. Installation typing is performed by commands that manage installations, in coordination with DAMO–ODP using information provided by installation commanders. Five installation types: Type 1 (technician), Type 2 (operations), Type 3 (awareness), Type 4 (baseline), and Type 5 (special installations, facilities, and/or activities) will be used to categorize EM capabilities. EM capabilities an installation is capable of attaining and maintaining can be achieved through a combination of organic and/or external resources. Subordinate programs are encouraged to retain existing systems and align capability requirements from this instruction into those systems. This system is based upon the concept of bottom-up capability development consistent with the NIMS. EM capabilities required for each installation type designation may be organic, regionalized, or provided by Federal, state, tribal, local, other service, and/or

private (to include NGOs and FBOs (or HNs, where applicable), agencies and departments through established support agreements or support contracts. EM programs will leverage existing combatant commander and other service capabilities, whenever possible. Appendix B provides a summary of required capabilities by installation type and supporting training and equipment divided by installation type designation. Readers are reminded that these are only examples of overall requirements detailed in this instruction and use of appendix B does not alleviate the requirement to read, understand, and apply standards in this publication regarding developing, implementing, and sustaining an Army EM Program. Appendix C provides a summary of performance objectives for required Type I EM capabilities. As with appendix B, readers are reminded that this matrix is only a summary of overall requirements detailed in this publication. Nothing in the descriptions below or in appendixes B and C mandates developing of new services, such as F&ES, emergency medical services (EMS), explosive ordnance disposal (EOD) units, LE, or MTFs. Nothing in these descriptions eliminates independent requirements of policy governing such functional areas (for example, F&ES) should they already exist on Army installations. This publication requires developing task-organized, task-matrixed teams for C3, evacuation management, mass care operations, casualty decontamination, recovery operations, and other capabilities when necessary to fulfill functions and tasks assigned by law, policy, or regulation. Implementation of the Army's EM Program across installation types is expected to significantly decrease overall program cost to the Army, especially in manpower costs and procurement and sustainment of material solutions.

b. Installation Types Army EM Programs must be able to prepare for, respond to and contain, identify, and mitigate the effects of any natural, technological, or human-caused hazard, including terrorism threats or incidents, with the proper organization, training, certification, and equipment through unified operations across the installation community. Effective EM programs continuously coordinate with Federal, state, other service, local, and private (or HN) response partners in order to sustain an effective response and recovery to an emergency affecting the installation. EM capabilities needed to meet the needs of an installation's protected populace require an emphasis on the developing effective evacuation management and mass care management target capabilities for the protection and safety of the protected populace displaced by an incident. Developing EM capabilities for incident response does not alleviate or lessen the burden to provide effective mass care for the displaced populace. Mass care is vital to the successful restoration of the installation's missions and capabilities. Providing public alert and warning to an installation's protected populace requires an advanced level of C3 capabilities, with specific emphasis on MWN and responder communications across the entire installation. See chapter 11 for additional information. Through developing an installation community profile detailed in chapter 4 and conducting a resource inventory process detailed in chapter 9, the installation commander will develop a comprehensive view of resources required and resources available and the resources required to protect the Army community from risks identified through the risk management process detailed in chapter 5. The five-type system below is based upon the concept of bottom-up capability development. Type 4 is the lowest level of [organic] capability; typing progressively builds upon capabilities to Type 1 technician level in a manner consistent with national Incident management system (NIMS) resource typing doctrine.

(1) *Type 1 Installation (technician-level emergency Management capabilities).* For the purposes of an all-hazards Army EM Program, the term "technician-level" includes the ability to effectively respond to and contain, identify, and mitigate consequences from any natural, technological, or terrorism hazard the installation's mission or protected populace may be affected by. Type 1 installations have well-established current support agreements and organic capabilities and capacity to meet requirements of Type 3–5 incidents. Typically, Type 1 installations are self-sufficient or have a mutually supporting relationship with local jurisdictions.

(2) *Type 2 Installation (operations-level emergency management capabilities).* For the purposes of an all-hazards Army EM Program, the term "operations-level" includes the ability to effectively respond to and contain consequences from any natural, technological, or terrorism hazard the installation's mission or protected populace may be affected by. Type 2 installations have well-established current support agreements and organic capabilities and capacity to meet requirements of Type 4–5 incidents. Typically, Type 2 installations have mutually supporting relationships with local jurisdictions.

(3) *Type 3 Installation (awareness-level emergency management capabilities).* For the purposes of an all-hazards Army EM Program, the term "awareness-level" includes the ability to recognize any potential hazard or emergency condition the installation may be expected to be impacted by, to include natural, technological, and terrorism hazards. Type 3 installations rely on support agreements and external resources to supplement fewer organic capabilities and capacity enabling them to meet requirements of Type 5 incidents. Typically, Type 3 installations are dependent on external resources to support meeting the needs of their protected populace.

(4) *Type 4 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 sheltering 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, to include natural, technological, and terrorism hazards. Type 4 installations have limited organic resources or capacity and are dependent on external resources to meet requirements of a Type 5 incident beyond mass warning and operational coordination.

(5) *Type 5 Installation (Special installations, facilities, and/or activities).* Select installations, facilities, and activities have been identified by installation-owning commands, primarily AMC, as special installations, facilities, or activities not resourced directly by the Army IOT implement or support all Army EM Program requirements. Type 5 installations are contractor-owned, contractor-operated (COCO) or government-owned, Contractor-operated (GOCO) facilities associated with AMC, Type 5 installations are limited to the scope of their contracts but are encouraged to meet Type 3 installation requirements. Once the contracts are updated they will include provision for operations to comply with Army EM Program requirements and be assigned as Type I through IV.

c. Functional areas. In support of NIMS, CPG 101, AR 525–27, DODI 6055.17, DODI 2000.16, DODI 3020.52, nd NFPA 1600, all installations will develop the following capabilities broken down by installation type as shown in table 2–1. Resources resident on Army installations are NIMS Tier Two assets (local resources) as defined by the NIMS and are therefore typed by the DAMO–ODP, commands that manage installations, or installation commanders, as appropriate. See chapter 9 for additional information on resource typing. The table below describes resources and capabilities needed by installation type. Resources and capabilities may be organic to the installation or accessible through formal support agreements from external partners or contract services. Care should be taken to understand the capacity of external resources to meet potential needs during large-scale, regional, or catastrophic incidents that often result in competing requirements from a broad range of stakeholders. In general the table below builds on capabilities of Type 4 to Type 1installation types from right to left.

Table 2–1
Functional areas by installation type (Army resource typing definitions, National Incident Management System Tier two assets)—Continued

Functional areas	Installation types				
Command, control, and communications					
Installation EOC	Type I	Type II	Type III	As assigned	As assigned
Installation dispatch center	Type I	Type II	As assigned	As assigned	As assigned
Emergency communications	Type I	Type II	Type III	As assigned	As assigned
Mass warning and notification system	Type I	Type II	Type III	Type IV	As assigned
JIC	Access+	Access+	Access*	As assigned	As assigned
Key personnel					
Installation emergency manager	Type I	Type II	Type III	Type IV (EM Coordinator)	As assigned
Installation EOC manager	Type I	Type II	As assigned	N/A	N/A
Installation Public Health Emergency Officer (PHEO)	Type I	Type II	Type III	As assigned	As assigned
Installation ATO	As assigned	As assigned	As assigned	As assigned	As assigned
Medical emergency manager	As assigned	As assigned	As assigned	As assigned	As assigned
Evacuation management					
Evacuation management team	Type I	Type II	Type III	N/A	As assigned
Mass care operations					
Family assistance center team	Type I	Type II	Type III	As assigned	As assigned
Local safe haven management team	Type I	Type II	Type III	As assigned	As assigned
Remote safe haven management team	Type I	Type II	Type III	As assigned	As assigned
Mass feeding teams	Type I	Type II	Type III	As assigned	As assigned
Bulk distribution teams	Type I	Type II	Type III	As assigned	As assigned
Call center team	Type I	Type II	Type III	As assigned	As assigned
Volunteer management teams	Type I	Type II	Type III	As assigned	As assigned
Donations management teams	Type I	Type II	Type III	As assigned	As assigned

Table 2–1
Functional areas by installation type (Army resource typing definitions, National Incident Management System Tier two assets)—Continued

Disaster mental health teams	Type I	Type II	Type III	As assigned	As assigned
Special needs management					
Special needs support team	Type I	Type II	Type III	As assigned	As assigned
Animal needs management					
Veterinarian services	Type I	Type II	Type III	As assigned	As assigned
Small animal sheltering team	Type I	Type II	Type I	As assigned	As assigned
Response capabilities					
Law enforcement	Type I	Type II	Type III	As assigned	As assigned
Fire and emergency services	Type I	Type II	Type III	As assigned	As assigned
EMS	Type I	Type II	Type III	As assigned	As assigned
Hazardous materials response**	Type I	Type II	Type III	As assigned	As assigned
Casualty decontamination teams	Type I	Type II	Type III	As assigned	As assigned
Environmental oil and hazardous substance (OHS) spill response teams	Access+	Access+	Access+	As assigned	As assigned
EOD and/or bomb squad*	Access+	Access+	Access+	As assigned	As assigned
Search and rescue (SAR)	Access+	Access+	Access+	Access+	Access+
MTF	Type I	Type II	Access+	Access+	Access+
Hospital EOC	Type I	Type II	Access+	Access+	Access+
First receivers	Type I	Type II	Access+	Access+	Access+
Medical care providers	Type I	Type II	Access+	Access+	Access+
Laboratory services	As assigned	As assigned	As assigned	As assigned	As assigned
Community emergency response teams*	Optional	Optional	Optional	Optional	Optional
Predesignated technical specialists***	Access+	Access+	Access+		Access+
Recovery capabilities					

Table 2–1
Functional areas by installation type (Army resource typing definitions, National Incident Management System Tier two assets)—Continued

Damage assessment team	Type I	Type II	Type III	As assigned	As assigned
Structural evaluation team	Type I	Type II	Type III	As assigned	As assigned
Debris Management Team	Type I	Type II	Type III	As assigned	As assigned
Fatality management and/or mortuary affairs team	Type I	Type II			
Liaisons					
Continuity programs (MEFs)	Access+	Access+	Access+	Access+	Access+
Federal, State, local, other Service, NGO/faith-based organization (FBO), and private (or Host Nation) liaisons	Access+	Access+	Access+	Access+	Access+
Nongovernmental organization (NGO) and/or FBO liaisons	Access+	Access+	Access+	Access+	Access+
Citizen and/or community groups	Access+	Access+	Access+	Access+	Access+
Humane society liaison	Access+	Access+	Access+	Access+	Access+
Army CID liaison	Access+	Access+	Access+	Access+	Access+
Tenant organization liaisons	Access+	Access+	Access+	Access+	Access+
Commercial business (on post) liaisons	Access+	Access+	Access+	Access+	Access+
DOD childcare and/or daycare liaison	Access+	Access+	Access+	Access+	Access+
DOD school liaison	Access+	Access+	Access+	Access+	Access+
Army-Air Force Exchange Service (AAFES)/ Defense Commissary Agency (DeCA) liaisons	Access+	Access+	Access+	Access+	Access+
Veterinarian services	Access+	Access+	Access+	Access+	Access+

Legend for Table 2–1:
+ As assigned.
++ If required independently by program and/or resource sponsor.

Notes:

[1] Built environment includes structures (commercial & residential), critical transportation routes (rail, runway, road), critical infrastructure (water/wastewater, energy (powerlines/pipelines), and communications infrastructure.

[2] Needs should be determined in the context of risk to mission and protected populace along with associated threats/hazards. Consideration should be given to numbers of structures, building construction types, and miles of infrastructure (powerlines, pipelines, water distribution/wastewater collection lines, and roadway/rail/air strip) to be assessed or repaired.

[3] Mass fatality – scope/size & time subject to regional events like hurricanes or earthquakes

[4] Capabilities (services/teams/equipment/material) can be achieved by (1) having a garrison or installation capability on the installation, (2) having signed and exercised support agreement(s) or contract(s) with the capability if provided by a tenant organization on the installation, or (3) having signed and exercised support agreement(s) or contract(s) with the capability if provided by an organization or agency outside the installation's jurisdiction. If the capability is provided from outside the installation, the capability should be within an acceptable travel time from the installation as determined by the installation's needs (typically less than one hour, but may be more depending on the capability and timeline for employment, which should be documented in the installation EM plan).

[5] The term EOD may signify either military (EOD) or civilian (bomb squad) teams capable of identifying, rendering safe or neutralizing, and disposing of improvised or conventional explosive devices. Teams may or may not have addition CBRNE capabilities depending on mission.

d. Elements of capability. In accordance with NIMS, DHS TCL, NRF, AR 525–27, DODI 6055.17, DODI 2000.16, DODI 3020.52, and NFPA 1600, a capability does not exist until the capability is organized, manned, trained, equipped, exercised, evaluated, maintained, and sustained. Based upon DHS TCL and tailored to the Army's process, the elements of capability are shown in table 2–2. The additional element of planning and coordination is included as identified in DHS TCL. Lack of incorporation into future year program objective memorandum (POM) development constitutes lack of sustainment.

Table 2–2
Elements of capability

Elements of capability	Description
Planning and coordination	• Based upon a through and accurate community profile to identify needs, resources, and challenges coupled with a comprehensive, all-hazards risk management process and continual collection and analysis of information. • Policies, strategies, plans, procedures, publications, and associated support agreements and/or contracts to prevent, protect against, mitigate the potential effects of, respond to, and recover from all natural, technological, and human-caused hazards, including terrorism threats and incidents impacting or with the potential to impact the jurisdiction, supported mission, the protected populace, or supporting critical and routine infrastructure. • Documented plans and coordination efforts comply with relevant laws, regulations, policy, and guidance applicable to assigned missions, functions, and tasks.
Organization and leadership	• Overall command, unit, tenant, and individual organization with engaged, proactive leadership at each level in the structure. • Organizational structure implements the NIMS principles of command and management with a defined chain of command for each identified resources, unity of command, manageable span of control, and flexible, scalable, and modular command systems capable of managing all Incident Types. • Organizational structure complies with relevant laws, regulations, policy, and guidance applicable to assigned missions, functions, and tasks.
Manning and personnel	• Paid and volunteer staff who meet relevant training, qualification, certification, and credentialing standards necessary to perform assigned missions, functions, and tasks in accordance with relevant laws, regulations, policy, and guidance. • Manning of command, unit, and tenant teams requires a minimum of two shifts unless specifically stated with a goal of three shifts for every function depending upon local conditions and personnel availability.

Table 2–2
Elements of capability—Continued

	• Manning efforts must address issues regarding (1) changes to position descriptions (PD) (or scope of work statements for contract employees); (2) pay and compensation issues for assignment, activation, mobilization, overtime, and hazardous conditions (as applicable to assigned functions and tasks); (3) personal safety, including the requirements necessary to employ protective equipment (if applicable to assigned functions and tasks); and (4) impacts on leave, holiday, schools, and other temporary assignments/duties requiring extended durations outside the local geographic area. • Paid and volunteer staff assigned to capabilities must be designated in writing in the applicable personnel category (see chapter 4).
Training, certification, and credentialing	• Training courses must provide the context of the supported operation, the necessary objectives for the mission, functions, or tasks to be performed and the employment and user-provided maintenance of all assigned equipment applicable to the mission, functions, or tasks to be performed by the user. • Training programs must address initial and sustainment training of all personnel assigned to the program with training plans that address turnover and attrition rates. • Content and methods of delivery that comply with relevant training standards necessary to perform as signed missions, functions, and tasks and must result in certification (when available) and support established credentialing requirements. • Paid and volunteer staff assigned to capabilities must be credentialed for their assigned mission, functions, and tasks as credentialing requirements are approved and disseminated by the Army.
Equipment fielding and sustainment	Prevention, protection, mitigation, response, and recovery equipment (to include training and exercise materials) must (1) comply with existing standards (see chapter 14), (2) be inventoried by resource type (see chapter 9), (3) be inventoried as directed by DAMO–ODP and supporting inventory management provider (see chapter 14), (4) be employed based upon on-label directions (no off-label use) and associated equipment-based training (or new equipment training) specifications, and (5) be maintained and sustained in accordance with existing standards and specifications.
Exercise and evaluation	• Exercises, self-assessments, peer assessments, higher headquarters assessments, program reviews, external reviews, compliance monitoring, and actual emergencies provide opportunities to demonstrate, evaluate, and improve the combined capability and interoperability of the other elements in order to perform assigned missions, functions, and tasks to established standards and measures of effectiveness necessary to achieve successful outcomes. • All capabilities will be exercised by functional area (functional exercise) and as a combined capability set (full scale exercise) on an annual basis (see chapter 15). • Exercise development, execution, and evaluation will be employ the procedures, terms, and processes described in the Homeland Security Exercise and Evaluation Program (HSEEP) and result in an after action report (AAR) and corrective action plan (CAP) (see chapter 15).

Table 2–2
Elements of capability—Continued

	• Execution and implementation of the CAP recommendations to the greatest extent possible within available resources (as determined by the installation commander) must be accomplished for the exercise process to be considered valid for assessment purposes.
Maintenance	• Plans, organizations, personnel, training, equipment, and exercises must be maintained to remain applicable to the needs of the installation commander. • Maintenance requirements include, but not limited to, (1) an annual plan review (see chapter 6), (2) annual organizational review (as part of the plan review), (3) staff position replacements due to staff requests, turn-over, and transfers, (4) sustainment and refresher training cycle plus ongoing initial training for new staff as required, (5) renewal of certifications and credentials, (6) maintenance of equipment and facilities in accordance with specifications, (7) removal of obsolete equipment and incorporation of new equipment as required, (8) Multiyear training and exercise plan development on an annual basis, (9) exercise scenarios evolving in complexity and integration as capabilities mature over time, and (10) incorporation of new and evolving requirements as developed and promulgated from National, DOD, Joint, and Army offices upon approval by DAMO–ODP.
Sustainment	• All aspects of the EM Program require sustainment through multiple resource streams and supporting MDEPs. • Total cost of ownership must be identified and the appropriate financial resources requested from applicable resource sponsors. • The High Visibility Installation Protection Program (VIPP) MDEP is only responsible for resourcing specific installation emergency manager positions, supporting specific elements of training and exercise programs as approved by the program evaluation group II, and sustaining equipment and material procured through approved, pre-identified DOD, Joint, and Army fielding programs (for example, JPM–IPP and AEFRP) within the fiscal resource constraints enforced by the program evaluation group II.

Chapter 3
Program Management

3–1. Program administration

The Army HQDA, G–34 (hereafter DAMO–ODP is authorized to develop service-level policy for the development, implementation, and sustainment of the Army EM Program on Army installations. This policy will document the mission, goals, objectives, requirements, procedures, roles and responsibilities, budget process, records management, and assessment process, at a minimum.

3–2. Role of the commander

a. Installation commander's authority. Installation commanders have the authority and responsibility to protect personnel, equipment, and facilities subject to their control in accordance with 50 USC 797, 32 USC 809, DODI 5200.08, and AR 600–20. In accordance with AR 600–20, senior commanders will assume the duties and responsibilities of the installation commander where that title is mentioned in U.S. Code or DOD or Army policies and regulations. Senior commanders may delegate aspects of their installation commander 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 installation commander. The Army EM Program is designed to provide installation commanders with validated and approved methods for protecting their assigned personnel, equipment, and facilities in an all-hazards environment within the boundaries of Federal law and DOD, Joint, and

Army policy matched with an established resource model and proper resource sponsorship in order to achieve their mission.

b. Senior commander. In accordance with AR 600–20, command of Army installations is exercised by the senior commander. The senior commander is normally the senior general officer at the Army installation or the adjutant general for the respective State for ARNG installations. The senior commander is designated by senior Army leadership. The senior commander's authority over the installation derives from the Secretary of the Army and the Chief of Staff, Army authority provided for in the U.S. Constitution and 50 USC 797. This is a direct delegation of command authority for the installation to the senior commander. The senior commander's command authority includes all authorities inherent in command, including the authority to ensure the maintenance of good order and discipline for the installation. The senior commander is responsible for the development, implementation, execution, and sustainment of an EM Program for their jurisdiction. The senior commander will employ the policy and procedures in this publication and supporting regulations and instructions in order to address critical capability gaps in their ability to execute the senior commander's authority and responsibility. Nothing in this instruction restricts or limits the inherent authority of the senior commander as established by law and policy.

(1) *Supported commander.* The senior commander uses the garrison as the primary organization to provide services and resources to customers in support of accomplishing this mission. All applicable commands support the senior commander in the execution of senior commander's responsibilities. Therefore, the senior commander is the supported commander by the IMCOM regional director, the garrison, and tenants.

(2) *Senior manager.* The role and responsibilities, with the exception of uniform code of military justice (UCMJ) and command authority, of the senior commander may in some cases be assigned to an HQDA-appointed DA civilian vice a uniformed general officer. In these cases, the individual will be referred to as the senior manager.

(3) *Deployment.* With few exceptions, senior commanders will remain in command of assigned Army installations regardless of their deployment status. However, when deploying, the senior commander may choose to delegate certain authorities after consultation with applicable commanders and legal counsel. The senior commander will notify senior Army leadership, Headquarters IMCOM, and affected mission commands upon such delegation.

(4) *Public health emergencies.* The senior commander has the authorities and responsibilities granted in accordance with DODI 6200.03 regarding public health emergencies within their assigned DOD jurisdiction, to include ROM orders, quarantine and isolation measures, and coordination with State authorities regarding access to and distribution of strategic national stockpile (SNS) items.

(5) *Joint basing.* The installation commander for Joint bases will be determined by applicable Joint basing policy. Such DOD policy supersedes Army policy regarding designation of the senior commander.

(6) *The senior commander's role in emergency management.* The senior commander is responsible for the overall execution and operation of their EM Program. As EM is an installation function executed at the garrison level, the senior commander may choose to delegate some or all of the duties identified in this publication to the garrison commander as described below. It remains the senior commander's responsibility to ensure the protection, resilience, and continuity of their missions, community, and infrastructure against all hazards. When an emergency occurs, the senior commander must be prepared to interface and communicate with higher headquarters and local civil jurisdictions regarding the incident. The senior commander will establish mechanisms for participating in and coordinating installation EOC operations throughout the EM life cycle. The senior commander ensures that tenant organizations are actively supporting the EM Program and participating in coordination, training, exercises, and operations. There will be only one installation EOC in accordance with Army installation, facility, or activity, which will perform the functions identified in chapter 11.

c. Garrison commander. The garrison commander is a military officer (O–6 or O–5 typically) selected by HQDA. The garrison commander commands the garrison and is the senior commander's senior lead agent for installation activities. The garrison commander is responsible for day-to-day operation and management of installations and base support services. The garrison commander ensures that installation services and capabilities are provided in accordance with HQDA directed programs, senior commander guidance, and IMCOM guidance. As such, the EM Program is an installation function performed by the garrison staff on behalf of the senior commander. The garrison commander provides additional service support as directed and provides reimbursable services under support agreements. The garrison commander also coordinates and integrates the delivery of support from external service providers.

(1) *Delegation.* Unless prohibited by law or regulation, the senior commander may delegate, as necessary, assigned duties and responsibilities of the installation commander to the garrison commander. Such delegation will be made in writing and specifically state the duties and responsibilities so delegated and the termination date of the delegation.

(2) *Garrison manager.* In some cases, the senior official on an installation may be the garrison manager. A garrison manager (the civilian equivalent of a garrison commander) has the same responsibility and authority as the military counterpart with the exception of UCMJ and command authority.

3–3. Installation management

a. U.S. Army Installation Management Command relationship. The senior commander is responsible for synchronizing and integrating Army priorities and initiatives at the Army installation. On IMCOM-managed installations, IMCOM commands the garrisons assigned to it. IMCOM and its subordinate organizations are supporting commands to the senior commander on IMCOM installations.

b. U.S. Army Installation Management Command regional director. Regional commands enables collaboration and sharing of resources across multiple installations in similar geopolitical conditions and within the same geographic combatant command (GCC) area of responsibility. IMCOM regions are led by a regional director and/or commander who builds a strong collaborative relationship with the supported senior commanders in the assigned region. The senior commander commands the Army installation with the majority of funding and resources for almost all installation activities flowing through the supporting regional command, so there is the need for a strong collaborative relationship between the senior commander and the IMCOM regional director.

c. Non-U.S. Army Installation Management Command installations. Installations not managed by IMCOM are managed according to the following policies. The roles and responsibilities of the senior commander remain the same for all Army installations.

(1) *Army National Guard.* ARNG Installations consist of the two types shown below. Both types of installations are managed in compliance with National Guard Bureau requirements by the individual State's adjutant general.

(a) Army National Guard training sites. These installations are managed by the applicable garrison commander under the auspice of the senior commander.

(b) State "virtual" installations. These installations are managed by the State's Army Staff under the auspice of the adjutant general as the senior commander. These "virtual" installations include the all armories, readiness centers, maintenance facilities, and Army airfield support facilities not associated with a National Guard Training Site.

(2) *U.S. Army Materiel Command.* These installations are managed according to AR 700–90 and other appropriate industrial base authorities.

Note. Some facilities perform terminal management services as a subordinate of AMC in support of U.S. Transportation Command (USTRANSCOM) in accordance with DODD 5158.04 and other appropriate authorities.

(3) *U.S. Army Space and Missile Defense Command/Army Strategic Command.* These installations and facilities are managed according to AR 700–90 and other appropriate industrial base documents.

(4) *U.S. Army Corps of Engineers.* These installations and facilities are managed according to AR 420–1 and other appropriate USACE regulations.

(5) *Army Accessions Command Reserve Officer's Training Command detachments and recruiting sites.* These facilities do not provide garrison support functions and do not have garrison activities.

3–4. Emergency management program managers and coordinators

All organizational levels with EM responsibilities will assign an emergency manager at the installation level and an EM program coordinator at command headquarters' level who will be responsible for the development, implementation, and sustainment of the Army EM Program within that installation or command. The EM program managers and coordinators will typically be the representative to the next higher EMWG, when requested, and be responsible for their respective level's EMWG as defined above. The EM program managers and coordinators are responsible as the lead for all emergency planning, policy, coordination, and integration at their respective level, and will be responsible for ensuring the collection and prioritization of resource requirements for POM submission to the next higher headquarters.

a. HQDA, G–34 emergency management program manager. An Army EM program manager (PM) will be designated in writing by the HQDA, G–34 and will be located within the EM branch hereafter DAMO–ODP. The Army EM PM is the assigned manager for the VIPP management decision evaluation package (MDEP) within the POM development process under the DOD Planning, Programming, Budgeting and Executing System (PPBES). The Army EM PM is responsible for the development and management of all policy related to implementation and execution of the Army EM Program, will lead the Army EMSG, and will serve as the Army's representative to the DOD EMSG and the International Association of Emergency Managers Uniformed Services Caucus.

b. Command emergency management program coordinator. All ACOMs, ASCCs, DRUs, the ARNG, and USARC will designate in writing a command EM program coordinator. Command EM program coordinators will be

responsible for coordinating the implementation and execution of the Army EM Program at subordinate commands. Supplemental guidance will follow the guidance and constraints detailed in paragraph 3–8*b* of this chapter. Additionally, command EM program coordinators for commands that manage installations are responsible for directing and guiding the implementation of the Army EM Program within their subordinate installations. Commands that manage installations will designate in writing a command EM program coordinator who will be responsible for all planning, programming, budgeting, and resource allocation functions for subordinate Army installations. They are also responsible for the implementation and execution of the Army EM Program at subordinate organizations. To this extent, each command EM program coordinator is responsible for developing and promulgating supplemental guidance required for execution of the Army EM Program, publishing annual execution guidance (such as annual execute orders (EXORDs)), supporting annual training and exercise requirements, and serving as the command's representative to the Army EMSG. Supplemental guidance will follow the guidance and constraints detailed in paragraph 3–8*b* of this chapter.

Note. Where applicable, ASCC EM program coordinators will identify theater-specific requirements applicable to the Army EM Program and forward these requirements, along with identified costs, to the Army EM PM at DAMO–ODP. These requirements are based upon the GCC or theater commander's operations plans (OPLANS) and typically include tasking for installations within a specific geographic area (as defined by the GCC) for additional installation capabilities to support one or more mission assignments. Theater-specific requirements require additional resources for successful planning, organization, training, equipping, exercising, and sustaining these capabilities, and therefore require incorporation in the POM process.

c. Emergency management coordinator. In accordance with 29 CFR 1910.38, each tenant organization will designate in writing a tenant EM coordinator. 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. Commands will identify the span of control necessary for implementing and supporting EM Program requirements. Commands must appoint a minimum of one EM coordinator at each installation, or facility. The tenant EM coordinator is—

(1) The designated representative of the tenant organization commander to the installation EM working group.

(2) The tenant organization lead for development of the tenant emergency action plan (EAP).

(3) The designated liaison to the incident command post (ICP) or the installation EOC should an incident occur in or at the tenant organization's facilities or building or impacts those facilities or buildings. Depending upon the size, scale, and complexity of the command, the tenant EM coordinator may require assistance from tenant organization staff in developing, executing, and maintaining the tenant EAP. This support is usually in the form of a tenant EM working group and, for execution of the EAP, an emergency action team. DAMO–ODP will work with subordinate commands to identify best practices for tenant EM programs, plans, and operations and standardize procedures through additional policy, when required.

d. Installation emergency manager. The IEM will be designated in writing and will either be a military officer or DA civilian identified by installation Type (typically O–4 and GS–12), who is trained and experienced in EM as described in this publication. The IEM has primary responsibility to the installation commander for development, execution, and sustainment of the EM Program and supporting EM capabilities. The IEM is the functional equivalent of the Office of Emergency Management (OEM) in civil jurisdictions (function may also be known as the Emergency Management Agency (EMA) or by other local terms). The IEM will perform the functions identified in appendix E, table E–5 and is responsible for managing the entire EM life cycle from preparedness through recovery. DAMO–ODP will align resources to support full-time employees at all Type I installations with additional manpower identified and resourced based upon VIPP MDEP resource availability. This is a capability requirement that must be reported to the appropriate command that manages installations.

e. Medical emergency manager. In accordance with DODI 6200.03, a medical emergency manager will be designated in writing by the MTF commander and will be either a military officer or DA civilian, who is trained and experienced in medical EM as described in this publication and DODI 6200.03, MEDCOM Regulation 525–4, MEDCOM Pamphlet 525–1, and MEDCOM OPLAN 13–01.

3–5. Standard installation organization

a. Overview. This publication uses the organizational model in appendix E for reference purposes in terms of titles, responsibilities, and authorities. As this publication was developed during a significant realignment of the standard installation organization, the organization described in this publication may be different than the organization currently used at the installation level. Installation 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 need to review the baseline organization shown below and align responsibilities to the appropriate organizations or individuals in their existing organizational construct. Nothing in this publication mandates a change to existing installation or garrison organization.

b. Directorates, support offices, and garrison management. Appendix E provides details on the services provided by the above organizations and then aligns these functional areas with their respective EM responsibilities. Only programs or services applicable to the EM Program have been identified in appendix E.

3–6. 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 participate and contribute to the emergency planning, coordination, program integration, and program execution at their respective level. An EMWG is the EM equivalent of the existing Antiterrorism Working Group (ATWG) established by DODI 2000.16 and will be considered to have equal standing to the existing ATWG in matters of policy, resource allocation/ prioritization, and planning.

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 DAMO–ODP in representing Army requirements to the DOD EMSG and other DOD, Joint, or Federal entities. The Army EMSG will serve as the principal technical advisory board to HQDA, G–34 regarding EM Program systems, capabilities, and requirements. The HQDA, G–34 EM PM or a designated representative will chair the Army EMSG. The Army EMSG will consist of representatives from appropriate HQDA offices and subordinate commands as directed by the charter. The Army EMSG will meet at no less than a semi-annual basis. The Army EMSG will have equal standing to existing working groups.

c. Headquarters emergency management working group. Commands that manage installations will establish EMWGs to coordinate and manage the development, implementation, execution, and management of the subordinate EM programs to the installation level in accordance with HQDA EXORD 050/11. Headquarters EMWGs should be chaired by the commander or the commander's representative. Headquarters EMWGs should meet on at least a quarterly basis.

(1) *Installation emergency management working group.* All Army installations will charter and maintain an installation EMWG as the core component of their EM Program. Establishing, approving, and executing the charter for the installation EMWG is a critical component of operational capability targets detailed in chapter 2. The installation EMWG will be chaired by the installation commander or the installation commander's representative with command authority,. The chairperson will appoint members and establish subgroups, as required. The installation EMWG will meet quarterly on active installations and semiannually on ARNG, Reserve, and select AMC installations designated as Type V installations (see chap 2 for installation typing information). The installation EMWG will have equal standing to existing working groups and may be combined with the protection working group but cannot be subordinate to any other working group. This is a Core capability requirement. Installation emergency management working group functions. The installation EMWG will perform the following functions:

(a) Develop and maintain the community profile.
(b) Execute the EM Program implementation plan.
(c) Conduct the continual risk management process.
(d) Develop and maintain the installation EM plan.
(e) Coordinate implementation of preparedness activities according to the installation EM plan.
(f) Coordinate and support the Ready Army Community Preparedness Campaign.
(g) Coordinate NIMS implementation.
(h) Support NIMS resource management activities.
(i) Coordinate with local EM activities, including the LEPC.
(j) Coordinate with and support continuity programs on the installations.
(k) Coordinate development of C3 capabilities according to the installation EM plan.
(l) Coordinate tenant preparation of tenant EAPs.
(m) Coordinate development of SIP and evacuation management and mass care capabilities.
(n) Coordinate pre-incident recovery planning and preparations, including facility surveys for use in damage assessment.
(o) Review training and certification reports for compliance with plan requirements.
(p) Review exercise and evaluation reports for compliance with plan requirements.
(q) Review AARs, improvement plans (IPs), and corrective action plans to identify plan deficiencies and make the applicable EM plan updates on an annual basis or as required.

(r) Coordinate implementation and completion of corrective action plans.

(s) Support the Deputy Chief of Staff, G–9 installation status ISR reporting (see chapter 20 for more information), including all EM-related service areas.

(t) Support assessments by higher headquarters (DOD IVA, Force Protection Assistance Team (FPAT), Higher Headquarters Assessment Team (HHAT), SAV (see chap 20 for more information).

(u) Collect, validate, and prioritize budget/financial requirements for submission into the POM Process via the appropriate representative and supporting MDEP.

(v) Guide the EM Program towards eventual program accreditation under the Emergency Management Accreditation Program (EMAP).

(2) *Installation emergency management working group composition.* The composition of the installation EMWG will be aligned with the functions of the EMWG and the tasks it is assigned to accomplish in support of the EM Program vision, mission, and goals. The installation commander will determine the appropriate composition, including additional membership and the frequency and desired outputs of the EMWG depending upon local conditions. Unless otherwise delegated, the installation commander will serve as the chairperson of the EMWG with the IEM serving as the principal action officer and technical advisor. Representatives will be provided by the supporting staff element and must have the authority and expertise to speak for the responsible director or leader of that supporting staff element. See appendix E for additional information on functional areas and their responsibilities. See table G–1 in appendix G for guidance on which representatives are responsible for or have a role in developing specific sections of the basic plan. Additional guidance is included in appendix G on support annexes, functional area annexes (FAAs), and hazard-specific appendixes (HSAs).

(3) *Representatives.* Positions may be combined by directorate to align with installation organization. The goal is to ensure broad representation across all functional areas and to ensure that all resources, needs, and capabilities are identified and incorporated into the planning process. Installation EMWGs are encouraged to incorporate technical specialists from the local community or from other Army or DOD installations, to include the use of teleconference or other virtual means for participation, when required. See table 3–1 for a list of representatives necessary for successful execution of the installation EMWG's assigned duties.

(4) *Army resource typing definitions.* As detailed in chapter 9, Army installations develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. The below resource typing definitions are local definitions only and should be annually socialized with local civil jurisdictions (and HNs). Army installations may align to local standards given the same service output and performance objectives. Type V (installations) are exempt from meeting this resource type definition, but should strive to meet Type lll requirements.

Table 3–1
Installation emergency management working group

Resource	**Installation EMWG**					
Minimum capabilities		Type I	Type II	Type III	Type IV	Type V
Component	Metric					
Personnel[1]	Total	25 core members	21 core members	9 core members	2 core members	Per contract
Core membership						
Installation commander or designated representative	IAW EMWG	1	1	1	1	1
Garrison commander	IAW EMWG	If assigned	If assigned	If assigned		1
Garrison resource management office (RMO)	IAW EMWG	1	1	If assigned		If assigned

Table 3–1
Installation emergency management working group—Continued

Director of Human Resources (DHR)	IAW EMWG	1	1	1		1
Director of Family, Morale, Welfare,& Recreation (DFMWR)	IAW EMWG	1	1	1		1
Army community service Director	IAW EMWG	1	If assigned	If assigned		If assigned
DPTMS	IAW EMWG	1	1	If assigned		If assigned
Installation emergency manager	IAW EMWG	1	1	1	1	1
Core Membership						
Installation EOC manager	IAW EMWG	1	If assigned	If assigned		If assigned
Installation PHEO	IAW EMWG	1	1	If assigned		1
Installation ATO	IAW EMWG	1	1	1	If assigned	1
DES	IAW EMWG	1	1	If assigned		If assigned
LE and/or physical security	IAW EMWG	1	1	If assigned		
F&ES	IAW EMWG	1	1	If assigned		
LRC	IAW EMWG	1	1	1		
DPW	IAW EMWG	1	1	1		
Environmental office	IAW EMWG	1	If assigned	If assigned		
Engineering office	IAW EMWG	1	If assigned	If assigned		
NEC	IAW EMWG	1	If assigned	If assigned		
Information technology systems support	IAW EMWG	1	1	If assigned		
Public affairs office	IAW EMWG	1	1	If assigned		
CLO	IAW EMWG	1	1	If assigned		
Installation contracting officer (ICO) (contracting)	IAW EMWG	1	1	If assigned		
ISO (safety)	IAW EMWG	1	1	If assigned		

Table 3–1
Installation emergency management working group—Continued

Medical emergency manager	IAW EMWG	1	If assigned	If assigned		
Tenant representatives	IAW EMWG					
Continuity programs (mission owners)	IAW EMWG	As required	As required	As required		
Liaison officers	IAW EMWG					
Local EM liaison	IAW EMWG	If available	If available	If available		
LEPC liaison	IAW EMWG	If available	If available	If available		
Volunteer organizations active in disasters liaison(s)	IAW EMWG	If available	If available	If available		
Other local liaisons	IAW EMWG	If available	If available	If available		
Task-specific participants						
Garrison staff	IAW EMWG					
Garrison plans, analysis, and integration office (PAIO)	IAW EMWG	1	If assigned	If assigned		
DFMWR	IAW EMWG					
Command ombudsman	IAW EMWG	1	1	If assigned		
Non-appropriated fund (NAF) programs	IAW EMWG	1	If assigned	If assigned		
Recreation services	IAW EMWG	1	If assigned	If assigned		
Business services	IAW EMWG	1	If assigned	If assigned		
Child and youth services	IAW EMWG	1	If assigned	If assigned		
LRC	IAW EMWG					
Transportation office	IAW EMWG	1	If assigned	If assigned		
Supply services	IAW EMWG	1	If assigned	If assigned		
DPW	IAW EMWG					
Operations and maintenance	IAW EMWG	1	1	If assigned		
Housing office	IAW EMWG	1	1	If assigned		

Table 3–1
Installation emergency management working group—Continued

Master planning	IAW EMWG	1	If assigned	If assigned		
NEC	IAW EMWG					
Information assurance (IA)	IAW EMWG	1	1	1		
Religious support office (RSO) (chaplain)	IAW EMWG	1	If assigned	If assigned		
Internal Review and Audit Compliance Office (IRACO) (audit)	IAW EMWG	1	If assigned	If assigned		
Tenant representatives	IAW EMWG					
All other assigned tenants	IAW EMWG	As required	As required	As required		
Utility providers	IAW EMWG	As required	As required	As required		
Commercial businesses	IAW EMWG	As required	As required	As required		
If available:						
Director of Human Resources (DHR)	IAW EMWG					
Casualty assistance calls officer (CACO) coordinator	IAW EMWG	If available	If available	If available		
DPTMS	IAW EMWG					
Airfield operations	IAW EMWG	If available	If available	If available		
Meteorological support detachment	IAW EMWG	If available	If available	If available		
Port operations	IAW EMWG	If available	If available	If available		
Tenant representatives	IAW EMWG					
MTF mental health staff	IAW EMWG	If available	If available	If available		
EOD and/or bomb squad*	IAW EMWG	If available	If available	If available		
ARNG tenants	IAW EMWG	If available	If available	If available		
Reserve component tenants	IAW EMWG	If available	If available	If available		
DOD school	IAW EMWG	If available	If available	If available		

Table 3–1
Installation emergency management working group—Continued

DOD childcare and/or daycare	IAW EMWG	If available	If available	If available		
AAFES and/or DeCA	IAW EMWG	If available	If available	If available		
Veterinarian services	IAW EMWG	If available	If available	If available		
Other tenants	IAW EMWG	If available	If available	If available		
Footprint[2]						
Meeting space	IAW EMWG	If available	If available	If available		
Footprint	In accordance with 1000 sq. ft.	As required	As required	As required		
Dimensions	Length x depth	As required	As required	As required		
Parking	IAW location	As required	As required	As required		
Toilets (portable or fixed)	IAW location	As required	As required	As required		
Waste dumpsters[3]	IAW location	As required	As required	As required		
Prepackaged equipment						
No Requirement	IAW EMWG	None	None	None		
Fixed systems						
No requirement	IAW EMWG	None	None	None		
Training requirements						
NIMS training requirements[2]	IAW Member	All	All	All*		
Independent study (IS)–235c: emergency planning[2]	IAW Member	All	All	All*		
Continuity awareness training set[2]	IAW Member	All	All	All*		
IS–230d: Fundamentals of EM[2]	IAW Member	All	All	All*		
IS–288.a: The role of voluntary agencies in EM[2]	IAW Member	All	All	All*		
Task-specific training[2]	IAW Member	All	All	All*		

Table 3–1
Installation emergency management working group—Continued

Ongoing maintenance training (as required)[2]	IAW Member	All	All	All*		

Legend for Table 3–1:
* As available based upon local conditions.

Notes:

[1] Manpower must be organized, trained, certified (if required), credentialed (as required), equipped, exercised, evaluated, maintained, and sustained as specified in this publication.

[2] See table 13–1 for training set information. See table 13–8 for installation EMWG-specific training requirements.

[3] As necessary to support assigned functions.

(5) *Action officer.* The IEM will serve as the primary action officer on the installation EMWG. As such, the IEM is responsible for ensuring minutes are recorded by a second party (not the emergency manager) and retained for a period of no less than 3 years.

(6) *Ready Army committee.* The Ready Army EXORD requires establishment of a Ready Army working group to guide the implementation of the Ready Army initiative within the installation. In support of the Ready Army initiative, each installation EMWG will incorporate the existing working group as a standing Ready Army committee.

(7) *Recovery working group.* A RWG will be established as early as possible in every emergency where recovery operations require coordination in the judgment of the installation commander. The RWG is a task-organized working group focused on the evaluation, prioritization, and coordination of recovery requirements and will remain a standing sub-working group of the EMWG for the duration of its charter. See chapter 19 for additional information.

d. Threat working group. The threat working group (TWG) established by DODI 2000.16 is a separate and distinct group focused on the evaluation of information concerning terrorist threats to an Army installation and should be expanded to include EM representation, usually by the IEM, to ensure information sharing and coordination between prevention elements and the response and recovery elements.

e. Administrative considerations. Multiple working groups may be combined due to the administrative burden of multiple, independent working groups. The Army EMSG and the installation EMWGs will not become subordinate in this process and will retain equal standing in all issues of agendas, policy development, resource allocation and/or prioritization, and planning. For example, the installation EMWG may be combined with the installation ATWG and similar working groups into an installation protection working group under the alignment directed in the Army Directive 2011–04. At no time will the installation EMWG be established as a subordinate committee or group under the charter of the existing ATWG (for example, peer relationship only).

3–7. Supporting staff elements

a. Overview. See appendix E for key EM Program functional areas and their assigned functions. Appendix G has additional information focused on emergency planning.

b. Installation emergency operations center team. The installation EOC team at the installation EOC or other operations center equivalents, will be organized, manned, trained, equipped, exercised, maintained, and sustained according to the requirements stated in chapter 11 and the supporting guidance contained in chapters 13–15.

3–8. Program maintenance

a. Policy maintenance. DAMO–ODP is the office of primary responsibility (OPR) for this publication and is responsible for the maintenance of this publication and associated documents. DAMO–ODP will conduct annual reviews of this publication 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. DAMO–ODP is responsible for change notices, updates, and revisions to this publication based upon this annual review process.

b. Force modernization proponent. DAMO–ODP will coordinate with the U.S. Army Training and Doctrine Command (TRADOC) to designate and support a force modernization proponent for the Army EM Program.

c. Supplemental policies. ASCCs, ACOMs, and DRUs, especially commands that manage installations, may develop supplements to this publication at the discretion of their commander. Supplements will be forwarded electronically to DAMO–ODP upon approval. Commanders are encouraged to coordinate development of supplements with DAMO–ODP. Supplements cannot be less restrictive than the requirements set forth in this publication; however, if

needed, they may be more restrictive. Waivers to supplemental guidance will be handled by the Command that developed the supplement.

d. Program reviews. In accordance with DODI 6055.17 and DODI 3020.52, installation commanders will conduct an annual comprehensive program review to evaluate the effectiveness and adequacy of EM Program implementation.

e. Waiver process. When compliance with this publication is impractical due to unique local conditions, installation commanders may request a waiver from the commands that manages their installation (IMCOM, AMC, USARC, and ARNG). An approved waiver remains in effect until the approving official cancels it, in writing, or this instruction is revised. When the OPR revises this publication, the command requesting a waiver must renew the waiver request. Until a waiver is approved by the applicable higher headquarters, the Command must make every effort to comply with this publication. All commands granting waivers will inform DAMO–ODP within 30 days of the waiver request and status. The instruction OPR must maintain a copy of all waiver requests with the record set.

Chapter 4
Community Profile

4–1. Community profile concept

a. Requirements. The completion of a community profile is the first step in developing an EM Program. The concept centers on identification, prioritization, and allocation of limited resources during preparedness activities. This process is executed at every level, from headquarters to installations to individuals. At the Service level, this process involves the identification and prioritization of installations based upon mission (tiers) and capability (types) in order to ensure maximum readiness with limited fiscal resources. At the headquarters level, this process is tailored to identify and prioritize installations based upon mission requirements set by the headquarters itself or by higher headquarters such as GCCs. At the installation level, this process entails a comprehensive examination of the community's demographics, infrastructure, requirements, and resources.

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

(1) Determine the characteristics and locations of the protected populace.

(2) Identify resources to protect that populace.

(3) Fill identified resource gaps based upon priority of the identified needs.

c. Installation prioritization. Key elements of the community profile are the overarching installation tier designation and the installation type designation. These designations indicate the capability (type) and priority (tier) of the installation and impact all aspects of the EM Program.

(1) *Mission-based structure.* This structure is commonly used with acquisition programs in order to prioritize delivery of material solutions independent of pre-existing organizational alignment necessary to correctly and effectively employ the material solutions as an integrated capability. For example, the JPM–IPP employed a mission-based 3-tier system for material fielding. This is the concept employed for the installation tier designations described in chapter 14.

(2) *Population-based structure.* This structure is commonly used by AT and F&ES programs to emphasize the protection of personnel from select single-agency hazards and validate manpower requirements. For example, U.S. Northern Command employs a mission- and population-based 5-tier system for development and employment of AT capabilities.

(3) *Capability-based structure.* This structure is commonly used with capability integration where the integrator does not own or resource the independent activities. The capability level is determined by existing organic and external resources relative to established capability standards. If mission or population drivers increase or decrease 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. The mission still determines relative importance within each type designation as described below and prioritizes manpower, training, equipment fielding, and sustainment efforts. This is the concept employed for the installation type designations described in chapter 2.

d. Demographics. Demographic information includes data related to population size, density, distribution, areas of concentration, special or vulnerable populations, and seasonal/event populations. Demographic information for the community profile also includes property and infrastructure information, to include utility systems, transportation networks, information technology systems and the necessary power and data requirements for each system and the associated components.

(1) *Information sources.* Demographic information is available from multiple existing sources and the purpose of the community profile is to consolidate this information into a single resource set highlighting key information relevant to one or more of the EM capabilities. Information sources include census data, school information, zoning maps, public works, Directorate of Family, Morale, Welfare, and Recreation (DFMWR) Army Community Service (ACS),

veterinarian services, special interest groups, Exceptional Family Member Program, and supporting utility providers. Information is also available in existing mission essential vulnerable area (MEVA) data and may be included in the existing installation AT plan. The total population figure is included as a pacing measure in the Service Area 604 Army EM ISR.

Note. If the Army installation is in certain geographic areas (U.S. East Coast from Maine to Mexico plus Hawaii and select Island Territories), then the FEMA-developed Hurricane Evacuation Studies (HES) for the particular metropolitan or geographic area may provide significant information regarding demographics and infrastructure from the perspective of wide-scale evacuation and mass care operations.

(2) *Information uses.* Demographic information provides invaluable information regarding the "demographics of need." This demographic analysis guides the EM Program in locating people, locations, or infrastructure which may require specific resources or support during emergencies resulting from one or more specific hazards. For example, a large student population without vehicles will require additional mass transit resources for successful evacuation and are unlikely to have individual reserves of food, water, or emergency supplies during the first 72 hours or more of an incident. Collected demographic information should be compiled and then organized by geographical area (see installation zoning below), type of emergency (aligned with HSAs in the installation EM plan), and type of service to be provided (such as mass feeding, safe haven operations, SIP). The best practice regarding this organizational challenge is to geo-code relevant information into the GIS supporting the EOC.

(3) *Protected populace.* The composite number of all categories is the protected populace for which the installation commander is responsible to protect in accordance with AR 525–27, DODI 6055.17, DOD 0–2000.12–H, DODD 2000.12, DODI 2000.16, and DODI 3020.52.

(4) *Impact.* Statistical analysis and historical trends can be applied to the assembled demographic information to identify planning figures for community preparedness, MWN, evacuation management, and mass care operations. It is important to coordinate with local civil authorities regarding demographics and historical data, especially when the Army installation does not have past historical data on evacuation and mass care operations. See the FEMA Community Mass Care Management Course (G–108) for more information.

e. Mass warning and notification. Certain populations are more likely to respond correctly and immediately to MWN messages. These populations include populations with a high degree of community interaction (such as on-post families), families with children, families actively engaged with the Ready Army Campaign, long-term residents, and personnel who perceive an emergent risk to their safety (earthquake/wildfire versus tropical cyclone). Conversely, individuals without community ties, transient personnel, visitors, and newly arrived personnel are the least likely to take positive action. This behavior is especially evident with a slow or gradual onset emergency, such as a biological incident or tropical cyclone (hurricane). In addition, non-English-speaking populations (especially Category 3 and 4 personnel - see below) and the visually and hearing impaired populations (such as Category 2SN - see below) may not understand conventional verbal English warning announcements and require additional outreach to ensure compliance with directed actions.

(1) *Evacuation requirements.* Specific populations, such as expeditionary units, are more likely to self-organize and execute evacuation orders than non-cohesive areas, such a large housing areas or hotel facilities. In addition, some areas change dramatically in terms of population from working hours to nonworking hours, such as industrial facilities, headquarters facilities, and many AMC installations, which will dramatically change the traffic management issues and the need for additional transportation support.

(2) *Safe haven and shelter requirements.* Populations in urban environments, with lower household income, and/or with the lowest fear of property security (that their home will be protected by LE while away) are the most likely to seek public safe haven or civilian shelter when impacted by an emergency or when directed to move to safe haven or civilian shelter by authorities. For example, these categories may encompass junior enlisted personnel, barracks populations, and family housing areas.

(3) *Responder requirements.* These "demographics of need" identify where many of the response and recovery capabilities will be required during an emergency. The focus is often on the incident scene, but the most effective way to prevent people from becoming casualties is evacuation and, if you evacuate someone, then you have to take care of them until their safe return to their home or a new location. The execution of such an evacuation, especially when one considers the large transient and student populations at many installations without access to private transportation and the vulnerable populations, such as MTF patients and our wounded warriors, requires extensive resources, coordination, and well-rehearsed execution. The resulting mass care of these displaced personnel will require significantly more human resources than the initial response to the incident scene.

(4) *Recovery impacts.* The demographics of the installation serve to prioritize certain recovery objectives, such as housing, by identifying possible solutions. For example, students and single Soldiers can be temporarily housed in

barracks or even a tent city whereas the priority with families and vulnerable populations is to return them to their own home or a similar residence for familiarity and to start the larger recovery of the Army community. These demographics also serve to identify resource needs in order to support the vulnerable populations with specific resources and capabilities throughout their time of greatest need.

(5) *Personnel categorization.* The key process for identifying the "demographics of need" within assigned personnel is through personnel categorization. This process consists of identifying population categories with similar needs and a common protection strategy. The Army EM Program integrates the existing categorization process identified in DODI 6055.17 and DODI 2000.16 with the existing Army process identified in FM 3–11.34 into a 5-category system defined by common protection strategies (see para 4–3).

(6) *Information sources.* The information sources listed above for demographic information apply throughout the categorization process. The emergency planning process described within chapter 6 will identify personnel supporting critical operations, essential operations, essential services, (see chap 10 for definitions), as well as first responders, first receivers, emergency responders, and emergency support services, so it is important to keep in mind that this process will evolve with the development of the basic plan, the FAAs, and the HSAs.

(7) *Information uses.* Personnel categorization enables the installation EM, the supporting functional areas, and the installation EOC team to rapidly identify planning figures for each function. For example, based upon incident-specific information, such as the area impacted, personnel categorization provides approximate number of personnel requiring safe haven or civilian shelter, number of personnel utilizing SIP, number of meals required for mobile feeding stations, number of buses required for assisted transportation populations, number of animal containers/trailers required for animal evacuation assistance, and number of medical support staff and special needs shelter spaces required for medical special needs populations.

(8) *Information sharing.* The results of the community profile will be provided upon request to higher headquarters.

4–2. Infrastructure

a. Community profile. Demographic information for the community profile includes the jurisdictional boundaries of the installation, as well as, supporting property and infrastructure information, to include utility systems, transportation networks and capacity, transit systems, flood control, building codes, information technology systems and capacity, and the necessary power and data requirements for each system and the associated components. The DPW master planning and operations and maintenance offices usually have the physical infrastructure information available with NEC office responsible for the information technology (IT) infrastructure.

b. Critical infrastructure. The process and requirements for identifying critical infrastructure include NIPP, AR 525–26, DODD 3020.40, DODI 3020.45, AR 525–13, and DODI 2000.16. Though critical infrastructure is often determined based upon mission considerations, DODI 6055.17 acknowledges that mission-based critical infrastructure assessments need to also address the supporting transportation, utility, information technology, and service infrastructure supporting daily, nonessential operations necessary for business continuity, recovery operations, and the eventual return to normalcy within the Army community. This identification process is part of the community profile process as described below and is not an additional requirement on the critical infrastructure program.

c. Other infrastructure. In addition to the critical infrastructure focus, the community profile needs to examine the larger infrastructure capabilities on and supporting the installation. Examples of such infrastructure include bridges, roadways, canals, levees, dams, airfields, transit systems, rail systems, ferry systems, communications, MWNSs, utilities (power, water, wastewater, steam, compressed air, natural gas), fuel storage, gas stations, traffic signals, barriers and gates, piers, wells, generators, alternative power supplies, and the physical structures. The property information should include the age, design, quantities of buildings, towers, and other physical structures as well as reference to their applicable building and occupancy codes. This pre-identification process should be plotted on maps or geo-coded into supporting GIS to the maximum extent possible.

Note. Location within the emergency planning zones of a commercial nuclear reactor also requires additional prevention, protection, and mitigation activities as well as expanded response and recovery capabilities as directed by the Nuclear Regulatory Commission (NRC). For additional information, see https://www.nrc.gov/about-nrc/emerg-preparedness/protect-public.html.

d. Information uses. Demographic information provides invaluable information regarding the "demographics of need." Collected demographic information should be compiled and then organized by geographical area (see installation zoning below), type of emergency (aligned with HSAs in the installation EM plan), and type of service to be provided (such as evacuation, continuity programs, safe haven operations). The goal is to identify vulnerable infrastructure necessary to conduct the response and recovery operations detailed in the installation EM plan. As such this,

like the rest of the community profile process, is an iterative and continual process. The best practice regarding this organizational challenge is to geo-code relevant information into the GIS supporting the EOC.

e. Impact. Statistical analysis and historical trends can be applied to the assembled infrastructure information to identify planning figures for installation zoning, MWN, evacuation management, and mass care operations. It is important to coordinate with local civil authorities regarding demographics and historical data, especially when the Army installation does not have past historical data on evacuation and mass care operations. See the FEMA Community Mass Care Management Course (G–108) for more information.

(1) *Mass warning and notification.* Transportation systems and utility providers are often excluded from MWNSs. In order to counter this trend, the Army EM Program includes these providers in the Category 1 continuity service providers and Category 5 responder service providers process. MWNSs must extend throughout all phases of EM and therefore must address initial warning, as well as the continued provision of information throughout the response and recovery phases, to include the evacuation of residents to a remote safe haven and their eventual return to the installation.

(2) *Evacuation management.* Transportation infrastructure needs to be considered in all aspects of evacuation management. This process includes identification of bridges, ferries, tunnels, buses, animal trailers, and aviation transportation systems as key resources in the execution of evacuation orders. For example, high winds in advance of tropical cyclone landfall may exclude buses and towed trailers 36 or more hours in advance of landfall, which will require a change in evacuation clearance times and may alter the original evacuation decision timeline. This is also true regarding flooding, earthquakes, tsunamis, tornados, and volcanoes in addition to a host of other natural, technological, and human-caused hazards, including terrorism threats or incidents.

(3) *Safe haven and shelter requirements.* Safe haven and shelter locations require specific infrastructure thresholds. Though the Army does not operate shelters as the Service cannot meet the design criteria or the food and water stockpiling requirements of applicable American Red Cross (ARC), to include ARC 4496, the same infrastructure considerations apply to temporary safe havens established on post. These considerations include ensuring that safe havens are not located in a Category 4 tropical cyclone storm surge area, are not located in a 100-year or 500-year floodplain, do not have the first floor (ground floor) lower than the flood insurance rate maps base elevation, do not store HAZMAT, are compliant with existing building and fire codes, is not at risk of inundation, are not constructed of reinforced masonry, are complaint with earthquake zone construction standards (when required), and do not have long, open roof spans, excessive overhangs, or large glass areas.

(4) *Responder requirements.* Infrastructure influences all elements of response operations, especially access to mutual aid and the conduct of fire suppression operations. For example, the fire mains and associated hydrants, standpipes, and building fire sprinkler systems are key resources in fire suppression operations and those fireground operations requiring large volumes or steady access to water, to include casualty decontamination operations. Lack of hydrant access near special event locations or congregation areas requires preplanned support agreements for water tankers with the appropriate connections for the fire apparatus, such as fire engines (pumpers), in use at the installation and in the local civil jurisdictions.

(5) *Medical response.* A key set of resources is concentrated in the MTF on an installation as identified in MEDCOM OPLAN 13–01. The ability to maintain public utilities, such as power, water, and wastewater/sewer access, is vital to the MTF's long-term viability as first receivers (water for casualty decontamination) and as a healthcare provider (power for medical equipment and diagnostics, lights for operating rooms). The capability to relocate part of the MTF's organic capabilities to another location is time-intensive and requires extraordinary pre-planning and execution.

(6) *Recovery impacts.* The older the infrastructure is on the installation, the more likely these structures will suffer major to catastrophic failure based upon structural fatigue and application of older, less stringent building codes in effect at construction. This impacts not only the time to recover those structures, but the cost of replacement value for the damage assessment process and the ability for structural evaluation teams to clear the building for re-habitation post-incident. Aging infrastructure is also a serious concern in terms of water, wastewater, landline phone, IT, and power distribution as the requirement to rebuild such damaged infrastructure may cause secondary delays to all other aspects of the recovery. For example, digging up streets to replace water mains may delay debris clearance and rebuilding efforts.

4–3. Personnel categorization

a. Overview. Categorization of all assigned personnel is a key element of effective resource management. Personnel categorization enables the installation commander and emergency manager to prioritize resource allocation across the jurisdiction and facilitates a risk-rationalized approach to investing in the protection of personnel. Personnel categorization: (1) identifies MEFs requiring additional support or protection during emergencies, (2) identifies elements

of the protected populace which may require special attention in the planning process and during emergencies, and (3) identifies response and recovery resources organic to the installation. A critical result of personnel categorization is identification of the populace for which the EM Program is responsible for protecting during emergencies resulting from all hazards. This protected populace is the single most important factor in determining the required EM capabilities, especially in the areas of mass care, casualty management, and fatality management. Installation commanders will identify: (1) individuals within Category 1, (2) personnel and/or populations within Categories 2 through 4, and (3) individuals, agencies, and departments within Category 5.

b. Goals. In priority order, the EM Program will focus its efforts on: (1) the ability of Category 1 personnel to continue MEFs, (2) protection from and mitigation of hazards impacting Category 2–4 personnel, and (3) the prevention, protection, mitigation, response, and recovery capabilities of Category 5 personnel. These priorities are consistent with DODI 6055.17, DODI 3020.52, DODI 2000.16, DODD 3020.36, DODI 3020.42, AR 500–3 and AR 525–27.

c. Default categorization. The number of Category 2 personnel may fluctuate depending upon the scope and severity of a given emergency. Not every individual or capability identified within Categories 1 and 5 is required for every emergency resulting from every hazard. Only in rare cases will everyone identified in Categories 1 and 5 be mobilized to respond to and/or recover from a large-scale emergency with broad impact across an entire installation or region. In the case of a given emergency resulting from a hazard which does not require activation of Continuity efforts at a specific level, then those Category 1 personnel not activated in support of continuity plans will roll into Category 2 personnel for the duration of that emergency unless activated by their command. The same applies to Category 5 personnel who do not provide response capabilities for a given emergency.

d. Validation. Installation commanders will validate the categorization of personnel and ensure that the proper fiscal and manpower constraints are recognized by all involved in the categorization process. Upon validation of the categorization process and the resulting personnel numbers, installation commanders will ensure that the proper resources are programmed for and submitted during the budget process.

e. Protection strategy. Individual categorization and the detailed protection strategy for each category must be clearly identified in installation EM plans (see chap 6). These categories will be used to develop the appropriate protection and employment strategies for each individual or group during an event, to include planning, training, equipage, and exercising. Personnel categorization will be used to prioritize fielding and employment of personal protective equipment (PPE) (see DODI 6055.17, DODI 2000.16, and FM 3–11.34.)

f. Ready Army Community Preparedness. All personnel must receive Ready Army Community Preparedness Training sufficient to understand potential hazards they may face according to their pre-assigned role during an emergency (see chapter 7). Generally, those personnel required to remain on the installation during an emergency will require significantly higher levels of preparation due to the hazards they will face while performing assigned duties that are considered critical to sustaining operations during the early phases of the event.

g. Personnel accountability. The results of the personnel categorization process should be aligned with and used to update and maintain the Army Disaster Personnel Accountability and Assessment System (ADPAAS) (see AR 600–86).

h. Access control. It is vital that all designated Category 1 and 5 personnel have established access routes and the necessary permissions to freely access their designated installation(s) both prior to and during any emergency, including the capability to access the installation and designated facilities or work locations during force protection condition (FPCON) Charlie and Delta.

i. Subcategorization. The breakdown of personnel into easily identifiable subcategories is necessary in order to assist installation commanders in determining the proper protection and employment strategy for identified personnel. A detailed strategy for the protection and employment of these personnel is necessary to ensure that issue of material to personnel is limited to those with: (1) a clearly defined requirement, (2) an established training and certification process to support material fielding and employment, (3) an executable concept of employment for the use of such material during an emergency resulting from specific hazards, and (4) a sustainment plan to maintain and sustain capability beyond initial equipment issue and storage.

4–4. Population density and distribution

a. Community profile. In addition to the population information captured during the personnel categorization process, demographic information includes data related to population density, distribution, areas of concentration, seasonal and/or event populations.

b. Role of mission essential vulnerable areas. In accordance with AR 190–13, the Army AT program develops and manages MEVA lists, which include both areas considered mission essential (broad term covering critical ops, essential ops, and essential services plus some responder capabilities) and nonessential areas with high population

density, such as barracks, community centers, gymnasiums, food service facilities, and shopping centers. MEVA data is the recommended starting point for determining areas of high population density.

c. Population distribution. Distribution varies depending upon day or night, workweek or weekend, holidays, and special events. Historical data is available from G–1 (Manpower and Personnel) on assigned personnel, from the housing office for data on Family housing, bachelor housing, and off-post housing, from ACS on usage rates at identified recreational facilities, and from the public affairs office or other special events office for most special events, often available in press releases for example. Census data, if available, may be a starting point, but would be best relied upon after the release of the 2010 Census data. If schools or daycare centers are resident on post, then the school data is a reliable source for school population information and should include a breakdown of students, teachers, and capacity rates of assigned facilities.

4–5. Installation zoning

a. Concept. In accordance with FM 3–11.34, JP 3–10.1, and the DOT–DHS Catastrophic Evacuation Plan Evaluation, the concept of installation zoning is recommended for incident management, MWN, evacuation management, mass care operations, and emergency logistics (to include points of distribution (PODs)) for water, food, emergency supplies, and pharmaceuticals). Installation zones are based upon the demographic data developed.

b. Requirement. Each installation commander will establish a consolidated zone map for their jurisdiction. The zone designations will be aligned with population and infrastructure data for MWN and evacuation of the maximum sustained population figures (usually daytime working hours). The zone designations should also signify (as a numerical zone or an alphabetical sub-zone area) vulnerable areas, such as floodplains, and vulnerable populations, such as the patients (Category 2SN) at the MTF. Additional zoning information regarding impact of nighttime, nonworking hours, and holiday populations is encouraged, but the zone will be based upon the largest population present in the assigned zone. Zones will be aligned with ground defense sectors, if assigned.

c. Alignment. The following capabilities and services will be aligned by installation zone:

(1) MWN capabilities, messaging, and prioritization (see chap 11).

(2) Evacuation zones, SIP capabilities, safe haven capabilities, and bulk distribution (see chap 12).

(3) Damage assessment, post-incident structural evaluation, and debris management (see chap 19).

Chapter 5
Risk Management Process

5–1. Risk management

a. Requirement. In accordance with DODI 6055.17, DODI 2000.16, DODI 3020.52, AR 525–27, AR 525–13, DA Pamphlet (DA Pam) 385–30, FM 5–19, FM 3–11.34, and NFPA 1600, each installation will identify 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, efforts will be taken by the installation 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.

b. Concept. Risk management 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. Risk management is conducted on an annual basis and is evaluated in the Service Area 604 Army EM ISR. In accordance with FM 5–19, risk management is not an add-on feature to the decision-making process, but rather a fully integrated element of planning and executing operations. Risk management is the process of identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk costs with mission benefits. Risk is characterized by both the probability and severity of a potential loss that may result from natural, technological, or human-caused hazards, including terrorism threats or incidents.

(1) *Intent.* The intent of the risk management process is not to fixate on the 100 percent solution and resolving every variable to a defined quantity, but rather to provide a context in which to view relative risk across the entire enterprise in as much of an objective manner as possible given the hazards. Within the Army EM Program, the common core capabilities sets identified within chapter 2 and the supporting functional areas identified within chapter 4 are required regardless of the results of the risk management process. The risk management process provides a logical

process to prioritize: (1) development of specific capabilities and (2) the application of limited financial and human resources to specific capabilities. Using the risk management process, the installation EMWG can prioritize investment into those capabilities most applicable to their local conditions and needs. The process identifies key prevention, protection, and mitigation opportunities, which all reduce overall risk to the installation.

(2) *Accepting risk.* Risk decisions are the installation commanders' business and such decisions are normally based on the next higher headquarters' guidance on how much risk the commander is willing to accept and delegate for the mission. Risk decisions should be made at the lowest possible level, except in extreme circumstances. The role of the installation EMWG in the installation risk management process is to identify these controls, develop a process to implement them, recommend this solution to the installation commander, and then implement the resulting decision.

c. Perception. Perception of risk varies from person to person. EM is inherently complex, dynamic, and fluid. It is characterized by uncertainty, ambiguity, and friction. Uncertainty results from unknowns or lack of information. Ambiguity is the blurring or fog that makes it difficult to distinguish fact from impression about a situation and the enemy. These characteristics cloud the operating environment and create risks that affect an Army's ability to fight and win.

d. Principles. The basic principles that provide a framework for implementing the risk management process are as follows:

(1) Integrating risk management into mission planning, preparation, and execution. Leaders and staffs continuously identify hazards and assess both operational and tactical risks. They then develop and coordinate control measures. They determine the level of residual risk for now hazards to evaluate courses of action (COAs). They integrate control measures into staff estimates, plans, orders, and missions. Installation commanders assess the areas in which they might take tactical risks. They approve control measures that will reduce risks. Leaders ensure that all Soldiers understand and properly execute risk controls. They continuously assess variable hazards and implement risk controls.

(2) Making risk decisions at the appropriate level in the chain of command. The installation commander should address risk guidance in the installation commander's guidance. The commander bases their risk guidance on established Army and other appropriate policies and on the next higher commander's direction. The commander then gives guidance on how much risk they are willing to accept and delegate. Subordinates seek the higher commander's approval to accept risks that might imperil the next higher commander's intent.

(3) Accepting no unnecessary risk. Installation commanders compare and balance risks against mission expectations and accept risks only if the benefits outweigh the potential costs or losses. Installation commanders alone decide whether to accept the level of residual risk to accomplish the mission.

e. Results. Risk management assists the commander or leader to—

(1) Protect lives, conserve resources, and avoid unnecessary risk.

(2) Make an informed decision to implement a COA.

(3) Identify feasible and effective control measures where specific standards do not exist.

(4) Provide reasonable alternatives for mission accomplishment.

f. Issues. Risk management does not—

(1) Inhibit the installation commander's and leader's flexibility and initiative.

(2) Remove risk altogether, or support a zero defects mindset.

(3) Require a GO/NO–GO decision.

(4) Sanction or justify violating the law.

(5) Remove the necessity for standard tactics, techniques, and procedures.

(6) Remove the necessity for training, certification, credentialing, or exercises.

g. Sequence. The installation EM plan is a direct result of the installation commander's direction to develop EM capabilities to respond to and recover from identified hazards. Therefore, the risk management process must be completed prior to the development of the installation EM plan. The same timeline exists for the development of the installation AT plan as detailed in DODI 2000.16 with the notable exception that the EM risk management process integrates all hazards, vice solely terrorism, into the process. The goal is the development of an installation EM plan that identifies hazards and balances resource restraints against the risk.

h. Risk assessment. Risk assessment provides the installation commander with the technical data and evaluation necessary to complete the risk management process. Using the results of the risk assessment, the installation commander determines the risk presented to their jurisdiction from a particular hazard and decides upon the presented corrective COAs based upon the installation commander's level of risk that they are willing to accept from that hazard. The risk assessment process consists of a process described in paragraphs 5–2 through 5–9. Each DOD component will develop an appropriate risk assessment methodology that takes the all components into consideration.

i. Roles and responsibilities. Risk management is a comprehensive process performed under the authority of the installation commander by the installation EMWG. The IEM's role in risk management is to lead the integration of

existing assessment results into the process, educate the EMWG in the process, especially the benefits and challenges of all-hazards risk management, and support the installation commander with professional expertise and experience.

j. Risk management tool development. DAMO–ODP, in coordination with stakeholders, will develop a standardized EM risk management tool for future use at the installation level.

5–2. Criticality assessment

Effective risk management is focused on sustaining the mission effectiveness of the installation. The process for determination and prioritization of MEFs and Category 1 (Personnel) are detailed in AR 500–3. This assessment component is often termed the critical infrastructure or critical asset assessment, though both terms have multiple or broadly interpreted definitions which often result in significant numbers of identified infrastructure and assets, only some of which are actually related to the identified MEF and supporting facilities and personnel.

5–3. Hazard assessment

a. Requirement. Effective risk management requires a thorough identification of hazards which have the potential to impact the installation. This potential may be determined by historical analysis or oceanographic, meteorological, or geophysical analysis. Appendix F provides a list of the hazards included under the Army EM Program. All installations will standardize use of this hazard list to ensure interoperability across all installations and the accurate determination of relative risk across the Army enterprise. Not every installation is subject to every hazard listed in appendix F. The hazard assessment will consider all natural, technological, and human-caused hazards and the likelihood of each type of hazard impacting the jurisdiction, supported mission, the protected populace, or supporting critical and routine infrastructure. The hazard assessment will consider probability of impact, the onset of the hazard (sudden, gradual, delayed onset), the duration of the hazard (long, medium, short), the frequency of the hazard (if historical data is available), the severity of the hazard, and amount of warning (significant, limited, no warning) before the onset of the hazard. DHS, through FEMA, provides hazard assessment methodology for use for Federal and civilian agencies. For Army installations within the U.S., its territories and possessions, hazards assessments will be coordinated with State and local EM agencies and will incorporate existing hazard assessment information and results where applicable to the Army installation within the limits of applicable classification guidelines.

b. Hazard identification resources. The Federal Government has a number of hazard-specific organizations, which provide hazard-specific information for specific geographic areas. Examples include the National Weather Service (NWS), National Hurricane Center, USGS, U.S. Volcanic Observatories (USVOs), National Earthquake Hazards Reduction Program, National Tsunami Hazards Reduction Program, Radiological Emergency Preparedness Program, Chemical Stockpile Emergency Preparedness Program, FEMA Office of Domestic Preparedness (ODP), National Response Center (NRC), Air Force Staff Weather services and the National Interagency Fire Center. In addition, FEMA has a number of programs for consolidating and providing hazard information to State governments. For HAZMAT (hazardous substances) identification, the installation EMWG should utilize the DES F&ES, DPW Hazardous Waste Management Facility, and DPW environmental office on the installation and coordinate with the LEPC in the local jurisdiction (within the United States). In addition, each State and local jurisdiction applying for Federal grant funding completes a thorough hazard assessment as part of the grant process. HN programs vary, but most nations, provinces, and cities include a hazard assessment as part of their EM or civil defense programs. The National Planning Scenarios (NPS) are not hazard identification resources, as the NPS focus only on hazards resulting in Type 1–2 Incidents requiring Federal support to State and local governments or other Federal departments.

c. Hazard-specific requirements. In addition to the hazards identified during hazard identification step above, the hazard identification process will address the following:

(1) Identify the toxic industrial chemicals and toxic industrial materials located on the installation and local community (identify the specific hazard ID, quantity, and location).

(2) Identify facilities and transportation modes having the potential of releasing HAZMAT (accidental or intentional) that could impact the installation (areas to consider are HAZMAT manufacturing and/or using facilities, refineries, railroads, highways, petroleum, oil, and lubricants tank farms, commercial and government nuclear power plants/reactors, and shipyards).

(3) Coordinate with the LEPC to identify the type and location of HAZMAT that could affect the installation following an accidental or intentional release.

d. Maintenance requirement. A copy of this assessment must be retained within the installation EOC. The installation EM will maintain a copy of all risk management products for a period of no less than 3 years.

5–4. Threat assessment

a. Requirement. The installation EMWG will coordinate with the installation TWG and installation ATWG for the threat assessment portion of the risk management process. Assessment of physical, cyber, and other criminal and terrorist threats requires resources and technical expertise resident within the LE community. For the purposes of the risk management process in the Army EM Program, threat assessment data, analysis, and recommendations will be derived from existing assessment processes within the AT community, specifically the results of integrated vulnerability assessments conducted by the Joint staff and the Services, and the assessment processes within the LE communities resident within the Federal Government and the military Services. Threat levels associated with Army installations is available from the Defense Intelligence Agency and the USACIDC. The use of a combatant commander-specific process for threat assessment is authorized within the limitations established by DODI 2000.16, standards 3 through 6. A copy of this assessment must be retained within the installation EOC.

b. Hazard-specific requirements. In addition to the hazards identified during hazard identification step, the threat assessment will address the following:

(1) Incorporation of the GCC WMD/CBRNE threat assessment.

(2) Identify state (as in Foreign Nation) and non-State actors' CBRNE capability status summary.

5–5. Vulnerability assessment

a. Requirement. The vulnerability assessment consists of the determination of the potential vulnerability of an installation or specific function to an identified hazard. Vulnerability is a measure of the probability that existing safeguards, mitigations, or protection will fail against a specific hazard. A key goal of the Army EM Program is to reduce the overall vulnerability of the installation through mitigation and prevention efforts. Existing AT vulnerability assessments will be used to establish vulnerability of an installation or specific function to terrorist threats, but installation EM personnel must still conduct a thorough vulnerability assessment for natural hazards and technological hazards not included within the AT scope. The installation EMWG will incorporate the results of other existing vulnerability assessments, such as the food and water vulnerability assessment, into the all-hazards risk management process and should provide a representative to the applicable assessment teams, if requested. The recommended program for all-hazards risk management is the CARVER2(tm) methodology.

b. Core Vulnerability Assessment Management Program. Vulnerabilities identified during the EM vulnerability assessment process will be added to and updated in Core Vulnerability Assessment Management Program (or similar future programs) as directed by the installation commander.

5–6. Consequence assessment

The consequence assessment consists of the determination of the potential consequences which an identified hazard may have on an installation or a specific function at the installation's current level of EM capability. A key goal of the Army EM Program is to reduce the overall consequence to the installation through response and recovery capabilities developed during preparedness activities. The recommended program for all-hazards risk management is the CARVER2(tm) methodology.

5–7. Capability assessment

The capability assessment consists of the determination of the installation's current level of EM capability based upon the integrated nonmaterial and material readiness of the supporting functional areas. The capability assessment should be coordinated with the conduct of the installation typing process in chapter 2, the personnel categorization process in chapter 4, and the resource inventory process identified in chapter 9. The capability assessment is especially important in the identification of capability gaps (needs) which may be addressed to reduce the consequence of a specific hazard on an installation or a specific function. This process should capitalize on the vulnerability assessment process and identify additional costs in terms of financial and human resources necessary to develop and maintain any additional capabilities recommended through this process.

5–8. Relative risk determination

Effective risk management requires that the assessment of each hazard be evaluated in terms of vulnerability, consequence, and the capability of the installation to manage the resulting emergency. As all hazards are not equal in terms of probability or severity, a process must be used to establish relative risk factors in order for the installation commander to conduct risk management across the entire jurisdiction vice solely based upon vulnerability and/or consequence of a specific hazard to a specific mission. Caution should be used when applying the CARVER2(tm) methodologies as this methodology does not rank MEFs by strategic importance, address variable terrorist threat levels (as

established by the Defense Intelligence Agency), factor variable hazard criteria, or mitigate impacts based upon capability assessment results.

5–9. Needs assessment

a. Requirement. The relative risk evaluation will culminate in the needs assessment (or risk mitigation assessment) that will assist the installation commander in future resource allocation, prioritization, and capability development. A cost-benefit analysis is a critical part of the needs assessment in order to identify the most effective resource prioritization recommendations for the installation commander. Risk mitigation strategies should consider actions taken in all phases (prevention, protection, mitigation, response, and recovery). 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. Emphasis should be placed on development of "defense in depth" capabilities which limit reliance on a single mechanism, procedure, or mitigation action to reduce vulnerability or consequence and/or increase capability. Consider classification of support agreements for critical infrastructure and special mission.

b. Resource application. When one or more elements of the relative risk evaluation result in needs that may not be effectively implemented within existing resource constraints, the installation commander will forward resource requests via the applicable command that manages the installation to DAMO–ODP for consideration in the POM process.

c. Support agreements. When conducting a needs assessment, installation commanders will close identified resource gaps using support agreements with Federal, regional, State, tribal, local, voluntary and non-governmental organizations, private industry, or host nation partners when possible. Consult Chapter 7 for more information on establishing support agreements. Ensure mass care needs are evaluated to include, behavioral health, religious support

5–10. Legal considerations

a. Compliance. In accordance with FM 5–19, risk management does not convey authority to deliberately disobey local, state, national, or HN laws. It does not justify ignoring regulatory restrictions and applicable standards. Neither does it justify bypassing risk controls required by law, such as life safety and fire protection codes, physical security, transport and disposal of HAZMAT and waste, or storage of classified material. Installation commanders may not use risk management to alter or bypass legislative intent; however, when restrictions imposed by other agencies adversely affect the mission, planners may negotiate a satisfactory COA if the result conforms to the legislative intent.

b. Impact. Risk management assists the installation commander in complying with regulatory and legal requirements by—

(1) Identifying applicable legal standards that affect the mission.

(2) Identifying alternate COAs or alternate standards that meet the intent of the law.

(3) Ensuring better use of limited resources through establishing priorities to correct known hazardous conditions that will result in projects with the highest return on investment funded first.

Chapter 6
Emergency Planning

6–1. Emergency planning concept

a. Overview. In accordance with NIMS, NRF, CPG 101, AR 525–27, and DODI 6055.17, emergency planning is the process of: (1) establishing the missions, requirements, and operational concepts for all 5 phases of EM within a specific jurisdiction, 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. The focus of this chapter and appendix G is to ensure that the correct planning PROCESS is executed and does not mandate a specific planning FORMAT.

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. In accordance with DODI 6055.17, the installation EM plan must be flexible enough for use in all emergencies, including unforeseen incidents, yet detailed enough to provide a COA for installation commanders to proceed with preplanned responses to any incident.

c. Emergency planning responsibilities. Emergency planning is conducted by the established EMWG with the technical direction of the EM program coordinator (the IEM at the installation level and will be conducted at the following organization levels.).

(1) *Headquarters emergency management plan.* A headquarters EM plan or policy will assign missions to subordinate jurisdictions (assigned commands and installations) and define how those subordinate jurisdictions will employ programmatic standards from this publication to develop required EM capabilities. This is the responsibility of commands that manage installations and, when applicable, ASCCs.

(2) *Installation emergency management plan.* 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 required EM capabilities 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 installation commander's risk of emergencies resulting from all hazards through the coordinated development and employment of EM capabilities. See appendix G for specific guidance on the organization and development of the installation EM plan.

(3) *Standard operating procedures.* Standard operating procedures (SOPs) (or operating manuals) provide the step-by-step procedures for conducting assigned tasks or functions within a larger EM capability. Standard operating procedures are complete reference documents that provide the purpose, authorities, duration, and details for the preferred method for performing a single function or a number of interrelated functions in a uniform manner. SOPs often describe processes that evolved institutionally over the years or document common practices so that institutional experience is not lost to the organization as a result of staff turnover. Sometimes they are task-specific (for example, how to activate the MWNS) or may consist of a collection of tasks necessary to support or complete a specific function (for example, how to activate, operate, and demobilize the Emergency Family Assistance Center (EFAC)). SOPs should be developed by the staff members assigned to complete the assigned tasks/functions based upon the guidance provided in the installation EM plan. Normally, SOPs include checklists, call-down rosters, resource listings, maps, and charts, and give step-by-step procedures for notifying staff; obtaining and using equipment, supplies, and vehicles; obtaining mutual aid; reporting information to organizational work centers and the EOC; and communicating with staff members who are operating from more than one location. SOPs are typically employed in the dispatch center, MWNS, installation EOC, Joint Information Center (JIC), the Family Assistance Center (EFAC during emergencies), and other standing organizations (teams) and locations. The EPCRA has specific SOP requirements in addition to those already identified. The IEM works with the senior representatives of tasked organizations through the installation EMWG venue to ensure that the SOPs needed to implement the installation EM plan do in fact exist and do not conflict with the installation EM plan or with other SOPs. The status of this requirement will be reported to the appropriate commands that manage installations, which will track compliance and report to DAMO–ODP on an annual basis.

(a) Field operating guides. Field operating guides (FOGs) (also known as field guides) or handbooks are durable pocket or desk guides that provide detailed tactics, techniques, and procedures (TTPs) for conducting assigned tasks or functions in the field environment. FOGs provide those people assigned to specific teams, branches, or functions with information only about the procedures they are likely to perform or portions of an SOP appropriate for the missions they are likely to complete. The FOG is a short-form version of the SOP and serves as a resource document. The FOG is complete enough to hand to new team members, and when combined with the overview document gives them an accurate and complete picture of the positions they fill. In addition to relevant procedures, the FOG or handbook may include administrative procedures that staff must follow. FOGs are typically employed by LE, F&ES, HAZMAT response teams, emergency medical services, public works, environmental spill response teams, and other field activities.

(b) Job aids. Job aids are checklists or other materials that help users perform a task. Examples of job aids include telephone rosters, report templates, software or machine operating instructions, and task lists. Job aids are often included in FOGs and handbooks to help relatively inexperienced EOC personnel complete their assigned tasks or as a reference for experienced personnel. Job aids may also serve the purpose of minimizing complexity or opportunity for error in executing a task (for example, providing a lookup chart of temperature conversions rather than providing a formula for doing the conversion).

(4) *Tenant emergency action plan.* Tenant EAPs will define how a specific command/unit residing within a specific jurisdiction (an Army installation) will develop and employ required EM capabilities to support functions identified in the installation EM plan. The primary focus of the tenant EAP is to synchronize tenant organization actions during an emergency with the operations of the installation in order to execute protective action recommendations for assigned personnel and support response and recovery operations. See appendix G for specific guidance on the organization and development of the tenant EAP.

(5) *Incident action plans.* IAPs will be developed at each ICP for every incident and will define how EM capabilities will be employed for a specific emergency for a defined operational period (OP). See chapter 11 for specific guidance on the development of IAPs.

6–2. Recommended training

a. Installation emergency manager. CPG 101, recommends that the IEM complete specific IS courses online at https://training.fema.gov/is/ as a basic orientation to the emergency planning process in addition to the Basic NIMS training requirement specified in chapter 8. This training is incorporated into the IEM's required baseline training specified in chapter 13.

b. Installation emergency management working group. This publication assumes that users have some experience in EM and emergency planning. CPG 101, recommends that the installation EMWG complete specific IS courses online at https://training.fema.gov/is/ as a basic orientation to the emergency planning process in addition to the Basic NIMS training requirement specified in chapter 8. See table 13–8 for training requirements.

Note. If the installation chooses to utilize an emergency support function (ESF)-based plan structure rather than the functional area structure recommended by this publication, then the installation EMWG representatives will complete the required ESF training requirements identified in table 13–18.

c. Classroom courses. It is highly recommended that one or more members of the installation EMWG complete the Army's Emergency Management Basic Course currently offered at Camp Blanding, FL. As this course is aligned to the requirements of the Army EM Program and resourced through ongoing out-year resource requests, this course will become more accessible to Army installations around the world.

6–3. Installation emergency management plan content

a. Overview. The content of an installation EM plan is focused 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. An installation EM plan must provide 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 is a "force integrator" of new and existing capabilities by establishing and aligning lines of authority, organizational relationships, and coordination mechanisms. See appendix G for recommended guidance on the organization and development of the installation EM plan. See DODI 6200.03 and MEDCOM OPLAN 13–01 for planning coordination requirements with the medical emergency manager.

b. Core components. EM capabilities consist of 6 core components common to the prevention of, protection against, mitigation of, response to, and recovery from all emergencies, regardless of cause. These core EM capabilities include: (1) C3, (2) MWN, (3) community preparedness, (4) first and emergency responders, (5) public health and medical services, and (6) mass care. A capability is not deemed to exist until it is properly organized, manned, trained, equipped, exercised, evaluated, maintained, and sustained.

c. Functional areas. All installations will develop functional areas broken down by installation type as shown in table 2–1.

d. Elements of capability. A capability does not exist until the capability is organized, manned, trained, equipped, exercised, evaluated, maintained, and sustained as detailed in table 2–2.

e. Scope. Hazard-specific response plans (for example, CBRNE response plans, terrorism response plans, and destructive weather plans) will be coordinated or integrated with the installation EM plan. This integration is necessary to ensure that all existing hazard-based planning efforts do not duplicate the development and execution of the 6 common capability sets applicable to all emergencies as identified in chapter 4. Whenever possible, these hazard-specific plans should transition to HSAs of the overarching EM plan.

6–4. Installation emergency management plan format

a. Format. All installation EM plans will utilize the planning PROCESS described in CPG 101. The provided civilian installation EM plan format in appendix G is highly encouraged in order to ensure compatibility and interoperability with external response and recovery partners, such as local civil jurisdictions. Other format options are identified below.

(1) *Installation emergency operations plan format.* CPG 101 remains focused on the requirements of the installation EOC and the associated emergency operations plan (EOP). An EOP represents only one component of the overarching EM Program as shown in CPG 101. If an installation chooses to use an EOP format instead of the installation

EM plan format provided in this publication, then the installation will also be required to complete the other component plans which make up a comprehensive, integrated EM Program, to include the following:

(a) Comprehensive EM strategy document (instruction or directive).

(b) Risk management strategy with supporting risk management products.

(c) Preparedness strategy and supporting preparedness plan.

(d) Mitigation strategy and supporting mitigation plan.

(e) Prevention strategy and supporting prevention plans (to include the installation AT plan and the applicable preventive medicine and public health plans).

(f) Continuity strategy and supporting continuity plans.

(g) Response strategy and supporting installation EOP.

(h) Recovery strategy and supporting recovery plan.

(2) *Plan library.* Whether contained in one comprehensive installation EM plan or many related plans, the requirements established within the Army EM Program mandate that all elements be addressed in order to develop, implement, execute, and sustain a comprehensive, integrated EM Program. It is the command's choice whether they prefer to maintain one master installation EM plan with supporting continuity plans and EAPs maintained by the tenants or they want to maintain and coordinate 8 component strategies and the eight or more resulting plans, largely the responsibility of the installation vice the tenants to develop and maintain. Lack of these supporting instructions, strategies, and plans indicates non-executable program.

(3) *Five-paragraph operations order format.* Installation commanders or certain geographic theaters may direct the use of conventional military planning processes, such as the Joint Operational Planning and Execution System, the adaptive planning process, and the (5–para) operations order. Use of these military formats may require supplemental policy and procedures documented in signed instructions directing capability development and management (see EOP format note for list of requirements).

b. Planning templates. As identified in CPG 101, leaders at the local level recognize that the planning process demands a significant commitment of time, effort, and resources. It is challenging to gather the installation EMWG, work through the planning process, and accomplish the writing and validation of a plan before its promulgation. To ease this burden, many jurisdictions use plan templates to complete their plans. Templates are available through State and local agencies, hazard-specific preparedness programs, and private sector vendors. Installation commanders and the IEM must ensure that using those templates does not undermine the planning process. For example, "fill in the blank" templates may defeat the socialization, mutual learning, and role acceptance elements that are critical to achieving effective planning and successful response and recovery operations. The best templates are those that offer a plan format and describe the content that each section might contain and therefore allowing for tailoring to the jurisdictions geographic, political, social, and hazard environments as provided in appendix G.

(1) *Considerations.* When using a planning template, the installation EMWG should consider whether—

(a) The resulting plan represents the jurisdiction's unique hazard situation by ensuring that the underlying facts and assumptions that drove the templates content match those applicable to the jurisdiction.

(b) The community profile and risk management results match the jurisdiction's demographics, infrastructure inventory, and probability of hazard occurrence.

(c) The template identifies the resources needed to address the requirements generated by an emergency only in a general way.

(d) Using the template may stifle creativity and flexibility, thereby constraining the development of strategies and tactics needed to solve EM challenges.

(e) Using the templates makes it easy to plan "in a vacuum," by allowing a single individual to "write" the plan.

(2) *Issues.* In the end, the installation EMWG will usually find that, in order to adapt the template to their jurisdiction's needs, they need to go through the entire planning process. This observation does not mean that the installation EMWG should not use templates or plans from other jurisdictions to help with writing style and structure. Rather, the installation EMWG must evaluate the usefulness of any planning tool (for example, template, software) used as part of the planning process. DAMO–ODP is evaluating additional planning template options to be promulgated as they become available at no cost to the installation.

(3) *National Incident Management System compliance.* The installation EMWG should be wary of templates or programs claiming guaranteed NIMS compliance. The only way to ensure NIMS compliance is to build response and recovery capabilities and relationships by following the planning PROCESS outlined in CPG 101 and this publication.

6–5. Tenant emergency action plan development

a. Requirement. As required by 29 CFR 1910.32–39, DODI 2000.16, and DODI 6055.17. Tenant EAPs define how a specific command and/or unit residing on an Army installation will develop and employ required EM capabilities to support functions identified in the installation EM plan (for example, MWN, evacuation, personnel accountability, liaison with the responding incident commander). The primary focus of the tenant EAP is to synchronize tenant organization actions during an emergency 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. Under 29 CFR 1910.32–39, the tenant EAP applies to all visitors, guest, 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 as detailed in AR 500–3 and chapter 10, but do not alleviate the requirement for a tenant EAP.

b. Department of Defense schools. Schools and their associated Category 2SC population present a unique challenge to an EM Program. All DOD schools resident on Army installations will develop, organize to, train to, and exercise a School EAP. This applies to schools resident on an Army installation which are administered by DOD, Department of State, local, or private authorities or organizations. A recommended online resource for such planning is multi-hazard emergency planning for schools (IS–362A) available at https://training.fema.gov/is/crslist.aspx.

6–6. Planning elements

a. Communications planning. Communications planning will be conducted at the installation level by the installation EMWG with the technical direction of the IEM and the installation communications representative (usually provided by the NEC) in coordination with the installation ATWG representatives. Communications planning establishes the processes, methods, and means to communicate vertically within the Army and DOD and horizontally across the installation and with local civil jurisdictions supporting response and recovery operations. Communications planning includes the identification of all voice, data, visual, and any other types of communication, to include landline, radio, cellular, wireless, and web-enabled communications, and requirements for evacuation management and mass care operations access, to include special needs issues, in addition to traditional response agencies. Communications planning will address communications capabilities, limitations, redundant and/or alternate systems to include the dispatch center communications (911 or local emergency number plus all means of voice and data communications), MWNS, responder communications (all Category 5 personnel), and Land Mobile Radio (LMR) systems (if employed) as well as voice and data recording systems and processes. This information is incorporated into the installation EM plan as a FAA with coordinated development of a support annex (SA), if desired.

b. Emergency public information planning. The overarching EPI strategy identified within the installation EM plan provides the processes, means, and methods for EPI activities and assigns planning responsibilities. EPI planning will be conducted at all applicable organization levels. EPI planning is conducted by the public affairs officer in coordination with the established EMWG and the technical direction of the EM program coordinator (the IEM at the installation level). EPI planning will address the policy, procedures, and responsibilities for the coordinated development and release of EPI prior to, during, and after an emergency to all target audiences, including Category 2–4 personnel, civilian partners, and the general U.S. public. EPI will be included within the installation EM plan as a SA and as the public affairs FAA. EPI planning must include coordination and approval requirements with the Office of the Assistant Secretary of Defense for Public Affairs (OASD (PA)).

c. Mitigation planning. Mitigation planning will be conducted at the installation level by the installation EMWG with the technical direction of the IEM and in coordination with the installation ATWG and installation public works representatives. The mitigation strategy identified within the installation EM plan establishes the interim and long-term actions to reduce the physical and structural impacts of identified hazards. Mitigation plans will describe the physical, information technology, and nonmaterial mitigation strategies associated with hazards identified during the risk management process described in chapter 5. 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. See chapter 16 for additional information on mitigation phase activities.

d. Prevention planning. Prevention planning will be coordinated at the installation level by the installation EMWG and is conducted by the installation ATWG and applicable MTF programs. The prevention strategy identified within the installation EM plan coordinates interim and long-term actions to reduce the human causes and consequences of identified hazards. Prevention plans consist of multiple, coordinated planning documents, particularly the installation AT plan, installation physical security plan, installation F&ES plan, and applicable MTF plans regarding mass prophylaxis, public health, and preventive medicine. Prevention plans address criminal, terrorism, disease, and negligent human elements to the hazards identified during the risk management process described in chapter 5. Prevention plans will also 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. See chapter 17 for additional information on prevention phase activities.

e. Recovery planning. Recovery planning will be conducted at the installation level. The recovery strategy provided in the installation EM plan provides the overarching guidance on how recovery operations will be managed and the supporting capabilities required for these operations. Recovery planning is conducted by the RWG formed post-incident and is conducted with the technical direction of the IEM and the installation public works representative. While the installation EM plan facilitates response and short-term recovery, the recovery plan provides the detailed, incident-specific process and procedures for successful long-term recovery. Recovery plans will address the issues and priorities detailed in chapter 19.

f. 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 NFPA 1600. Strategic planning is conducted by the established advisory committee with the technical direction of the EM program coordinator and in coordination with the supported commander. Strategic plans should describe the organization's vision, mission, goals, objectives, and milestones for providing EM capabilities to the Army, headquarters, or installation, as appropriate.

(1) *HQDA, G–34 requirement.* DAMO–ODP is required to 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 Under Secretary of Defense for Installations and the Environment (DUSD (IE)) as program sponsor for DODI 6055.17.

(2) *Installation requirement.* At the installation level, this strategic guidance may be contained in the installation EM plan or developed as a separate guidance document based upon local requirements, but must be included in the overall planning process.

g. Business and/or financial planning. Business planning regarding financial resource management and execution, including spending plans by fiscal year and contract obligations, will be conducted at all applicable organization levels. Business planning is conducted in accordance with Army guidance and should be aligned with NIMS and NFPA 1600. Business planning is conducted by the established Advisory Committee (the installation EMWG at the installation-level) with the technical direction of the EM program coordinator (the IEM at the installation-level) and in coordination with the comptroller or equivalent financial planning representatives. Business plans should 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.

6–7. Planning coordination and integration

a. Overview. Most functional areas and supporting civilian partners will or have developed their own respective plans. Emergency planning coordinates the execution of these independent plans and may in turn require changes or additions to these supporting plans in order to ensure the coordinated development, execution, and sustainment of EM capabilities. Coordination and integration with relevant plans should be coordinated through the established installation EMWG. Examples of relevant plans include the following:

(1) Installation AT plans, LE, and physical security plans, including barrier, bomb threat, hostage situation, hijacking, civil disturbance, riot control, and mail facility plans, required by DODI 2000.16, AR 190–13, and AR 525–13.

(2) F&ES plans, including plans for HAZMAT response, required by DODI 6055.6 and AR 420–1.

(3) MTF, clinic, and associated medical response plans required by AR 40–4, MEDCOM Regulation 525–4, MEDCOM Pamphlet 525–1, and the Joint Commission.

(4) OHS spill response plans required by AR 200–1.

(5) Infrastructure contingency plans (for example, power, water, and waste management) required by AR 525–26.

(6) Critical infrastructure plans required by AR 525–26.

(7) Continuity of operations plans required by AR 500–3.

(8) Defense continuity program plan(s) required by DODD 3020.26 and DODI 3020.42.

(9) EFAC plan required by AR 608–1 and related mass care plans and other standalone planning documents.

b. Geographic combatant command anti-terrorism operations order. GCCs and supporting ASCCs may issue AT operations orders which address some or all of the components of the EM Program under the context of terrorism hazards. Proper alignment of existing installation AT plans should address these issues to the maximum extent possible with the following conditions: (1) installation typing and personnel categorization is the responsibility of the Service by DOD policy and will comply with the procedures identified in chapters 2 and 4, respectively, (2) installations are directed by DOD and Service policy to address all natural, technological, and human-caused hazards under a comprehensive, integrated EM Program, and (3) procurement, fielding, and sustainment of collective and individual protection, fixed and portable detection, and all decontamination capabilities will be based upon the standards identified in

chapter 14 and will not be sustained by the VIPP MDEP unless coordinated with and approved by DAMO–ODP in writing prior to initial procurement.

c. Chemical, biological, radiological, nuclear and high yield explosives response plans. Existing CBRNE response plans developed under DODI 3020.52 will be broken into HSAs (for example, chemical terrorism, biological terrorism, radiological terrorism) of the installation EM plan. These HSAs will contain detailed procedures for each hazard, require development of supporting SOPs for identified Category 5 personnel, identify procedures for sampling, packaging, and chain of custody of CBRNE materials, identify dispersion (plume) modeling procedures, and identify additional CBRNE-related training, equipment, and exercise requirements.

d. Mass prophylaxis plan. In accordance with DODI 6055.17, DODD 6205.3, and AR 40–5, the installation PHEO and the installation EMWG, in coordination with the supporting MTF commander, medical emergency manager, and other stakeholders, will develop and maintain a mass prophylaxis plan. The mass prophylaxis plan details the procedures and processes for (1) establishing agreements with Federal, DOD, State, and local providers, including state support agreements between the installation commander and the applicable State agency for access to the SNS, (2) requesting resources upon a disaster declaration by the installation commander or order from higher headquarters, (3) receiving, accounting for, securing, allocating, and distributing such pharmaceuticals, and (4) sustaining such capabilities. Installations without an assigned PHEO should coordinate with the nearest County Public Health Office for required support. A Support Agreement should be developed to address the provision of PHEO support services.

e. Installation biological preparedness plans. Existing IBPPs and related biological incident plans developed under DODI 6200.03, DODD 5134.8, DODI 6205.4, DA Pam 385–61, DA Pam 385–69, the Army Pandemic Influenza Planning Directive 2007, and MEDCOM OPLAN 13–01 will be referenced, as appropriate.

f. Mail facility standing operating procedure. As identified in AR 525–13 and USPS Publication 166, mail facilities on Army installations will have an approved, written SOP that addresses prevention and mitigation activities as well as procedures that personnel must take upon encountering a suspicious envelope or package. The SOP will address how to notify the supporting dispatch center, isolate the suspect package, secure the immediate area, isolate/shutdown heating, ventilating, and air conditioning (HVAC) systems and exhaust vents, evacuate the mail facility or applicable building, identify and isolate potentially exposed personnel, and support detection and decontamination efforts by identified Category 5 personnel. If mail facility personnel are issued personal protective equipment, to include respiratory protection, for occupational use, then identified personnel will be (1) enrolled in the RPP through the safety office, (2) be trained and certified in HAZMAT awareness and operations in accordance with 29 CFR 1910.120Q, (3) equipped with no greater than Level C PPE with an air purifying respirator (APR) as described in chapter 15, (4) exercised and evaluated annually for proficiency in assigned tasks, and (5) resourced and sustained by the mail facility owner (never resourced by the VIPP MDEP).

6–8. Plan approval and maintenance

a. Approval. All installation EM plans will be approved by the installation commander or the commander's designated representative. Supporting plans will be approved by the applicable director or the installation commander based upon local policy.

b. Review. All installation EM plans will be reviewed and updated as necessary on an annual basis and as conditions warrant. The annual review will include the signature of the installation commander validating that the review has occurred and that (1) the installation commander and installation EMWG have been briefed on applicable changes, (2) the installation EOC team has received information regarding the changes, including any applicable training requirements, and (3) supporting plans, standard operating procedures, and field guides have been updated, as necessary, to reflect the changes. This annual review will be documented and reported via the Service Area 604 ISR.

c. Coordinated update process. All supporting plans, policies, and procedures will be maintained to support the execution of the installation EM plan. For this requirement, completion means that all identified plans, policies, and procedures have been updated at least once based upon the initial installation EM plan and that a continual process has been established to ensure that corrective actions and lessons learned are incorporated on no less than an annual basis. The revision of supporting plans is a capability requirement and completion will be reported to the appropriate command that manage installations, which will track compliance and report to DAMO–ODP on an annual basis.

Chapter 7
Preparedness Activities

7–1. 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 populace) 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 hazards identified in chapter 5. Many of these components are broken out in chapters 6 and 8 through 15 due to their complexity and detail, but remain critical components of preparedness activities.

7–2. Interagency coordination

a. Requirement. In accordance with AR 525–27, DODI 6055.17, DODI 2000.16, DODI 3020.52, DODI 6055.6, FM 3–11.34, and NFPA 1600, all EM programs will coordinate with appropriate Federal, State, tribal, local, other Service, NGOs, faith-based organizations (FBOs), and Private (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 (such as the Defense Logistics Agency (DLA)), 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 IEMs and appropriate representatives from assigned functional areas in State Emergency Response Commissions (SERCs), LEPCs, Metropolitan Medical Response System, SNS, and Joint Terrorism Task Forces (JTTFs) 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. Overseas coordination issues are significantly more difficult due to language and procedural barriers and must be coordinated with the appropriate DOS officials. For guidance on CS coordination, see information below.

b. Planning alignment. Only those response and recovery resources identified in approved support agreements or support contracts will be incorporated into the installation EM plan or supporting plans.

c. Civil support issues. A key line of demarcation is the involvement of operational forces consisting of military personnel in the response. If the response includes uniformed, military personnel (active, reserve component, or ARNG in Title 10, United States Code (10 USC) capacity, then response action(s) should be assumed to fall under the CS rules established by DODD 3025.1, DODD 3025.15, and DODD 3025.18 and thorough discussions with the installation commander's legal counsel and supported SCC should occur prior to discussions with the civil authorities. This pamphlet does not address use of ARNG assets in their 32 USC status.

Note. Response actions taken in support of approved, written support agreements do not involve the application of the immediate response authority under defense support of civil authorities in DODD 3025.18 when agreeing to the use of civilian or contract personnel conducting non LE activities. Support agreements will not commit or obligate operational forces under the authority of the installation commander to any response actions without specific written permission to do so by higher headquarters or Army policy.

d. Overseas concerns. Installations located overseas may have significant difficulty in achieving signed agreements due to language and procedural barriers. All overseas locations must coordinate their efforts with the appropriate DOS officials and supported the GCC.

e. Support agreements. In accordance with AR 525–27, DODI 6055.17, DODI 2000.16, DODI 3020.52 and NFPA 1600, installation commanders will develop support agreements with civil first and emergency responders, including local EM agencies, where applicable. These support agreements include mutual aid agreements (MAAs) or other support agreements written as a memorandum of agreement, a memorandum of understanding, an inter-service support agreement, or support contract. Support agreements should outline cooperative measures where Category 5 personnel may assist the civilian community and vice versa in response to and recovery from the impact of natural, technological, and human-caused hazards. Support agreements will be addressed in the Installation Emergency Management Plan and integrated into the emergency management exercise and evaluation program.

(1) *Mutual aid agreements.* A MAA consists of a pre-arranged, nonbinding agreement between 2 or more entities, Public and/or private, to render human and/or materiel resources or services when resources of one party are not adequate to meet the needs of an emergency. An example of an installation MAA is included in appendix H. A MAA supporting EM response and recovery operations is typically developed by the IEM. If the response or recovery capability is owned and operated solely by a functional area, such as F&ES, then the lead representative will be responsible for the development, approval, and maintenance of the MAA in coordination with the IEM. All concerned parties

must maintain a copy of the MAA for its applicable duration. *Support contracts.* Support contracts will be utilized for the procurement of goods, services, or other emergency support, to include the contingency procurement of food and water supplies for safe havens on Army installations at time of activation. For support requiring the Army to reimburse NGOs or FBOs, a support contract will be utilized vice a support agreement. Installation commanders and their contracting representatives are encouraged to contact USACE in reference to standing contingency contracts within the USACE and other DOD components, which may be utilized in providing contingency services within the Army's jurisdiction.

(2) *Review, approval, and management.* The execution of support agreements will follow DOD, DA, and command guidance. The installation legal counsel will review all agreements prior to approval and execution. The execution of support contracts will follow DOD and DA contracting policy and all contracts will be reviewed by the ICO. When a support activity informally agrees to provide assistance but hasn't signed a formal agreement, the installation emergency manager will prepare a Memorandum for Record outlining the understood level of support, along with other details as might be included in a formal support agreement. The memorandum will be placed on file with the Garrison RMO. Every effort should be made to formalize the agreement as soon as possible.

(a) The Garrison RMO will be the central point of contact regarding all support agreements and support contracts. Copies will be maintained by the installation EM for a minimum of 3 years and will be provided to the signatories, applicable functional areas, the installation EOC, the dispatch center, and the Garrison RMO upon approval.

(b) All support agreements and support contracts will be reviewed annually and updated for currency and sufficiency as necessary. All support agreements exercise at least a portion of each agreement annually

f. Emergency management assistance compact. In accordance with PL 104–321 and DODI 6055.17, EMAC was established in 1996 and coordinates MAA and partnership between states. All 50 States, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands have enacted legislation to become members of EMAC. EMAC is the first national disaster relief compact to be ratified by Congress since the Civil Defense and Disaster Compact of 1950. EMAC is administered by the National EM Association, which provides the day-to-day support and technical backbone for EMAC education and operations. During the times of an emergency, National EM Association staff work with EMAC member states to ensure that a smooth relay of information passes through the EMAC system to coordinate relief efforts. EMAC may be used for the exchange/sharing of any response or recovery capability one member state has that may be shared with another member state. EMAC will not be used for the coordination, deployment, and/or utilization of military equipment or personnel. The entry point into EMAC for a request by EM programs is through the member State's EM agency's designated contact in accordance with DODI 6055.17 and PL 104–321.

7–3. Community preparedness

a. Requirement. In accordance with NIMS, 29 CFR 1910.32–39, AR 525–27, DODI 6055.17, DOD 0–2000.12–H, and NFPA 1600, individual, family, and community preparedness is the cornerstone of any successful EM Program. The preparedness at the community level contributes directly to the success of evacuation and mass care efforts by the EM Program. Community preparedness establishes a buffer between the onset of the emergency and the reestablishment of essential and routine services by command, installation, civilian and commercial providers. 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. Within the Army, all Commands will establish and execute the Ready Army Campaign (https://ready.army.mil/) and will ensure that designated points of contact are provided to DAMO–ODP via the appropriate command. DAMO–ODP will survey effectiveness of community preparedness efforts via any combination of methods determined by DAMO–ODP, to include the use of the Service Area 604 Army EM ISR, on an annual basis and when desired.

b. Role of the Federal Government. The Federal Government has established FEMA as the lead agency in promoting community preparedness within the United States. NIMS, NRF, AR 525–27, DODI 6055.17, and NFPA 1600 direct jurisdictions to encourage and promote community preparedness in their geographical areas and provides resources for community preparedness information, to include their community preparedness website (https://www.ready.gov/).

c. Role of the American Red Cross. The ARC provides detailed preparedness guidance, especially in the areas of emergency planning and the development of preparedness kits, via their website (https://www.redcross.org/) and local chapters.

d. Community preparedness training. In accordance with NIMS, AR 525–27, DODI 6055.17, DOD 0–2000.12–H, DODI 2000.16, and NFPA 1600, all ACOMs will develop and conduct Ready Army community preparedness training in support of the EM Program. Community preparedness training is the responsibility of the entire Army community and is coordinated by the IEM with the support of the installation commander, garrison commander,

tenant commands and supporting directorates at the installation level. Community preparedness training will be coordinated through the established installation EMWG to ensure that such training directly supports the requirements of the installation EM plan. The Army has standardized community preparedness training through the Ready Army Campaign available at https://ready.army.mil/.

e. Training content. Community preparedness training will include, at a minimum, policies and procedures encouraging, promoting, and describing the steps necessary to: (1) develop and maintain an emergency kit, (2) develop and maintain a personal or family emergency plan, and (3) stay informed on emergency conditions through installation and civilian EPI sources, to include MWNSs. Installation commanders will utilize the Ready Army material provided by DAMO–ODP and tailor such information as necessary to local conditions and language requirements.

f. Training methods. Community preparedness training should be provided by a variety of printed, visual, radio, television (TV), and web-based media. At a minimum, training must include at least 3 of the following: (1) physical distribution of community preparedness brochures and/or handouts, (2) radio and/or TV broadcast of community preparedness information, (3) written articles or advertisements in installation periodicals, such as a base newspaper, (4) links to community preparedness information available on the installation's website, and/or (5) community "town hall" meetings that include community preparedness information. Training methods and frequency will be documented by the responsible organization and provided to the installation EMWG on no less than a quarterly basis. Production costs are borne by the installation and should be identified to the applicable command that manages the installation for future resourcing through the POM process. Records of community preparedness training will be maintained by the installation EM for a period of not less than 3 years.

7–4. Community Emergency Response Team

a. Community Emergency Response Team. CERT is a voluntary option for EM programs to facilitate and coordinate a higher level of community preparedness. The CERT program is managed by FEMA and available to EM programs at no financial cost. CERT educates people about EM procedures for hazards that may impact their area and trains them in basic emergency response skills, such as team organization, fire safety, light search and rescue, and provision of basic emergency medicine. Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace during an emergency when responders may not be immediately available to help. CERT members also are encouraged to support emergency response agencies by taking a more active role in EM projects in their community. See https://www.ready.gov/citizen-corps for additional information.

b. School Emergency Response Team. A variant of the CERT concept is the School Emergency Response Team (SERT) model utilized by schools and universities to organize students for emergencies. SERT is another voluntary option for EM programs to facilitate and coordinate a higher level of community preparedness. The SERT concept builds off of training and materials available from FEMA at no financial cost to the EM Program.

c. Budget and/or resource issues. CERT and/or SERT training materials recommend the issue of individual equipment sets to volunteer personnel for the purposes of personal safety and standardization, as well as, an incentive for participation. If the installation chooses to provide equipment to volunteers, then the installation is responsible for identifying the costs associated with such efforts, resourcing such procurement and distribution of equipment, and maintaining proper accountability of issued equipment. The same rules apply for associated production costs (printing and facility use). Installations may identify costs associated with CERT and SERT programs via the command that manages their installation to DAMO–ODP for future resource requests through the POM process.

7–5. Interoperability

EM programs should be consistent with the EM capabilities in local civil jurisdictions 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. Interoperability starts with use of common terminology and context for EM as provided for in NIMS. Interoperability includes both the technical exchange of information and the end-to-end operational effectiveness of that exchange of information as required for mission accomplishment. EM interoperability is more than just information exchange as it includes systems, processes, procedures, organizations, and missions over the life cycle and must be balanced with information assurance. See chapter 11 for additional information on information management interoperability and chapter 14 for additional information on equipment interoperability.

7–6. Emergency public information

Jurisdictions are responsible for the provision of EPI to their protected populace prior to, during, and after an emergency. EPI includes the principles of hazard communication, risk communication, and conventional public affairs. EPI is an interactive process led by the installation commander through their supporting public affairs office or equivalent. The EPI process facilitates the exchange of information and opinion (real or perceived) among individuals, groups, and organizations. The target audience of EPI efforts will include the installation's protected populace, the surrounding civilian communities, the civilian media, and appropriate Federal, State, tribal, and local government agencies. All installations will develop policy and procedures for media management and communicating risk related to emergencies consistent with the OASD (PA) and the Office of the Chief of Public Affairs guidance.

7–7. Threat and/or hazard advisory systems

a. DOD terrorist threat-level classification system. The threat-level classification system is utilized by Defense Intelligence Agency to identify the terrorist threat in a specified geographic area. Installation commanders may use this general threat-level as one basis for developing installation EM plan HSAs regarding terrorism hazards. Threat levels are estimates with no direct relationship to specific FPCON.

b. Information operations conditions. Information operations conditions levels represent another hazard-specific threat-focused warning system, and resulting actions are the responsibility of the NEC.

c. Force protection conditions. FPCONs are graduated categories of measures or actions that installation commanders will employ to protect personnel and assets from terrorism threats. Based upon factors such as anticipated changes in the threat, changes in the installation vulnerability, or guidance from higher headquarters, the installation commander may raise or lower FPCON levels. Subordinate commanders may raise but not lower a higher-level commander's FPCON level. The EM procedures should be coordinated with applicable FPCON measures when applicable, such as with terrorism-specific guidance or actions.

d. Chemical, biological, radiological, and nuclear threat levels. CBRN threat levels serve as a marker for establishing the level of CBRN threat posed by an adversary. FM 3–11.14 provides CBRN threat levels and protection guidance according to Standardization Agreement 2984. Within the Army, these CBRN threat levels will only be employed overseas within the installation environment and only apply to use of CBRN weapons by terrorist groups or hostile foreign states. Actions should be determined locally based upon higher headquarter guidance and applicable policy and doctrine.

e. Natural hazard warning systems. These systems are addressed as part of the MWNS requirements in chapter 11.

7–8. 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 DODD 3025.1, DODD 3025.15, DODD 3025.18, FM 3–28.1, and JP 3–28.

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. Requests for an immediate response may be made to any Command by local civil authorities. 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 headquarters as soon as possible but not to exceed 2 hours following the initiation of the immediate response effort.

Chapter 8
National Incident Management System Implementation

8–1. National Incident Management System overview

a. Overview. In accordance with HSPD 5, NIMS provides a systematic, consistent Nationwide approach to guide Federal, State, tribal, local, NGOs, and the private sector to work seamlessly to prevent, protect against, mitigate, respond to, and recover from all emergencies regardless of cause, size, location, or complexity, in order to reduce the

loss of life and property and harm to the environment. NIMS provides interoperability and compatibility among various agencies through a core set of concepts, principles, terminology, and technologies. The major components of NIMS are as follows:

(1) Preparedness.
(2) Communications and information management.
(3) Resource management.
(4) Command and management.
(5) Ongoing management and maintenance.

b. Context. NIMS serves as the foundation for every element of EM and for the response and recovery to Type 1–5 incidents. NIMS is focused on developing, organizing, and integrating all levels of government and all types of capabilities during the prevention, mitigation, and prevention phases while institutionalizing core principles, such as resource management, Incident Command System (ICS), and Multi-agency Coordination System (MACS), into the response and recovery operations associated with every incident regardless of cause. NIMS will continue to evolve as the National Preparedness System established by PPD 8 is phased in. The NRF and other national documents are predominately focused on employing and integrating Federal capabilities in order to manage large-scale Type 1 and Type 2 incidents (see fig 2–1 for a review of incident typing).

c. Intent. The intent of the Army EM Program is to develop comprehensive, integrated EM programs at the equivalent of the local level in order to successfully manage Type 3–5 (Incidents) through the coordinated application of organic and pre-coordinated external resources. When emergencies expand beyond the capabilities of the installation in coordination with local civil jurisdictions and local DOD installations to manage, then EM programs must have the processes and procedures necessary to request support from DOD and the supported geographic combatant commander as well as from State and Federal agencies, but it is not the installation which bears the burden to develop the capabilities for managing a catastrophic Type 1 (Incident). That mission goes to a large swath of Federal and State agencies and departments and is coordinated through the National Preparedness System and executed through the NRF. See chapter 18 for an overview of the relevant national response policies and procedures.

d. Requirements. All installations at domestic locations (as defined by chap 1) will adopt NIMS as described in this publication in accordance with HSPD 5 and the Office of the Deputy Secretary of Defense memorandum, dated 29 November 2005. All installations at overseas locations will adopt NIMS to the greatest extent possible. The principles of NIMS apply to all locations worldwide, though the specific language or execution varies from country to country.

Note. The term "consistent with NIMS" does not provide justification for failure to complete training requirements, develop installation EM plans, or meet the requirements stated in this publication. The term "consistent with NIMS" refers to the facts that: (1) DOD as a whole is primarily a Warfighting force, (2) DOD retains control of DOD personnel regardless of mission, assignment, or function, and (3) DOD personnel are never provided under ICS or MACS as an independent resource to a civil jurisdiction, but rather as a strike team or task force resource under the leadership and authority of a DOD representative, whether a uniformed service member or DOD civilian. In this context, NIMS implementation is focused on the installation environment instead of the Warfighting force as a whole.

8–2. National integration center resources

NIMS is a living document, which is constantly being contributed to by thousands of State, tribal, and local jurisdictions as well as Federal departments, NGO/FBOs, and private sector contributors. National Integration Center (NIC), Incident Management Systems Integration Division (formerly known as the NIMS Integration Center), publishes the standards, guidelines, and compliance protocols for determining whether a Federal, State, tribal, or local government has implemented NIMS. DHS, through the NIC, manages publication and working in collaboration with other departments and agencies, develops standards, guidelines, compliance procedures, and protocols for all aspects of NIMS. Questions regarding NIMS should be directed to FEMA–nims@dhs.gov or 202–646–3850. The NIMS Resource Center is available at https://training.fema.gov/emiweb/is/icsresource/.

8–3. Phased implementation process

a. Concept. The NIMS is implemented in a four-phase implementation process. Different levels of the Army are at different phases at any one time as it is the responsibility of DOD to provide overarching guidance and then for HQDA G–34 to develop and publish guidance and direction for subordinate headquarters, which do the same for their subordinate installations. The 4 phases are as follows:

(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 NIC standards, to include follow-on training, exercises, and program certification.

b. Training. Only Phase I and Phase IV have associated training requirements. As this process began with the release of NIMS in March 2004, this phased training requirement gave the Federal government time to develop the Phase IV training curriculum while the State and local agencies were conducting their review and updates to relevant plans, policies, and procedures (Phase II and III tasks). Although the numerical designations and letter suffixes of these courses evolve over time, these changes do not absolve the commands from the responsibility to meet the training requirements identified in this publication. If a command is unsure of whether a new course number meets the requirements, then the command should request clarification from DAMO–ODP via the appropriate chain of command. DAMO–ODP will provide additional guidance to align these training requirements with the new "Academy" model being phased in by the FEMA Emergency Management Institute (EMI) in FY 11 and beyond as details become available.

c. Execution. For those installations which chose to implement early, review and updates to their plans, policies, and procedures may be complete and this is the beginning of Phase IV implementation. For those who chose to implement later, the idea of near simultaneous execution of Phases I–IV may be slightly overwhelming. Installations are urged to focus first on their assigned Phase I–III tasks, even at the detriment of pushing off Phase IV implementation until the following year as an installation will not know who to train under Phase IV until the installation EM plan and supporting annexes and appendices have been completed. This documentation is what identifies the entire scope and depth of the Category 1 and 5 populations.

d. Applicability. NIMS implementation applies to all plans, policies, and procedures related to incident management as well as the commands, units, teams, and personnel who execute these requirements. In the case of the Army EM program, this is limited to those documents that relate to incident management on an Army installation anywhere in the world, but does not apply to CS or contingency operations. NIMS implementation applies to all five phases of EM as described in chapter 1; not solely response and recovery operations. In the case of the Army EM Program, implementation requirements apply at HQDA, designated ASCCs with assigned installations, commands that manage installations, designated ACOMs, installations, and the Army communities' resident on these installations (or all assigned personnel on- and off-post at foreign locations (overseas). Installation commanders may establish additional baseline training requirements for assigned personnel at their discretion.

e. Capability development. IS courses available through the FEMA EMI website are meant for awareness and introductory knowledge only. Training requirement shown in tables 8–2 are the beginning of the capability development process. Training and experience for personnel qualification are acquired through the following: (1) course-based knowledge development, (2) low-risk practical application, such as exercises, and (3) on-the-job-training, such as job shadowing, planned events, and incident management experiences at smaller Type 5 incidents of increasing complexity and difficulty. Once trained, it is vital that assigned personnel practice their skills during exercises, are evaluated by trained and experienced evaluators, and demonstrate their skills by effective incident management of small-scale emergencies. No capability exists solely due to completion of an IS course. Capability is achieved through training, exercises, evaluation, and real life experience with a proven ability to successfully execute, vice recite, procedures.

8–4. National Incident Management System Phase I

a. Overview. Basic NIMS applies to all personnel with EM responsibilities. Basic NIMS training requirements are sustained throughout turnover and attrition at the individual and unit levels. For example, training LE personnel include Basic NIMS this year for all personnel, Basic NIMS next year for all new personnel with remaining personnel move on to NIMS Phase IV training, and so on in order to cover all personnel. This training requirement does not apply solely the ones who were originally stationed at an installation when the process began in 2005.

b. Training requirement. All echelons will identify personnel with a role in the management or execution of plans, policies, procedures, and capabilities regarding EM programs as described above. All identified personnel will complete and maintain the Basic NIMS training shown in table 8–1

(1) *All designated personnel.* Initial Basic NIMS Training will consist of IS–700A (NIMS: An Introduction), IS–800B (NRF: An Introduction), and IS–100B (Introduction to ICS) available at the FEMA EMI website (https://training.fema.gov/is/crslist.aspx). For applicability to specific personnel, see table 8–1.

(2) *Supervisory personnel.* Additional Basic NIMS Training is required for team leaders, managers, directorate and/or office leaders, and other management or supervisory personnel as identified in table 8–1. These supervisory personnel will complete IS–200B (ICS for single resources and initial action incidents) available at the FEMA EMI website (https://training.fema.gov/is/crslist.aspx).

Table 8–1
National Incident Management System Phase I training requirements

FEMA IS Course Functional area	700A	Read NIMS[1]	800B	Read NRF[1]	100B	200B
HQDA G–34						
Army EM PM (DAMO–ODP)	X	X	X	X	X	X
Army protection staff (DAMO–ODP)	X	-	X	-	X	X
Other supervisory personnel managing EM functional area programs[2]	X	-	X	-	X	-
ASCCs						
EM program coordinator[3]	X	X	X	X	X	X
Protection staff	X	-	X	-	X	X
Commands that manage installations						
EM program coordinators[3]	X	X	X	X	X	X
Protection staff	X	X	X	X	X	X
F&ES program manager	X	X	X	X	X	X
Other supervisory personnel managing EM functional area programs[2]	X	-	X	-	X	-
Designated ACOMs[4]						
Designated representatives[4]	X	X	X	X	X	X
TRADOC training and doctrine development staff[5]	X	X	X	X	X	X
Installations						
Installation commander	X	-	X	-	X	X
IEM	X	X	X	X	X	X
Installation PHEO	X	X	X	X	X	X
Installation EMWG	X	R	X	R	X	X
Installation EOC team	X	R	X	R	X	X
Category 5 personnel[6]						
All personnel supporting EM duties, missions, functions, or tasks	X	-	X	-	X	-
All supervisory personnel supporting EM execution	X	R	X	R	X	X
Tenant organizations						
Tenant EM coordinator[3]	X	X	X	X	X	X
Tenant EAP personnel						
All personnel supporting EAP duties, missions, functions, or tasks	X	-	X	-	X	-
All supervisory personnel supporting EAP execution	X	-	X	-	X	X

Legend for Table 8–1:
X - required.
R - highly recommended.

Notes:

[1] Read and understand the applicability of NIMS and NRF to their assigned role. At the installation level, the IEM must thoroughly understand and apply these principles and concepts to every aspects of the EM Program.

[2] No response or recovery roles; solely program management and administration.

[3] See chapter 3.

[4] See AR 525–27.

[5] Anyone assigned full or part-time in excess of 40 hours in accordance with year on a regular basis to developing training and/or doctrine in support of Army EM Program.

[6] See chapter 2, table 2–1.

(3) *Functional area-specific training options.* Specific functional areas with area-specific versions of IS–100B and IS–200B may complete their respective version (healthcare/hospitals, LE, and public works) of the course. Examples currently include the following:

(a) ICS–100B, for healthcare/hospitals (IS–100.HCb).

(b) ICS–100B, for LE (IS–100.LEb).

(c) ICS–100B, for public works personnel (IS–100.PWb).

(d) ICS–100A, for schools (IS–100.SCa).

(e) Applying ICS to healthcare organizations (ICS–200.HCb).

(f) ICS–402, incident command system summary for executives.

c. Installations. All installations will continue Basic NIMS implementation as directed by HQDA EXORD 693–05.

(1) *Establish installation emergency management working group.* Establish installation EMWG as detailed in chapter 3.

(2) *Basic NIMS training requirement.* All designated Category 1 and 5 personnel will complete and maintain the Basic NIMS training requirement as shown in table 8–1.

(3) *Category 2–4 personnel.* All installations will implement the Ready Army Community Preparedness Campaign in accordance with the Ready Army EXORD.

8–5. National Incident Management System Phase II

a. Requirement. NIMS Phase II requires identification of all plans, policies, and procedures related to incident management. In the case of the Army EM Program, this includes all documents that relate to any phase of EM on an Army installation anywhere in the world, but does not apply to CS or contingency operations.

b. Identification process. NIMS Phase II applies to all EM plans as described by chapter 6. This requirement covers installation EM plans, tenant EAPs, continuity plans (mission, headquarters, staff, business), operations plans, contingency plans, operations orders, execute orders, directives, instructions, pamphlets, memorandum, field manuals, standard operating procedures, field guides, checklists, electronic incident management systems (to include JPM–IPP fielded Decision Support System), hazard-specific electronic or manual systems (such as chemical or biological response aid), electronic MWNSs (such as notification lists, call groups, procedures, pre-scripted messages), and all other plans, policies, and procedures. This includes all supporting plans identified in chapter 6, such as the installation AT plan.

8–6. National Incident Management System Phase III

a. Requirement. NIMS Phase III requires updates to all plans, policies, and procedures identified in Phase II.

b. Update process. NIMS Phase III begins with the designation of an EM program coordinator and supporting advisory committee and continues with the development of a community profile, completion of the first cycle of the risk management process, and development and approval of the installation EM plan. The installation EM plan links to all of the related plans, policies, and procedures and serves as the overarching coordinating document and common reference point for all supporting updates. This is a long-term effort requiring a long-term strategy and continuing management and maintenance of all associated plans, policies, and procedures. Completion of the installation EM Plan is a core capability requirement.

c. End state. For this requirement, completion means that all identified plans, policies, and procedures have been updated at least once based upon the initial installation EM plan and that a continual process has been established to ensure that corrective actions and lessons learned are incorporated on no less than an annual basis. Revision of supporting plans is a capability requirement and completion will be reported to the appropriate commands that manage installations, which will track compliance and report to DAMO–ODP on an annual basis..

8–7. National Incident Management System Phase IV

a. Overview. NIMS Phase IV is an ongoing requirement to support and implement procedures in support of NIMS implementation, to include additional training requirements. As with Basic NIMS requirements, training must be sustained throughout turnover and attrition at the individual and unit levels.

b. Training requirements. All echelons will implement and ensure compliance with NIMS. In accordance with the NIMS 5–Year Training Plan, NIMS Phase IV implementation calls for development of a National Training Program with core competencies for common positions and an associated Personnel Qualification System. Identified courses are shown in table 8–2 with additional courses coming online once developed. All identified personnel will complete and maintain the NIMS Phase IV training requirements shown in table 8–3, which has been developed based upon the NIMS 5-year training plan and updated based upon the FY 11–12 FEMA EMI schedule. Personnel alignment is shown in table 8–3. Additional requirements will be reviewed by DAMO–ODP in coordination with TRADOC and implementation will be directed by message with appropriate target dates and implementing guidance, as necessary.

Table 8–2
National Incident Management System Phase IV course list

Course grouping	Course ID	Course title
Overview	IS–700A	NIMS: An Introduction
	IS–800B	NRF: An Introduction
ICS Courses	IS–100B	Introduction to ICS
	IS–200B	ICS for single resources and initial action incidents
	ICS–300	Intermediate ICS (also G–300)
	ICS–400	Advanced ICS (also G–400)
	ICS–402	ICS Summary for Executives
NIMS Components	IS–701A	NIMS MACS
	IS–702A	NIMS Public Information System
	IS–703A	NIMS Resource Management
	IS–704	NIMS Communication and Information Management
	IS–706	NIMS Intrastate Mutual Aid: An Introduction
ICS Position-Specific Courses	E950	All-Hazards Incident Commander
	E958	All-Hazards Operations Section Chief
	E962	All-Hazards Planning Section Chief
	E967	All-Hazards Logistics Section Chief
	E956	All-Hazards Finance and/or Administration Section Chief
	E956	All-Hazards Liaison Officer
	E952	All-Hazards Public Information Officer
	E954	All-Hazards Safety Officer
	TBD	ICS Position-Specific Practicum
EOC Position-Specific Courses	*TBD*	EOC Position-Specific Courses
	TBD	EOC Position-Specific Practicum
EM Framework	*TBD*	Emergency Management Framework Course

Table 8–3
National Incident Management System Phase IV designated personnel alignment

Target Audience Training Requirement	300	400	701A	702A	703A	707	ICS Position-Specific	EOC Position-Specific	M Framework Course
HQDA, G–34									
Army protection division leadership	-	-	-	-	-	-	-	-	R
Army EM program manager (DAMO–ODP)	X	X	X	X	X	X	-	X	X
Army protection staff (DAMO–ODP)	O	-	X	-	R	R	-	O	X
Other supervisory personnel managing EM functional area programs[1]	-	-	R	-	R	O	-	-	X
ASCCs									
EM program coordinator[2]	X	X	X	X	X	X	-	X	X
Protection staff	O	-	X	-	R	R	-	-	X
Commands that manage installations									
Higher headquarters EM program coordinators[2]	X	X	X	X	X	X	-	X	X
Protection staff	O	-	X	-	R	R	-	-	X
F&ES program manager	-	-	X	-	R	R	-	-	X
Other supervisory personnel managing EM functional area programs[1]	-	-	R	-	R	O	-	-	X
Designated ACOMs[3]									
Designated representatives[3]	X	X	X	X	X	X	-	X	X
TRADOC training and doctrine development staff[4]	-	-	X	O	R	O	-	O	X
Installations									
Category 5 personnel[5]									
All personnel supporting EM duties, missions, functions, or tasks	O	-	R	-	-	-	-	-	R
All supervisory personnel supporting EM execution	R	-	X	-	-	-	-	-	X
All functional area resource typing leads	-	-	X	-	X	X	-	-	X
Incident command staff									
Incident commanders	X	X	X	R	X	X	X[6]	O	X
Incident command section chiefs	X	R	X	R	X	X	X[6]	O	X
All incident command staff	X	O	X	R[7]	X[7]	X[7]	X[6]	O	R

Table 8–3
National Incident Management System Phase IV designated personnel alignment—Continued

Target Audience Training Requirement	300	400	701A	702A	703A	707	ICS Position-Specific	EOC Position-Specific	M Framework Course
Installation EOC team									
Installation EOC director	X	X	X	X	O	O	-	X	X
IEM	X	X	X	X	X	X	R	X	X
Installation PHEO	X	X	X	X	X	X	O	X	X
EOC section chiefs	X	R	X	R	X	X	-	X[8]	X
Designated EOC personnel	R	O	X	R	X[8]	X[8]	-	X[8]	X
JIC									
Public affairs office staff	-	-	X	X	-	-	-	X[8]	X
Tenant organizations									
Tenant EM coordinator[2]	R	O	X	-	-	-	X[9]	-	X
Tenant EAP personnel									
All personnel supporting EAP duties, missions, functions, or tasks	-	-	-	-	-	-	-	-	-
All supervisory personnel supporting EAP execution	-	-	-	-	-	-	-	-	X

Legend for Table 8–3:
X – required
R – highly recommended
O – optional

Notes:

[1] No response or recovery roles; solely program management, and administration.

[2] See chapter 3.

[3] See AR 525–27.

[4] Anyone assigned full or part-time in excess of 40 hours per year on a regular basis to developing training and/or doctrine in support of Army EM program.

[5] See chapter 2, table 2–1.

[6] Take one or more courses based upon position assignment(s).

[7] Based upon ICS position assignment(s). 8 Based upon EOC position assignment(s). 9 P–402 liaison officer course only.

8–8. Maintenance and reporting

Tracking and reporting of National Incident Management System training requirements for each respective functional area will track and report completion of Basic NIMS training, as well as all follow-on NIMS Phase IV requirements. Program coordinators (at higher headquarters) and IEMs will maintain a consolidated copy of these reports as part of the EM program records for a period not less than 3 years.

Chapter 9
National Incident Management System Resource Management

9–1. Resource management overview

a. Requirement. Each EM program will employ NIMS-based resource management procedures to prioritize resource allocation at the installation-level. Resource management involves coordinating and overseeing the application of tools, processes, and systems that provide incident management personnel with timely and appropriate resources during an incident. Resources may include personnel, teams, information, expert knowledge, facilities, technology, equipment, supplies, specialized training, and funding (financial resources). Resource management takes place at all

levels in support of the incident management activities at the installation EOC, dispatch center, ICP, and related incident management nodes. To implement these concepts and principles in performing the primary tasks of resource management the EM program includes standardized procedures, methodologies, and functions in its resource management processes in accordance with NIMS and NFPA 1600. These processes reflect functional considerations, geographic factors, and validated practices within and across disciplines and are continually adjusted as new lessons are learned. The basic foundation for resource management provided in this discussion will be expanded and refined over time in a collaborative cross-jurisdictional, cross-disciplinary effort led by the National Integration Center. As financial resource management is addressed in chapter 2, this chapter will focus on the management of nonmaterial and material resources for incident management. This is a capability requirement and completion will be reported to the appropriate command that manages the installation, which will track compliance and report to DAMO–ODP on an annual basis.

b. National Incident Management System resource management. NIMS resource management consists of four primary tasks which include: (1) establishing systems for describing, inventorying, requesting, and tracking resources; (2) activating these systems prior to and during an incident; (3) dispatching resources prior to and during an incident; and (4) deactivating, recalling, or demobilizing resources during or after an incident. Resource management includes identifying the quantity, quality, capabilities, limitations, cost, and liability connected with each resource as well as the timeframe within which each resource is required. This concept of resource management provides a uniform method of identifying, acquiring, allocating, and tracking resources and increases the effective use of support agreements, mutual aid, volunteer assistance, and donations through the standard classification and sharing of kinds and types of resources required for incident management.

c. National preparedness standard. In accordance with NFPA 1600, 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. The National Preparedness Standard concept requires planning and addressing resource shortfalls as identified in NFPA 1600.

d. Concept. The underlying concepts of resource management in this context are that resource management:

(1) Provides a uniform method of identifying, acquiring, allocating, and tracking resources.

(2) Uses effective mutual-aid and donor assistance and is enabled by the standardized classification of kinds and types of resources required to support the incident management organization.

(3) Uses a credentialing system tied to uniform training and certification standards to ensure that requested personnel resources are successfully integrated into ongoing incident operations.

9–2. Principles of resource management

a. Advance planning. Preparedness organizations work together in advance of an incident to develop plans for managing and employing resources in a variety of possible emergency circumstances.

b. Resource identification and ordering. Resource managers use standardized processes and methodologies to order, identify, mobilize, dispatch, and track the resources required to support incident management activities. Resource managers perform these tasks either at an incident commander's request or in accordance with planning requirements.

c. Categorizing resources. Resources are categorized by size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within jurisdictions, across jurisdictions, and between governmental and nongovernmental entities more efficient and ensures that incident commanders receive resources appropriate to their needs. Facilitating the development and issuance of national standards for "typing" resources and "certifying" personnel will be the responsibility of the NIC.

d. Use of support agreements. Pre-incident support agreements among all parties providing or requesting resources are necessary to enable effective and efficient resource management during incident operations. Formal pre-incident agreements between parties, both governmental and nongovernmental, that might provide or request resources are established to ensure the employment of standardized, interoperable equipment, and other incident resources during incident operations.

e. Effective management of resources. Resource managers use validated practices to perform key resource management tasks systematically and efficiently. Examples include the following:

f. Acquisition procedures. Used to obtain resources to support operational requirements. Preparedness organizations develop tools and related standardized processes to support acquisition activities. Examples include mission tasking, contracting, drawing from existing stocks, and making small purchases.

(1) *Management information systems.* Used to collect, update, and process data; track resources; and display their readiness status. These tools enhance information flow and provide real-time data in a fast-paced environment where different jurisdictions and functional agencies managing different aspects of the incident life cycle must coordinate

their efforts. Examples include Geographical Information Systems (GISs), resource tracking systems, transportation tracking systems, inventory management systems, and reporting systems.

(2) *Ordering, mobilization, dispatching, and demobilization protocols.* Used to request resources, prioritize requests, activate and dispatch resources to incidents, and return resources to normal status. Preparedness organizations develop standard protocols for use within their jurisdictions. Examples include tracking systems that identify the location and status of mobilized or dispatched resources and procedures to "demobilize" resources and return them to their original locations and status.

9–3. Managing resources

a. Managing resources. To implement these concepts and principles in performing the primary tasks of resource management, the Army EM program includes standardized procedures, methodologies, and functions in its resource management processes in accordance with NIMS. These processes reflect functional considerations, geographic factors, and validated practices within and across disciplines and are continually adjusted as new lessons are learned. The basic foundation for resource management provided in this discussion will be expanded and refined over time in a collaborative cross-jurisdictional, cross-disciplinary effort led by the NIC. The Army EM program uses nine processes for managing manpower, team, and unit resources:

(1) *Identifying and typing resources.* Resource typing entails categorizing by capability the resources that incident managers commonly request, deploy, and employ. Measurable standards identifying the capabilities and performance levels of resources serve as the basis for categories. Resource users at all levels identify these standards and then type resources on a consensus basis, with a National-level entity taking the coordinating lead. Resource kinds may be divided into subcategories (types) to define more precisely the resource capabilities needed to meet specific requirements. Resource typing is a continuous process designed to be as simple as possible to facilitate frequent use and accuracy in obtaining needed resources (see NIMS for additional details). To allow resources to be deployed and used on a National basis, the NIC is responsible for defining National resource typing standards as described below.

(2) *Certifying and credentialing personnel.* Personnel certification entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions. All EM program training will result in certification by an accredited agency or organization whenever certified training is available and meets the requirements of this Instruction as detailed in chapter 13. Credentialing involves providing documentation that can authenticate and verify the certification and identity of designated Category 5 personnel. This system helps ensure that personnel representing various jurisdictional levels and functional disciplines possess a minimum common level of training, currency, experience, physical and medical fitness, and capability for the incident management or emergency responder position they are tasked to fill. All installations will adopt National credentialing standards and credential designated Category 5 personnel, as necessary.

Note. The Army standards for credentialing and documentation must be consistent with guidance set forth in the FEMA National Credentialing System and Federal Information Processing Standards (FIPS) 201–1 and HSPD 12. The credentialing for first responders, emergency responders, and mass care providers is being addressed by the DOD EMSG. Credentialing guidance will be promulgated by message once approved. The credentialing of healthcare providers is governed by the OASD(HA) processes and the responsibility of the Office of the Surgeon General (OTSG).

(3) *Inventorying resources.* Resource managers use various resource inventory systems to assess the availability of assets provided by public, private, and volunteer organizations. Preparedness organizations enter all resources available for deployment into resource tracking systems maintained at local, State, regional, and national levels. The data are then made available to installation dispatch centers and operations centers. A key aspect of the inventorying process is determining whether or not the primary use organization needs to warehouse items prior to an incident. Resource managers make this decision by considering the urgency of the need, whether there are sufficient quantities of required items on hand, and/or whether they can be produced quickly enough to meet demand. Another important part of the process is managing inventories with shelf-life or special maintenance considerations. Resource managers must build sufficient funding into their budgets for periodic replenishments, preventive maintenance, and capital improvements.

(4) *Identifying resource requirements.* Resource managers identify, refine, and validate resource requirements throughout the incident life cycle. This process involves accurately identifying the following: (1) what and how much is needed, (2) where and when it is needed, and (3) who will be receiving or using it. Resources to be identified in this way include supplies, equipment, facilities, and incident management personnel. If a requestor is unable to describe an item by resource type or classification system, resource managers provide technical advice to enable the requirements to be defined and translated into a specification. As resource availability and requirements will constantly

change as the incident evolves, all entities participating in an operation must coordinate closely in this process. Coordination begins at the earliest possible point in the incident life cycle.

(5) *Ordering and acquiring resources.* Requests for items that the incident commander cannot obtain locally are submitted through the installation EOC using standardized resource-ordering procedures. If the supporting installation EOC is unable to fill the request locally with the neighboring other Service EOCs (for example, Air Force, Navy, Marine Corps, DLA, DOD) or local EOC, the request is: (a) shared with the IMCOM region or directly with the command that manages the installation (if not within IMCOM) in accordance with higher headquarters guidance; (b) shared with the Defense Coordinating Officer (DCO) if a Presidential Disaster Declaration is in effect with a Joint Field Office (JFO) established; and (c) shared with the supported ASCC at foreign locations. Commanders will ensure that they follow applicable supporting guidance from the command that manage the installation.

(6) *Mobilizing resources.* Resources begin mobilizing when notified through established channels. At the time of notification, they are given the date, time, and place of departure; mode of transportation to the incident; estimated date and time of arrival; reporting location (address, contact name, and phone number); anticipated incident assignment; anticipated duration of deployment; resource order number; incident number; and applicable cost and funding codes. The resource tracking and mobilization processes are directly linked. When resources arrive on scene, they must formally check in. This starts the on-scene in-processing and validates the order requirements. Notification that the resource has arrived is sent back through the system. For resource managers, the mobilization process may include equipping, training, and/or inoculating personnel; designating assembly points that have facilities suitable for logistical support; and obtaining transportation to deliver resources to the incident most quickly, in line with priorities and budgets. Managers should plan and prepare for the demobilization process well in advance, often at the same time they begin the resource mobilization process. Early planning for demobilization facilitates accountability and makes transportation of resources as efficient, costs as low, and delivery as fast as possible.

(7) *Tracking and reporting resources.* Resource tracking is a standardized, integrated process conducted throughout the life cycle of an incident by all agencies at all levels. This process provides incident managers with a clear picture of where resources are located, helps staff prepare to receive resources, protects the safety of personnel and security of supplies and equipment, and enables the coordination of movement of personnel, equipment, and supplies. Resource managers use established procedures to track resources continuously from mobilization through demobilization. Ideally, these managers would display this real-time information in a centralized database accessible to all response partners, allowing total visibility of assets. Managers follow all required procedures for acquiring and managing resources, including reconciliation, accounting, auditing, and inventorying.

(8) *Recovering resources.* Recovery involves the final disposition of all resources. During this process, resources are rehabilitated, replenished, disposed of, and retrograded.

(a) Nonexpendable resources. These are fully accounted for at the incident site and again when they are returned to the unit that issued them. The issuing unit then restores the resources to fully functional capability and readies them for the next mobilization. Broken and/or lost items should be replaced through the supply unit, by the organization with invoicing responsibility for the incident, or as defined in pre-incident agreements. In the case of human resources, adequate rest and recuperation time and facilities are provided. Mobilization guides developed at each jurisdictional level and within functional agencies provide appropriate rest and recuperation time guidelines. Important occupational health and mental health issues must also be addressed, including monitoring how such incidents affect responders over time.

(b) Expendable resources. These are also fully accounted for. Restocking occurs at the point from which a resource was issued. The incident management organization bears the costs of expendable resources, as authorized in preplanned financial agreements concluded by preparedness organizations. Returned resources that are not in restorable condition, whether expendable or non-expendable, must be declared as excess according to established regulations and policies of the controlling entity. Waste management is of special note in the process of recovering resources. Resources that require special handling and disposition (for example, infectious waste and contaminated supplies, debris, and equipment) are dealt with according to established regulations and policies.

(9) *Reimbursement.* Reimbursement provides a mechanism to fund critical needs that arise from incident-specific activities. Reimbursement processes also play an important role in establishing and maintaining the readiness of resources. Processes and procedures must be in place to ensure that resource providers are reimbursed in a timely manner. These must include mechanisms for collecting bills, validating costs against the scope of the work, ensuring that proper authorities are involved, and accessing reimbursement programs, such as the public assistance program and the Emergency Relief Program.

b. Army Financial Resource Management. The above processes do not replace or modify the existing policy and procedures regarding the Army's processes for managing financial resources (commonly referred to as resource management). The intent is to provide a common process for management of personnel, team, and unit resources (for example, ambulances and damage assessment teams) utilized during an emergency.

9–4. Resource identification and resource typing

a. Process. Incident management personnel use various resource inventory systems to assess the availability of assets provided by public, private, and volunteer organizations. IEMs 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 headquarters.

Note. The Tier One and Tier Two assets discussed below are terms established by DHS and FEMA for resource typing. There is no correlation or linkage between these asset and/or resource descriptions and the installation Tier designations 2, 1, and 0 established by JPM–IPP for the purposes of equipment fielding. NIMS resources will be listed throughout this publication with spelling of Tier One and Tier Two for delineation.

b. National Incident Management System Tier One assets. To allow resources to be deployed and used on a National basis, the NIC is responsible for defining National Resource Typing standards for NIMS Tier One assets (National level resources) as defined by NIMS Guide 0001 and shown in table 9–1. NIMS Tier One assets have strict requirements regarding organization, manning, training, certification, credentialing, equipment, and most relevant to the Army EM program - past experience with Federal and/or State disaster declarations. Past CS operations do not count for previous experience. As all Army installation capabilities are retained under DOD control and are not Nationally deployed by FEMA independent of civil support mission assignments, DAMO–ODP has determined that none of the available NIMS Tier One typed resource definitions are applicable at the time of this publication. DAMO–ODP will remain engaged in the ongoing resource typing Initiative and update this guidance, as necessary.

Table 9–1
National Incident Management System Tier One Typed Resource Definitions by Guide Number

Resource	FEMA Guide #	Resource	FEMA Guide #
Animal Health	508–1	LE	508–6
Incident management	508–2	Bomb squad	508–6
EMS	508–3	Special weapons and tactics teams	08–6
F&ES	508–4	Public works resources	508–7
HAZMAT response	508–4	SAR	508–8
Medical response	508–5	*To be determined*	*508–9*
Public health	508–5	-	-

c. State and local NIMS Tier Two Assets. As identified in NIMS Guide 0001, NIMS Tier Two assets are those resources defined and inventoried by local jurisdictions, including the Army EM program that are: (1) not Tier One resources, (2) are not assigned to interstate mutual aid deployment under EMAC. This definition includes all identified Army EM program resources. NIMS Tier Two resource typing definitions are not distributed by the NIC to other users, including the Army EM program. Therefore, 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 this publication. 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–ODP via the command that manages the installation for consolidation and inclusion in future updates to this publication.

9–5. Financial management

a. Requirements. Emergency cost accounting is a key function of the installation EOC during an emergency. 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 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 command that manages the installation and to ASCCs as directed. It is the responsibility of these commands to develop the overarching emergency funding lines necessary to consolidate multiple emergency cost accounting codes (CACs) in use by multiple installations at the same time.

b. Process. The installation business office and/or comptroller will develop and approve procedures for expediting fiscal decisions during emergencies consistent with established authorization levels and fiscal policy. This framework should provide for maximum flexibility to expeditiously request, receive, manage, and apply funds in a non-emergency environment and in emergency situations to ensure the timely delivery of assistance. The administrative process will be documented through written procedures. The program should also be capable of capturing financial data for future cost recovery, as well as identifying and accessing alternative funding sources and managing budgeted and specially appropriated funds. These financial procedures will include the following:

(1) Establishment and definition of responsibilities for the program finance authority, including its reporting relationships to the program coordinator.
(2) Accounting systems to track and document costs.
(3) Management of funding from external sources.
(4) Program procurement procedures.
(5) Payroll.

9–6. Volunteer and donations management

a. 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. In accordance with NIMS, NRF, DODI 6055.17, and NFPA 1600, all 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.

b. Restrictions. The restrictions of 31 USC 3142 specifically allow the commander to accept voluntary services in "emergencies involving the safety of human life or the protection of property," which includes all response and recovery operations within the Army EM program. Voluntary services may not be used to complete ongoing, regular functions of the government and therefore must be utilized only to provide services specific to response and recovery operations. See the installation's legal counsel for additional information.

c. Execution. DFMWR is the lead for volunteer and donations management and are 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. A key resource for this function is the existing thrift stores and morale, welfare, and recreation (MWR) activities on post. In the case of voluntary services, it is recommended that non-appropriated fund (NAF) activities serve as accepting office for such voluntary services when possible. DFMWR should consult with legal counsel regarding this process. See chapter 12 for additional information on volunteer and donations management as part of mass care.

Chapter 10
Continuity Programs

10–1. Continuity programs

EM programs should support and complement the installation COOP program. AR 500–3 was established in compliance with DODD 3020.26 to ensure continuity of MEFs under all circumstances, performance of annual continuity exercises, and centralized coordination of alternate headquarters and emergency relocation facilities (ERF). 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 Department of the Army (DA) continuity-related activities will be coordinated and managed under the Army COOP program.

10–2. Responsibilities

a. Responsibilities. In accordance with AR 500–3, garrison commanders will—

(1) Develop and maintain a COOP program and an associated COOP OPLAN that identifies and prioritizes the garrison's MEFs and is signed by the garrison commander or immediate deputy. The OPLAN should be specific in assigning specific responsibilities throughout the staff to ensure each of the following essential elements of a viable continuity capability is addressed:

(a) Essential functions.

(b) Orders of succession.

(c) Delegations of authority.

(d) Continuity facilities.

(e) Continuity communications.

(f) Vital records management.

(g) Human capital.

(h) Test, training, and exercises – Includes provisions for all personnel and/or employees.

(i) Devolution of control and direction.

(j) Reconstitution.

(2) Designate primary and alternate COOP POCs who will manage the COOP program for the commander and will be responsible to the commander for COOP activities.

(3) Maintain and integrate tenant organizations' COOP plans into the Garrison COOP plan.

(4) Establish a COOP working group of each garrison organization (including tenants) and conduct meetings at least quarterly to share COOP-related information.

(5) Coordinate Army major subordinate commands' and subordinate units' DA ERF reporting requirements and provide reports annually to IMCOM.

(6) Deconflict requirements (for example, SIP, evacuation) that may overlap between installation COOP and EM plans and ensure the plans are complementary.

(7) Ensure training includes all personnel (those with, and those without COOP responsibilities) so that all employees know what to do during a COOP event.

b. Office of primary responsibility. The HQDA COOP Program Office is the proponent for AR 500–3. Questions pertaining to COOP may be addressed to the COOP program office at (703) 697–9798, Defense Switched Network (703) 227–9798.

10–3. 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 AAFES and DeCA, as well as gas stations, fast food restaurants, banking offices and services (ATMs), and personal services providers, such as barbers, movie rentals, dry cleaning, and laundry, and retail stores. Each business has a key role to play in the response to and recovery from an emergency impacting their operations. It is the business manager's responsibility to take care of their employees when they recognize a hazard in their immediate vicinity or are informed of a hazard through the MWNS or other civil warning systems and these functions are addressed within their tenant EAP. All businesses should develop a business continuity plan in accordance with NFPA 1600. The development of a business continuity plan is required for all businesses which agree to a role in the recovery organization, including the RWG, detailed in chapter 19.

10–4. Continuity service providers

Continuity service providers should be designated as Category 1 personnel and include all personnel providing services in support of 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 preplanned 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. See chapter 4 and appendix D for additional information on categorization requirements.

Chapter 11
Command, Control, and Communications

11–1. Incident Command System

a. Adoption of the Incident Command System. In accordance with PL 109–295, NIMS, AR 525–27, DODI 6055.17, and NFPA 1600, all installations will adopt the use of the ICS for the management of all emergencies covered by the EM program. ICS is focused on the tactical tasks at the incident level. As detailed in NIMS, ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in incident management activities. It is used for a broad spectrum of emergencies, from small to complex incidents resulting from natural, technological, and human-caused hazards. ICS is used at all levels of Federal, DOD, State, Tribal, Local, and Private response partners. ICS is a flexible, scalable, and modular system which may be activated all or in part, simultaneously or incrementally, depending upon the situation. The only ICS position required for every incident is the position of incident commander. All other positions described within ICS are in support of the incident commander and delegates the incident commander's authority and responsibilities for specific assigned functions. ICS establishes a defined chain of command with unity of command and a manageable span of control at all levels. ICS uses the concept and principles of "management by objectives" as defined by NIMS.

b. Incident action plan. In ICS, considerable emphasis is placed on developing an effective IAP. An IAP is an oral or written plan containing general objectives reflecting the overall strategy for managing an incident. An IAP includes the identification of operational resources and assignments and may include attachments that provide additional direction. IAPs provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities. IAPs enable tactical operations to be achieved based upon established principles and are prepared around a timeframe called an OP. The plan may be oral or written except for HAZMAT incidents, which require a written IAP. IAPs will be developed at the ICP in accordance with NIMS and applicable incident-specific guidance. Use of the supporting ICS forms is required.

c. Operational period. OP defines the complete planning cycle leading to the development of an approved IAP. The timing required for this cycle may be confused with a standard industrial "shift" cycle. It is possible and common for 2 OPs to contain 2 or more shift changes. A 12–hour OP is considered an effective planning cycle for efficient response to technological hazards (for example, OHS spill response) and terrorism incidents. A shorter or longer OP may be necessary for natural hazards and special events with specific time windows. Since most prolonged/extended response and recovery operations are done during the daylight hours, this allows the people who are actively managing the operations to be involved in planning for what they will be managing tomorrow. The night shift can then prepare for implementation and dissemination of the approved IAP. Choosing an 8–hour OP compresses the plan implementation cycle, leaving little room for evaluation of progress and modification of the plan in response to situation changes.

d. Incident Command System Organization. As shown in figure 11–1, ICS on Army installations will be organized based upon 5 major sections: Command, operations, planning, logistics, and finance/administration. A 6th section, Information, may be established if deemed necessary by the incident commander, but is most often retained at the installation EOC level as a shared resource. The incident commander retains responsibility for these functions unless responsibility is delegated to another qualified individual. ICS may be expanded to include a unified command for complex responses that require multi-agency and/or multijurisdictional resources. Within ICS, the safety officer is part of the command function and this task is usually performed by F&ES personnel or the installation safety officer, depending on the type of incident. ICS is specifically designed to allow response agencies to adopt an integrated organizational structure equal to the complexity and demand of single or multiple incidents without being hindered by jurisdictional boundaries.

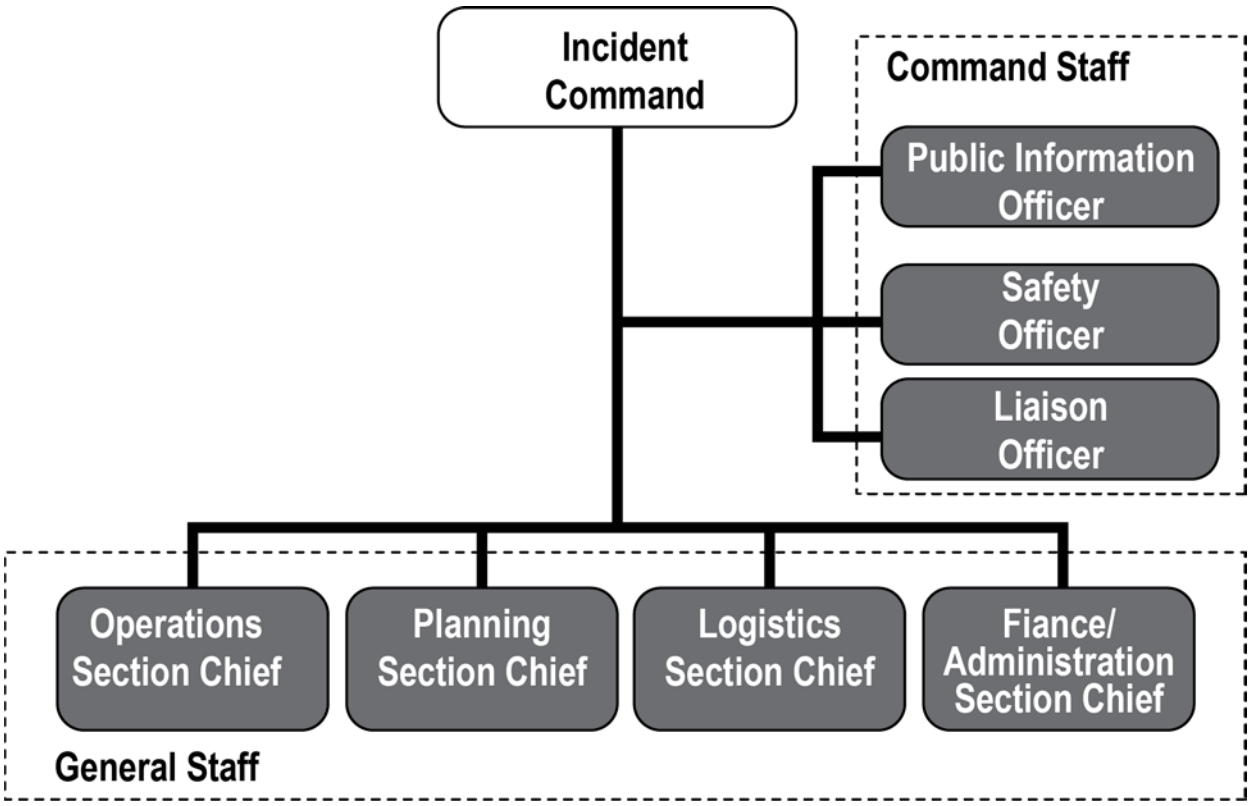

Figure 11–1. Incident command system organization (overview)

e. Incident commander assignments. The incident commander is the most qualified, trained, and certified individual with experience in the given type of emergency. Local capabilities and actual incident conditions will guide the determination of actual incident command responsibility on a case-by-case basis. Generic incident commander assignment criteria for the installation are shown below. Assignment as the incident commander for a specific incident is based upon qualifications and experience in addition to successful completion of the IS–100, IS–200, IS–300, and IS–400 ICS courses (as detailed in chap 13), at a minimum.

(1) For known or overt emergencies resulting from sudden or gradual onset hazards with one or more defined incident scenes and requiring fire suppression, HAZMAT response, victim rescue, EMS, and/or technical rescue operations, the incident commander may be the senior fire official.

(2) For environmental OHS spill response with no immediate threat to human life, the incident commander may be the appropriate environmental OSC. OSCs must have completed required OSC training prior to appointment as an OSC.

(3) For LE incidents, such as active shooters, barricaded suspect, and hostage situations, the incident commander may be the senior LE official.

(4) For public works incidents, such as infrastructure failure not involving release of HAZMAT (such as a gas main break), the incident commander may be the senior public works official.

(5) For covert incidents or incidents with gradual or slow onset and no defined incident scene, including disease outbreaks, the incident commander may be the installation commander or designated representative.

(6) In incidents regarding biological terrorism or other public health emergencies, the incident commander will seek the direct guidance and counsel by the supporting installation PHEO.

11–2. Unified Command System

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. A unified command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability. Under a

unified command, a single, coordinated unified IAP will direct all activities. The unified commander will supervise a single command staff organization and assume responsibility for overall management of the incident. The unified commander directs incident activities, including development and implementation of overall objectives and strategies, and approves ordering and releasing of resources. Members of the unified command work together to develop a common set of incident objectives and strategies, share information, maximize the use of available resources, and enhance the efficiency of the individual response organizations. The Unified Command System provides an integrated span of control for single or multiple incidents involving the appropriate representatives from Federal, DOD, State, local, and private agencies.

11–3. Multi-agency Coordination System

a. Concept. 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. The primary MACS functions are to support incident management policies and priorities, facilitate logistics support and resource tracking, inform resource allocation decisions using incident management priorities, manage incident related information, and coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies. MACS provide central locations for operational information-sharing and resource coordination in support of on-scene efforts as shown in figure 11–2. MACS is used by all levels of Federal, DOD, State, Tribal, local, and private response partners. MACS is a flexible, scalable, and modular system which may be activated all or in part, simultaneously or incrementally, depending upon the situation. Direct tactical and operational responsibility for conducting incident management activities at the tactical level remains with the incident commander.

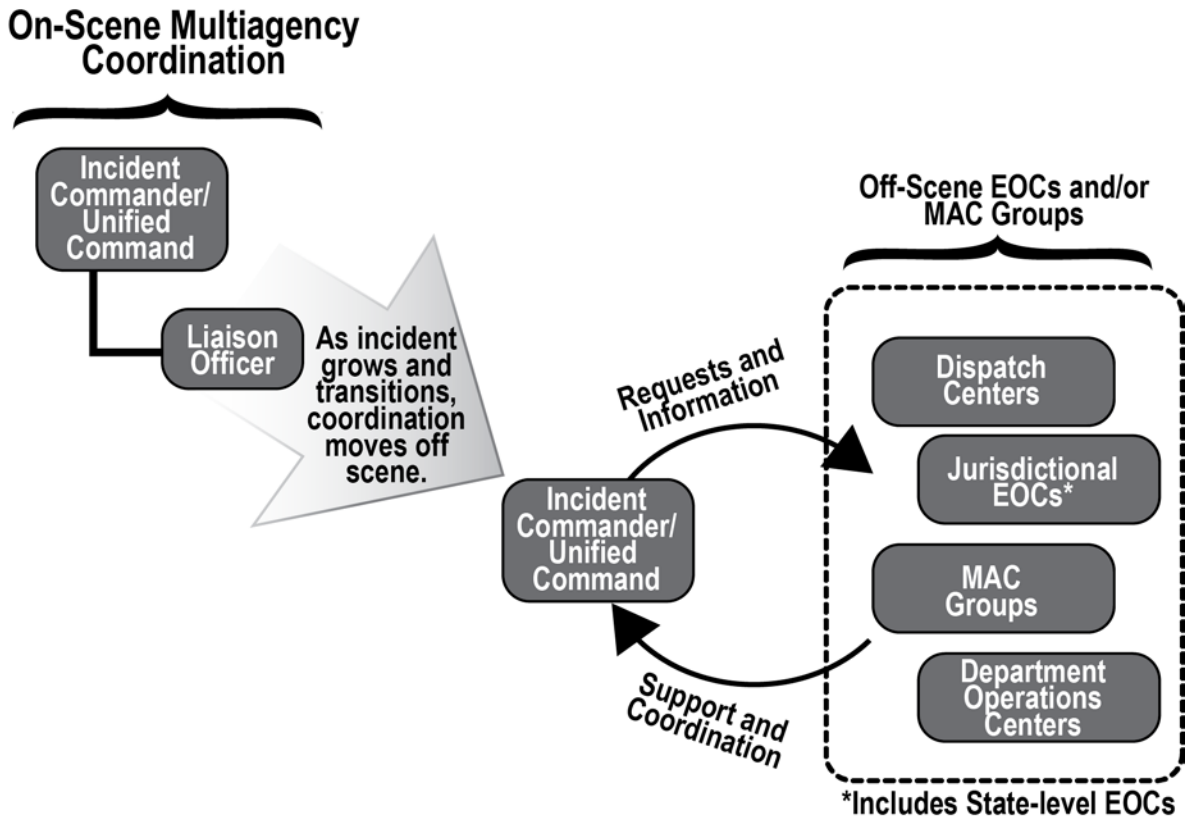

Figure 11–2. Incident expansion and Multi-Agency Coordination System roles

b. Emergency operations centers. All installation commanders will support the MACS concept and procedures established in NIMS. Within the Army EM program, installation EOCs represent the physical location at which the

coordination of information and resources to support incident management activities normally takes place. Installation EOCs are activated to support larger, more complex incidents and, within DOD, are organized by jurisdiction. Other MACS entities associated with the Army EM program will include Federal, DOD, Joint, State, Tribal, other DOD services/components, local, and Private (or HN) operations centers, to include the National Operations Center, the FEMA regional response coordination centers, JFO (when established), and State and local EOCs.

c. Requirement. All installations will develop and maintain an installation EOC and supporting installation EOC Team as a functional area of their EM program. The installation EOC will consist of a physical location organized, manned, trained, equipped, and exercised as described below. The installation EOC will be organized based on 5 major sections within the installation EOC team: command, operations, planning, logistics, and finance and administration. A 6th section, information, may be established for specific hazards, if deemed necessary by the EOC director. The installation commander retains overall authority and responsibility for all response and recovery operations and employs the installation EOC to coordinate these operations in support of the incident commander. The IEM will serve as the installation commander's principal advisor during activation of the installation EOC. The installation EOC will be established and implemented based upon NIMS.

d. Installation emergency operations center team. The installation EOC team is task-organized from existing resources and tailored to the incident and the commander's needs. The installation EOC director for each EOC shift will be predesignated by position by the installation commander in the installation EM plan and will be responsible to the installation commander for all EOC operations. The installation EOC director is usually the DPTMS assigned to the garrison staff. The installation EOC team will be manned by representatives from command directorates, assigned functional areas, and liaison officers from appropriate tenant organizations, units, and Federal, State, tribal, local, NGO/ FBO, and private (or HN) agencies as shown below. The installation EOC team will be trained, exercised, and evaluated as detailed in chapter 13 and chapter 15. Installation EOC teams will be typed through the resource typing system.

Note. As detailed in chapter 9, Army installations develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM program. The below resource typing definitions are local definitions only and should be frequently socialized with local civil jurisdictions (and HNs). Army installations may align to local standards given the same service output and performance objectives. See table 11–1 for detailed information on full activation level 4 (see below for definitions) staffing targets. DAMO–ODP will coordinate with appropriate agencies to finalize this resource type definition. ARNG State EOC requirements will be established by ARNG headquarters in coordination with the appropriate technical agencies and DAMO–ODP.

Table 11–1
Installation emergency operations center team resource type definitions

Resource	**Installation EOC team**			
Category	Command, control, and communications		Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Personnel[1]	Total (2 Shifts)[2]	70 total core positions	34 total core positions	12 total core positions
With all incident dependent and when required positions (no info section, not counting liaison or "if applicable" positions)*	Total (2 Shifts)[3]	88 total[2] (core, incident dependent, and when required positions)	86 total[2] (core, incident dependent, and when required positions)	48 total[2] (core, incident dependent, and when required positions)
With core positions only (3 Shifts)	Total (3 Shifts)[3]	105 total (core)	51 total (core)	18 total (core)
With all incident dependent and when required staff*	Total (3 Shifts)	132 total[3] (core, incident dependent, and when required positions)	129 total[3] (core, incident dependent, and when required positions)	72 total[3] (core, incident dependent, and when required positions)
Manpower[1]	Total per shift	35 core positions	17 core positions	6 core positions
With all incident dependent and when required staff*	Total per shift	44 core, incident dependent, and when required positions	43 core, incident dependent, and when required positions	24 core, incident dependent, and when required positions
Command section				
Installation commander or designated representative	Per shift	1	1	1
EOC director	Per shift	1	1	-

Table 11–1
Installation emergency operations center team resource type definitions — Continued

Installation safety officer	Per shift	1	1	When required
Medical liaison	Per shift	1	When required	When required
Staff judge advocate	Per shift	1	When required	If applicable
Public affairs officer	Per shift	1	When required	If applicable
(Financial) resource management	Per shift	1	When required	-
PHEO	Per shift	Incident dependent	Incident dependent	Incident dependent
Operations section				
Operations section chief	Per shift	1	1	1
F&ES branch	Per shift	1	1	When required
AT, LE, and physical security branch	Per shift	1	1	When required
Public works branch	Per shift	1	1	When required
Environmental branch	Per shift	1	When required	When required
Medical Branch	Per shift	1	When required	When required
Evacuation Management Branch	Per shift	1	When required	When required
Mass care branch	Per shift	1	When required	When required
HAZMAT response branch	Per shift	Incident dependent	Incident dependent	-
Search and rescue branch	Per shift	Incident dependent	Incident dependent	Incident dependent
Air operations branch	Per shift	If applicable	If applicable	If applicable
Port operations branch	Per shift	If applicable	If applicable	If applicable
Operational forces branch	Per shift	If applicable	If applicable	If applicable
Plans section				
Plans section chief	Per shift	1	1	1
Documentation unit	Per shift	1	1	When required
Situation unit	Per shift	1	When required	-
Resources unit	Per shift	1	When required	-
Demobilization unit	Per shift	When required	When required	-
Technical specialists	Per shift	Incident dependent	Incident dependent	Incident dependent
Logistics section				
Logistics section chief	Per shift	1	1	1
Supply unit	Per shift	1	1	When required
Contracting unit	Per shift	1	1	When required
Communications unit	Per shift	1	1	When required
Transportation services unit	Per shift	1	When required	-
Engineering unit	Per shift	1	When required	-
Medical unit	Per shift	1	When required	-
Facilities unit	Per shift	1	When required	-
Logistics readiness	Per shift	When required	When required	-
Ground support unit	Per shift	When required	When required	-
Utility and/or fuel services	Per shift	When required	When required	-
Fatality management unit	Per shift	Incident dependent	Incident dependent	Incident dependent
Finance and/or administration section				
Finance and/or administration section chief	Per shift	1	1	1
Cost unit	Per shift	1	1	When required
Procurement unit	Per shift	1	1	When required
Compensation and/or cost unit	Per shift	1	When required	
Time unit	Per shift	1	When required	
Information section				
Information section chief	Per shift	Optional	Optional	Optional
Information section staff	Per shift	Optional	Optional	Optional
Liaison officers				

Table 11–1
Installation emergency operations center team resource type definitions — Continued

Continuity programs (MEFs)	Per shift	If applicable	If applicable	If applicable
FSTLOSP (HN) liaisons	Per shift	If applicable	If applicable	If applicable
NGO and/or FBO liaisons	Per shift	If applicable	If applicable	If applicable
Citizen and/or community groups	Per shift	If applicable	If applicable	If applicable
Humane society liaison	Per shift	If applicable	If applicable	If applicable
USACIDC detachment liaison	Per shift	If applicable	If applicable	If applicable
Tenant organization liaisons	Per shift	If applicable	If applicable	If applicable
Commercial business (on post) liaisons	Per shift	If applicable	If applicable	If applicable
DOD school liaison	Per shift	If applicable	If applicable	If applicable
AAFES and/or DeCA liaisons	Per shift	If applicable	If applicable	If applicable
Veterinarian services	Per shift	If applicable	If applicable	If applicable
Security	Per shift	2	2	2
Footprint[3]				
Installation EOC[3]	For installation	1 (dedicated)	1 (shared use)	1 (shared use)
Footprint[3]	Per 1000 sq ft.	TBD	TBD	TBD
Dimensions[3]	Length x depth	TBD	TBD	TBD
Parking[3]	Per location	TBD	TBD	TBD
Toilets (portable or fixed)[3]	Required	TBD	TBD	TBD
Water dumpster[3, 4]	Required	TBD	TBD	TBD
Prepackaged equipment				
Training requirements				
NIMS training requirements	Per members	ALL	ALL	ALL**
Installation EOC course	Per member	ALL	ALL	ALL**
Task specific training	Per members		ALL	ALL**
Training per tables 13 – 8 and 13 – 10	Per members		ALL	ALL**
Service output		Type I	Type II	Type III
Component	Metric			
Service output			Not applicable	
Equivalency	Installation EOC team	1 Type I = 8 Type III	2 Type II = 1 Type I	8 Type III = 1 Type I

Legend for Table 11–1:
* With all incident dependent and when required positions (no info section, not counting liaison or other “if applicable” positions).
** As available based upon local conditions.

Notes:

[1] Manpower must be organized, trained, certified (if required), credentialed (as required), equipped, exercised, evaluated, maintained, and sustained as specified in this publication.

[2] Maximum number of EOC positions and therefore space required in a 2 shift rotation. 3 Maximum number of EOC positions and therefore space required in a 3 shift rotation. 4 Under development.

[5] With waste management service contract for daily waste removal.

[6] See tables 13–8 to 13–10 for training information.

[7] See table 13–1 for training set information.

[8] To be developed by TRADOC.

[9] As necessary to support assigned functions.

[10] FSTLOSP(HN) – Federal, State, Tribal, Local, Other Service, and Private (to include NGOs/FBOs) (or HN) partners.

[11] MEF – Mission Essential Function.

load of 48 adult passengers in United States commercial motor coaches and U.S. school buses (Type A–D models) averaged across models.

e. Operational period. The notional OP for the installation EOC in this publication is based upon a 12–hour rotation. A shorter or longer OP may be employed as necessary for natural hazards and special events with specific time windows.

f. Basic functions of an operations center. These are a compilation of generic information requirements that have been established as a baseline information gathering and reporting reference. The basic functions of an operations center shall include the following:

(1) Support the incident commander.
(2) Receive, monitor, and assess emergency information.
(3) Maintain an event log and post all key emergency information.
(4) Develop emergency cost accounting codes and track and manage all response and recovery costs for submission to higher headquarters for supplemental funding requests and for reimbursement based upon local support agreements.
(5) Receive, assess, track, and manage available resources.
(6) Monitor, assess, and track response units and resource requests.
(7) Coordinate operations of all responding units, including all assigned functional areas.
(8) Organize staging area and assignments for volunteer personnel.
(9) Assess needs and coordinate evacuation and mass care operations.
(10) Make policy decisions and issue installation disaster declarations, as needed.
(11) Provide direction and control for center operations, set priorities, and establish strategies.
(12) Execute tactical operations to implement policy, strategies and missions, and monitor and adjust tactical operations, as necessary. Keep senior, subordinate, and tenant commands informed.
(13) Keep local jurisdictions (tenants, installation, city, county, region, and state) informed.
(14) Develop and disseminate EPI warnings and instructions, to include media coordination through JIC.
(15) Conduct preliminary damage assessment and maintain documentation on extent of damage.
(16) Provide direction for recovery assistance missions in response to the situations and available resources.
(17) Maintain security and access control of the Operations Center.
(18) Provide for relief of and necessities for operations center personnel.

g. Emergency operations center standard operating procedures. All installation EOCs shall have supporting SOPs and associated overview documents to support the assigned functions and tasks identified in the installation EM plan and the installation EOC team FAA. At a minimum, the installation EOC team FAA and supporting SOPs shall address the following procedures:

(1) Weather, seismic, or other geophysical information affecting operations.
(2) Status of MEFs and supporting Category 1 personnel.
(3) Status of critical infrastructure.
(4) Status of supporting MTF.
(5) Status of transportation, energy, and utility systems.
(6) Status of communications systems.
(7) Special events.
(8) Significant changes in demographic information.
(9) Personnel accountability of assigned personnel.
(10) Establishment of incident command at 1 or more incident scenes.
(11) Activation of the MWNS.
(12) Activation of support agreements or support contracts.
(13) Request for or receipt of mutual aid.
(14) Evacuation or sheltering-in-place of some or all assigned personnel.
(15) Activation of installation EOC.
(16) Overall strategic priorities for response.
(17) Major issues and activities of activated functional areas.
(18) Status of critical resources and resource shortfalls, and/or needs.
(19) Hazard-specific information.
(20) Estimates of potential impacts based on predictive modeling (as applicable).
(21) Perimeter and/or cordon of the incident scene.
(22) Number, condition, and overall prognosis for casualties.
(23) Number and types of fatalities.
(24) All injuries of Category 5 personnel.
(25) Status of evacuation and mass care operations.
(26) Estimated number of personnel sheltering-in-place.
(27) Estimated number of evacuees.
(28) Estimated number of safe haven residents.
(29) Estimated number of assigned personnel in civilian shelters.

(30) Volunteer and donations management.
(31) Requests for installation disaster declaration.
(32) Status of local, State, and Presidential Disaster Declarations.
(33) Status and analysis of rapid needs assessment.
(34) Status and analysis of initial (and follow-on) damage assessments.
(35) Expected follow-on mass care, including bulk distribution and mass feeding requirements.
(36) Status and analysis on recovery programs (human services, infrastructure).

h. Watch Requirements. Each installation shall establish a continuous 24-hour/7-days a week/365-days per year designated warning point, typically in accordance with the dispatch center or installation operations center with the support of an assigned staff duty officer or equivalent. Nothing within the EM program requires a 24-hour, continual watch within the installation EOC.

(1) Activation, layout, and setup procedures.
(2) Recall procedures.
(3) Installation EOC team duties and responsibilities.
(4) Incident management procedures by position.
(5) Resource management procedures by position.
(6) Support agreement and/or contract activation procedures
(7) Emergency notification points of contact at supporting agencies.
(8) Higher headquarters serious incident reporting procedures.
(9) OPREP–3 and serious incident report reporting procedures.
(10) Suspicious activity reporting procedures.
(11) BLUE DART reporting procedures.
(12) Communication capabilities and procedures.
(13) Resource dispatch and tracking procedures.
(14) Compatibility and/or interoperability with local community emergency responders.
(15) Equipment, supplies, and sustainability requirements for the primary and alternate EOC.
(16) Emergency relocation and evacuation procedures for the primary and alternate EOCs.
(17) Security procedures, to include EOC entry authorization list.
(18) Coordination considerations with local community and other agencies.
(19) Communications and information sharing with internal and external agencies, including local civil jurisdictions.
(20) Maintenance of map and GIS resources.

i. Tiered activation concept. All installation EOCs shall employ a tiered activation concept consisting of 5 activation levels. Each activation level is task organized by the type of emergency to be managed by the installation EOC team. Though an immediate increase from activation level (normal) directly to activation level 4 may be warranted in sudden onset incidents, gradual and slow onset hazards will require the capability for transitional activation moving steadily up or down the scale. Examples of such incidents include tropical cyclones, biological terrorism, epidemic and/or pandemic diseases. Each EM program shall adopt these activation levels for their installation EOCs and include the appropriate level of detail to support this concept within their installation EM plans. Personnel assignments should be done via title/position (vice solely individual names) whenever possible and must include a chain of succession for both sustained operations and times when the primary individual is unavailable in accordance with DODI 6055.17 and NFPA 1600.

(1) *Activation level (normal).* No emergency incident exists sufficient to warrant activation of the installation EOC. Activation level normal supports FPCON normal and FPCON Alpha operations, which may include support of installation EMWG meetings, commander briefings, and threat working group or ATWG meetings.

(2) *Activation level 1 (watch).* No emergency incident exists sufficient to warrant activation of the installation EOC. Activation level 1 supports FPCON Alpha and FPCON Bravo operations. There is no EM program requirement for a 24/7 watch officer during Activation level 1. Typical causes for initiation and sustainment of Activation level 1 include terrorism threat warnings, criminal/terrorism surveillance activities, special event planning, hurricane season/winter storm preparations, and similar events. Typical actions include reviewing and updating applicable SOPs, conducting operational checks, updating maps and GIS information, and updating resource availability information.

(3) *Activation level 2 (special).* Unique emergency condition exists sufficient to warrant special activation of the installation EOC. Activation level 2 supports up to FPCON Charlie operations and results in increased situational awareness and COA development, if required. There is no EM program requirement for a 24/7 watch officer during activation level 2. Activation level 2 simply provides additional planning and coordination support, including some specialized assistance from members of the installation EOC team, military biological advisory committee, and/or

threat working group. Notification will be made to those members of the installation EOC team who need to take action as part of their everyday responsibilities. Typical causes for initiation and sustainment of Activation level 2 include bomb threats, biological threat warning, public health emergency warnings, preliminary laboratory results indicative of a potential biological incident (terrorism or natural causes), special events, active hurricane warnings/watches posted 96–48 hours prior to landfall, and similar incidents.

(4) *Activation level 3 (Partial activation and limited operations*). Potential or actual emergency condition(s) exist sufficient to warrant partial activation of the installation EOC. Activation level 3 supports up to FPCON Charlie operations and results in 24/7 situational awareness with establishment of defined OP and associated reports. The installation EOC team establishes necessary organizational sections, establishes communications with appropriate Federal, State, tribal, local, other Service, and/or private (or HN) counterparts, and determines the current status of all response and recovery resources. Typical causes for initiation and sustainment of Activation level 3 include any evacuation involving more than 10 percent of population, incidents having limited/partial impact on some or all of a population (for example, flooding, winter storms), landfall of tropical storms, expected landfall of hurricanes (within 24–36 hours), volcano warnings, moderate- to large-scale structural fires involving multiple agencies, small-scale wildfires involving mutual aid support, small-scale HAZMAT spill/release involving mutual aid or environmental spill response, National Special Security Events (NSSEs), and similar incidents.

(5) *Activation level 4 (Full activation).* Potential or actual emergency condition(s) exist sufficient to warrant full activation of the installation EOC. Activation level 4 supports up to FPCON Delta operations and results in 24/7 situational awareness with establishment of defined OP and associated reports. The installation EOC team and all assigned support personnel respond to the installation EOC. The installation EOC team establishes all organizational sections, establishes communications and initiates coordination with appropriate Federal, State, tribal, local, other Service, and/or private (or HN) counterparts, begins information management support, including establishment of a JIC, determines the current status of all response and recovery resources, and initiates resource management support for the incident commander. Typical causes for initiation and sustainment of Activation level 4 include any evacuation involving more than 50 percent of population, earthquake, tsunami warning, tornados, expected landfall of hurricanes (within 24 hours or less), sudden onset terrorism incident, moderate- to large-scale HAZMAT spill/release involving mutual aid or environmental spill response, all nuclear-related incidents, confirmed biological incident (terrorism or natural causes), wide-scale power blackouts, and similar incidents.

j. Installation emergency operations center design. All installations shall have an installation EOC, but the physical requirements in terms of capabilities and capacity are determined by installation type designation. The physical size, layout, and equipping of each installation EOC will depend on the installation type, resources and budget available, and anticipated incident management workload. Installation typing guidance will be developed by DAMO–ODP in coordination with the appropriate technical agencies. Type I installation EOC design shall incorporate unified facilities criteria (UFC) 4–141–04. ARNG State EOC requirements will be established by ARNG headquarters in coordination with the appropriate technical agencies and DAMO–ODP.

k. Alternate and/or secondary installation emergency operations center. An alternate or secondary EOC should be identified and maintained by all installations in accordance with UFC 4–141–04. The physical location, size, layout, and capabilities will depend on the installation type, resources, and budget available, and anticipated incident management workload. Installation typing guidance will be developed by DAMO–ODP in coordination with the appropriate technical agencies.

l. Installation emergency operations center capabilities. Core capabilities of every installation EOC are identified below. The actual layout and brands/types of capabilities provided to each position, section, or EOC as a whole will depend on the installation type, resources and budget available, and anticipated incident management workload. Under DOD Resource Management Directive (RMD) 700, DAMO–ODP has been resourced to establish requirements for select capabilities and manage the procurement, fielding, and sustainment of these capabilities at select installations. All computer-based programs shall be coordinated prior to procurement, fielding, or installation with the coordinating NEC functional area. See chapter 14 for associated equipment procurement, fielding, maintenance, and sustainment guidance. Detailed guidance on procurement, fielding, user training, information sharing rules, maintenance, and sustainment of the following capabilities will be provided by DAMO–ODP in coordination with the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA (ALT)).

m. Event log. All installations shall have the capability to maintain an event log, which records all significant events throughout a given incident. At a minimum, these events must include all actions related to:

(1) Activation, of C3 capabilities.
(2) Strategic and tactical objectives by OP.
(3) All incident reporting activities.
(4) All warnings to the protected populace.

(5) All orders to evacuate, SIP, move to safe haven, or move to civilian shelters.
(6) All EPI efforts.
(7) All requests for installation disaster declaration.
(8) Status of local, State, and Presidential Disaster Declarations.
(9) All support agreement and support contract activations.
(10) All resource management activities.
(11) All personnel accountability reports.
(12) All receipt of relevant hazard-specific information.
(13) All predictive modeling results.
(14) Number and types of casualties and fatalities.
(15) Status and analysis of rapid needs assessment.
(16) Status and analysis of initial (and follow-on) damage assessments.
(17) Status and analysis on recovery programs (human services, infrastructure).

n. Chat capabilities. All installation EOCs shall support unclassified and/or classified chat capabilities as directed by their higher headquarters.

o. Emergency communications. All installation EOCs shall develop, maintain, and manage emergency communications and an associated emergency communications SOP for all multi-agency and/or multi-jurisdictional emergencies. SOPs may be aligned to positions, functions, or hazards at the discretion of the installation commander. The goal of emergency communications is to provide the installation EOC team with the capability for timely and reliable communications with the ICP, installation dispatch center, supporting JIC, supporting MTF, all supporting evacuation and mass care teams, and all other associated activities on the installation as well as pre-identified response and recovery partners in the Federal, State, Tribal, other Service, local, and/or private (or HN) communities. Emergency communications planning includes all MWNSs and procedures as well as addressing recording needs and capabilities at the installation dispatch center and the installation EOC, at a minimum. To the extent possible within the fiscal and resource constraints present at Army installations, these emergency communications should be interoperable in terms of language (NIMS), procedures, and equipment.

p. Common operating picture. All installation EOCs shall develop, maintain, and manage a COP for every multi-agency and/or multijurisdictional emergency. The main goal of a COP is to provide consistent, standardized, and geospatially referenced information to all relevant parties. By enabling a COP, organizations and agencies can more effectively distribute information, enhance communications, manage resources, support the incident commander, and ultimately aid in better and faster decision making across the enterprise. The COP shall be built upon a common geospatial reference (GIS). The COP shall be shared in part or in its entirety with: (1) supporting civil and military response and recovery partners, such as mutual aid providers, (2) tenant organizations at the discretion of the installation EOC director, and (3) higher headquarters, as directed. The COP must be able to be displayed and be visible to all members of the installation EOC Team. At a minimum, the COP shall identify and display the following information:
(1) Geospatial elements of the incident scene in relation to established points of reference.
(2) Incident command name and the name of the currently assigned Incident Command staff.
(3) Status of current and anticipated operations at the incident scene.
(4) Relevant hazard-specific information.
(5) Current and anticipated dispersion, effects, models, and/or consequences of specific hazards.
(6) Status of resources applied to the incident scene and applicable staging areas.
(7) Status of available, non-assigned resources.
(8) Current and anticipated resource requests and employment.
(9) Applicable PPE requirements for scene entry.
(10) Entry and exit control points in the inner and outer cordons.
(11) Applicable FPCON level.
(12) Installation zone operations, as applicable.
(13) Status of continuity efforts and applicable MEFs.
(14) Evacuation routes and mass care operations (as applicable to the situation).
(15) Status of personnel accountability efforts.
(16) Event log.

Note. These recommendations were resource directed by OSD.

q. Common operating picture capabilities. The four desired capabilities of the COP are as follows:
(1) Provide situational awareness to multiple user groups at multiple locations in near real-time (all locations).

(2) Support the decision making process by the commander, the installation EOC staff, and the incident commander and staff.

(3) Manage individual, unit, and team resources throughout the emergency life cycle.

(4) Capability to conduct, manage, display dispersion, and/or effects modeling for all hazards.

r. Geographic Information System. GIS is a system that integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically (geospatially) referenced information. GIS allows the user to view, understand, question, interpret, and visualize data in multiple formats that reveal relationships, patterns, and trends in the form of maps, globes, reports, and charts. GIS applications are tools that allow users to create interactive queries (user-created searches), analyze spatial information, edit data, maps, and present the results of all these operations. GIS is a fundamental component of an effective COP. All Type I and II installations shall develop and manage the capability to employ a computer-based GIS in order to support the functions of information management, coordination, and resource management. All installations shall ensure that conventional, physical mapping capabilities (map with acetate overlays) can be used for developing the geospatial reference of the COP, if electronic capabilities fail.

s. Geo-coding. Effective use of any manual or computer-based GIS process requires identifying and recording resources in a geospatial environment (geo-coding term) using consistent, interoperable terms, definitions, and processes. Geo-coding is conducted throughout each phase of EM and includes geo-coding all physical locations and associated capabilities identified in the installation EM plan, such as Category 5 units and facilities, evacuation routes, mass care facilities, and PODs. Response and recovery operations rely on current and accurate information concerning all resources as well as anticipated impacts. Geo-coding of vulnerable zones (for example, floodplains), vulnerable populations and associated collection points, fixed generators, pre-identified generator fielding locations, power and communications hubs, wells, water system, fire hydrants, wastewater systems, variable message board placement, gas stations, and related locations dramatically enhances the capability to respond quickly and effectively to any emergency.

t. Geographic Information System standards. The standard GIS product in use by the Army is the Army Mapper® system. GIS shall comply with the following standards:

(1) Open Geospatial Consortium's Open GIS Symbology Encoding Specification.

(2) Open Geospatial Consortium's Open GIS Styled Layer Descriptor Specification.

(3) Geography Markup Language Encoding Standard v3.2.

(4) Geography Markup Language Encoding Specification 3.1.1.

(5) Federal Geographic Data Committee's Homeland Security Working Group.

(6) ISO 19115 (Metadata standard).

u. Incident Management System. IMS is a system that integrates hardware, software, and data for managing, analyzing, logging, and displaying incident-specific information in multiple views, sharing, and/or exchanging such information across multiple users. All Type I installations shall develop and manage the capability to employ a computer-based, GIS-enabled IMS in order to conduct the functions of information management, coordination, and resource management. All other installations shall utilize conventional, manual incident management capabilities, to include the employment of ICS techniques and practices such as the use of ICS forms for information management as detailed in NIMS and supporting ICS training and documentation.

v. Incident Management System standards. IMS procured and fielded for use in the installation EOC environment shall comply with the following standards:

(1) Extensible markup language compliant (SEIWG ICD 0101A).

(2) Emergency Data Exchange Language (EDXL) common alerting protocol (CAP) v1.2 compliant (OASIS Standard).

(3) EDXL distribution element v1.0 compliant (OASIS Standard).

(4) EDXL resource messaging v1.0 compliant (OASIS Standard).

(5) Capable of developing and transmitting specific area message encoding-compliant messages.

(6) IEEE 1512, 1512.1, 1512.2, and 1512.3 compliant.

(7) Capable of managing, maintaining, accessing, and displaying NIMS resource management information, to include cost management functions.

w. Domestic locations. IMS procured and fielded for use at domestic locations (as defined in chapter 1) shall comply with the following additional standards:

(1) Integrated Public Alert and Warning System (IPAWS) specification to the CAP Standard (CAP v1.2 IPAWS USA Profile v1.0) compliant.

(2) Integrates with National Oceanic and Atmospheric Administration (NOAA) All-Hazards Emergency Message Collection and Processing System (HAZCOLLECT).

(3) Integrates with DHS Disaster Management – Open Platform for Emergency Networks.

(4) Integrates with DHS Homeland Security Information Network.

x. Modeling and simulation systems. All Type I installations shall develop and manage the capability to employ computer-based, hazard-specific, and GIS-enabled modeling and simulation systems in order to identify current and anticipated dispersion, effects, and/or consequences of specific hazards as identified in their risk management process. All Type II and Type III installations shall utilize conventional, manual modeling capabilities, to include the employment of the techniques described in the North American Emergency Response Guide.

y. Joint Program Manager–Installation Protection Program and/or Army Emergency First Responder Program Tier 2 and Tier 1 Capabilities. For Army installations in receipt of these packages, predictive modeling consists of the provided hazard prediction and assessment capability, consequence assessment tool set, and Joint assessment of catastrophic events suite or the EPA toolsets described below.

z. U.S. Environmental Protection Agency toolsets. For all Army installations with organic F&ES and/or environmental programs, the EPA provides the Area Locations of Hazardous Atmospheres, computer-aided management of emergency operations, and mapping application for response, planning, and local operational tasks suite with supporting environmental sensitivity index maps and associated environmental sensitivity index viewer. See https://response.restoration.noaa.gov/index.php for additional information.

aa. Hazard-specific modeling systems. Hazard-specific modeling systems should be employed based upon the installation's hazard environment. The following systems are provided by the USG and should be considered for use in the installation EOC:

(1) FEMA "Hazards, U.S.–Multi-Hazard" (HAZUS–MH) Program (https://www.fema.gov/hazus).

(2) Hurricane evacuation (HURREVAC) program (http://www.hurrevac.com/).

(3) Sea, Lake, and Overland Surges from Hurricanes Program (https://www.nhc.noaa.gov/surge/slosh.php).

(4) USGS shake maps (https://earthquake.usgs.gov/data/shakemap/).

(5) FEMA Coastal Hazard Analysis Model Program (https://www.fema.gov/coastal-hazard-analysis-modeling-program-version-20).

(6) USGS Natural Hazards Support Center (https://www2.usgs.gov/natural_hazards/).

(7) Tsunami Warning Center (https://www.tsunami.gov/).

bb. Information sharing. Installations shall identify multiple information sources both within and outside DOD (for example, open sources, general public, and LE agencies) and establish and agree upon the following:

cc. Budget and/or resource responsibilities. The EM program and, by direct association, the VIPP MDEP resource select installation EOC requirements, including training of the installation EOC team and fielding and sustainment of the COP system(s). Additional resource requirements remain the responsibility of the originating functional area, whether command and control, LE, F&ES, medical treatment facility, public works, or other department. Installations will coordinate information technology requirements in consultation and with the validation of their supporting NEC.

(1) Information and products that will not be shared under any circumstances with EM organizations outside DOD.

(2) Information and products that will be shared only with a human-in-the-loop "pushing" the information and products to EM organizations outside DOD who have been authorized to receive information and products.

(3) Information and products that will be shared without a human-in-the-loop based upon prior agreement with an authorized EM organization outside DOD.

(4) Information and products that can be obtained through open sources.

11–4. Installation dispatch centers

a. Requirement. All installations shall establish, maintain, and operate an installation dispatch center. Installation dispatch centers shall provide emergency call-taking, alarm monitoring, sensor monitoring, video monitoring, control, communications support, channel, frequency assignments, allocation, emergency notification to Category 1 personnel, mass warning to Category 2–4 personnel (protected populace), dispatching of Category 5 personnel, responder reach back capability during emergencies, and notification of an emergency to the receiving MTFs and hospitals. An installation dispatch center is a 24/7 operation that exists to receive notification of an emergency and then direct the correct responders Category 5 personnel to the right place, with the right capability, as quickly as possible. Installation dispatch centers are tactical level operations that direct the day-to-day movement of responders to all types of emergency and non-emergency incidents. Installation dispatch centers are identified separately from installation EOCs, but may be co-located with these operations centers at the discretion of the installation commander. Installation commanders may consolidate installation dispatch center capabilities among multiple installations or geographic regions when deemed necessary and technically feasible. An installation dispatch center is not required if the above functions are performed by other Federal, State, tribal, local, other Service, and/or private (or HN) agencies or departments.

b. Training and education. If an installation dispatch center is established and operated by an installation, the installation dispatch center staff shall be DOD civilian, uniformed military personnel, or DOD contractors who have received the appropriate DOD telecommunicator training as detailed in chapter 13. The DOD telecommunicator Level I is required for operators and Level II is required for supervisors.

Note. Installation dispatch center staff may be required to be bilingual or multilingual depending upon local conditions. These requirements exist in foreign locations (overseas) as well as select domestic locations, as identified by the installation.

c. Enhanced 911 services. The limited access by Army communities to E911 services currently available in many civilian jurisdictions was identified in recommendation 4.2 of the Fort Hood Report and the OSD memorandum, dated 18 August 2010. These recommendations were directed by OSD.

d. Budget and/or resource responsibilities. No requirement within this publication requires dispatch center capabilities in excess of existing standards set forth by AR 525–13, AR 190–13, AR 190–56, and AR 420–1. The VIPP MDEP resources select elements of E911 fielding and sustainment funding directed by OSD. Additional resource requirements, including all manpower, training, exercise, and facility costs remain the responsibility of the originating functional area, whether LE, F&ES, medical treatment facility, or other department. Installations will coordinate information technology requirements in consultation and with the validation of their supporting NEC.

11–5. Mass warning and notification

a. Requirement. All installations shall develop capabilities to rapidly warn and notify personnel in the event of an emergency in accordance with DOD 0–2000.12–H, DODI 2000.16, DODI 6055.17, NIMS, AR 525–27, AR 525–13, and NFPA 1600. All installations shall develop MWN capabilities with the ability to send warnings to the installation personnel (protected populace) immediately, but no longer than 2 minutes after incident notification and command verification. Within 10 minutes after initiation, MWN systems must reach a target audience of 90 percent or more of the protected population with specific protective action recommendations. The core requirements are to have the capability to warn the protected populace, including visitors, transient personnel, guests, and contractors, and notify Category 1 and 5 personnel. MWN capabilities shall be developed in accordance with UFC 4–021–01. All MWNSs shall be tested on no less than a monthly basis, unless restricted by local or HN ordinances. All installations shall 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 shall coordinate warning information with the designated authorities responsible for release of weather and non-weather emergency messages via the Emergency Alert System (EAS) to the greatest extent possible.

(1) *Mass warning and notification systems capabilities.* The three desired capabilities of the system are as follows:

(a) Provide emergency warning to on-base personnel (protected populace) (all locations).Provide emergency warning to off-base personnel (protected populace) (foreign locations only).

(b) Provide emergency notifications to first responders, first receivers, emergency responders (Category 5) and essential personnel (Category 1).

(c) Compatible with Army Enterprise Solution

(2) *Continuity personnel and first responders.* All installations shall develop systems to notify Category 1 (continuity) and Category5 (first responder) personnel within 2 minutes of incident verification at the installation dispatch center.

(3) *Alternate procedures.* Though electronic and computer-based programs are being fielded at many locations to address these requirements, the requirements are for capabilities, not necessarily an electronic system, especially as these electronic systems may not be available or may fail due to the incident. All installations shall meet the above requirements for MWN regardless of physical, electronic, or other specialized support equipment. Alternate MWN procedures will be developed by all installations, documented in the installation EM plan's MWNS FAA and supporting SOPs at the installation dispatch center, installation EOC, and applicable functional areas. These alternate procedures may include dispatch of message runners to tenant organizations and housing areas, use of emergency vehicle public address and siren systems, hand-cranked sirens at specified locations, radios, bullhorns, loudspeakers, telephone call-down lists, or similar procedures or mix of procedures.

(4) *Vulnerable populations.* All procedures for the warning of the protected populace shall consider and address identified vulnerable populations (Category 2TR, 2SN, 2SC, 2PR, and 2AN personnel), to include non-English-speaking populations and the visually or hearing impaired. It is the stated intent of the Army EM program for MWNSs to meet Americans with Disabilities Act (ADA) requirements in accordance with AR 525–27.

(5) *Lessons learned.* The limited coverage of existing MWNSs was identified in recommendation 4.4 of the Fort Hood Report and the OSD memorandum, dated 18 August 2010. This resulted in the fielding of MWNS capabilities for selected installations.

b. Fielding considerations. Multiple systems (family of systems approach) or processes will likely be necessary to maximize the potential for reaching all required personnel. Cooperation and coordination with local authorities is of vital importance for installations with a significant on-base or nearby off-base family housing as these civil jurisdictions have access to additional radio and TV emergency communication systems. The MWN requirements for each installation consist of three principal components:

Note. The need for MWN capabilities was identified in recommendation 4.4 of the Fort Hood Report and the OSD Memorandum, dated 18 August 2010. These recommendations were directed by OSD.

(1) Wide area notification systems (commonly termed "Giant Voice").
(2) Interior building notification systems ("Indoor Voice").
(3) Telephone alert system (TAS): Interactive community warning and notification systems capable of providing voice and/or data messages to multiple receivers (telephone, cellular phones, pagers, email, and web) with an interactive method to record receipt of notification/warning and a call-prioritization method compatible with dispersion modeling capability for call prioritization.
(4) Computer-based notification system (CNS): An administrative broadcast across the computer system network consisting of a notice from a central location that would override current computer applications, thus reaching all computer users nearly instantaneously.
(5) Integration with the Federal Communications Commission (FCC) EAS.
(6) Integration with FEMA's IPAWS.
(7) Manual processes using emergency vehicle public address and siren systems or other manual processes as identified in the "alternate procedures" paragraph.

c. Mass warning and notification system standards. Systems procured and fielded for use in the Army EM program shall comply with the following standards:
(1) Extensible markup language compliant (SEIWG ICD 0101A).
(2) EDXL CAP v1.2 compliant (OASIS Standard).
(3) IPAWS specification to the CAP Standard (CAP v1.2 IPAWS USA Profile v1.0) compliant.
(4) EDXL distribution element v1.0 compliant (OASIS Standard).
(5) Capable of developing and transmitting specific area message encoding-compliant messages.
(6) Integrates with NOAA HAZCOLLECT.
(7) Integrates with the Personal Localized Alerting Network (PLAN) to provide 90 character geo-targeted text alerts over commercial wireless providers (formerly the commercial mobile alert system).
(8) Integrates with the NOAA Geo-Targeted Alerting System.
(9) Integrates with DHS Disaster Management – Open Platform for Emergency Networks.

d. Role of the dispatch center. The primary control location for the installation MWNS (or "system of systems") shall be the installation Dispatch Center, as the Dispatch Center already serves as a communications hub for Category 1 and 5 personnel.

e. Community preparedness. Recognition and proper response to MWN signals and messages is a crucial component of the ready Army community preparedness training for all categories of personnel (see chapter 7). This capability shall be routinely exercised on a no less than semi-annual basis as a part of all EM exercises. See chapter 15 for additional information.

f. Protective action recommendations. An effective warning shall provide specific protective action recommendations. Protective action recommendations should be based on prior community awareness training or specify appropriate unique actions for the protected populace (Category 2–4 personnel).

Note. Specific protective action recommendations are available from the Center for Disease Control (CDC) regarding biological, radiological, and nuclear incidents. See https://www.cdc.gov/ for additional information. Additional guidance is also available from the U.S. Nuclear Regulatory Commission (NRC) regarding the emergency planning zones around each nuclear power plant within the U.S. in coordination with State and local EM agencies. Protective action guides, such as guides from the NRC, are available which describe the necessary actions in detail. See www.nrc.gov/about-nrc/radiation.html for additional information.

g. External warning systems. Multiple government and private systems already provide some coverage for warning the protected populace. These existing systems include radio and TV stations covered under the EAS, the NOAA

all hazards radio/NOAA Weather Radio System, and localized warning systems coordinated with the USGS and U.S. Volcanic Observatories (Alaska, Cascades Range, Hawaii, Long Valley, and Yellowstone).

Note. HAZCOLLECT is a comprehensive National solution for the centralized collection and efficient distribution of Non-Weather Emergency Messages (NWEMs). NWEMs are created by government officials with public warning authority are distributed through the NWS dissemination infrastructure, NOAA All Hazards Radio Program, other National systems, and to the EAS. NWEM is a specialized form of a CAP alert that is communicated to the HAZCOLLECT server via FEMA's Disaster Management Open Platform for Emergency Networks interoperability infrastructure. FEMA's Disaster Management Interoperability Service desktop tools incorporates a Non-Weather Emergency Message authoring tool for the use of warning authorities, although the authoring tool is not available for use until the HAZCOLLECT registration process is completed. For additional information, see https://www.weather.gov/hazcollect/.

h. Warning terminology. Effective warnings should use standard terminology that clearly communicates the immediacy, reliability, severity, and scope of the hazard and of the appropriate basic response. The principal agencies issuing warnings of natural hazards inside the United States are the NWS and the USGS. The terms "watch" and "warning" have gained wide acceptance within the Federal, State, and local EM community and the media and may be used to set specific protection and response actions in motion. Standard terminology also exists for those installations within the emergency planning zones around a nuclear power plant.

(1) *Standard terminology.* The NWS has developed the following terminology for specific natural hazards:

(a) Warning: The hazardous event is occurring or is imminent. The public should take immediate protective action.

(b) Advisory: An event, which is occurring or is imminent, is less severe than for a warning. It may cause inconvenience, but is not expected to be life- or property-threatening, if normal precautions are taken.

(c) Watch: Conditions are favorable for occurrence (development or movement) of the hazard. The public should stay alert.

(d) Outlook: The potential for a hazard exists, though the exact timing and severity is uncertain.

(e) Statement: Detailed follow-up information to warnings, advisories, watches, and outlooks is provided.

(f) Forecast: This is a prediction of what events are expected to occur. The range of predictability for hydro-meteorological hazards extends from the short-term forecasts for one to two hours out to climatological forecasts for trends up to a year in advance.

(2) *Standardized public service announcements.* All installations shall develop and prescript standard PSAs for pre-identified procedures and warnings to ensure that information, especially urgent warnings passed along during the initial few moments of an emergency, address all of the information needs of the recipients in a logical format.

(3) *Standardized warning signals.* In accordance with FM 3–11.34, the following standardized warning signals apply as shown in table 11–1. It is highly recommended that installations coordinate use of these signals with local civil jurisdictions and, if incorporated into the installation EM plan and supporting SOPs, these signals must be incorporated into the Ready Army Community Preparedness materials in order to ensure recognition and appropriate actions by the protected populace.

Table 11–2
Standardized warning signals

Warning	Signal	Meaning	Required actions
Warning	3- to 5-minute steady tone on sirens or long steady blasts on horns, whistles, or similar devices.	Peacetime emergency exists. Potential or confirmed hazard to public health, safety, or property.	Tune in to local radio, TV, or cable stations for emergency information. Listen to MWNSs for additional instructions. Be prepared to evacuate or immediately SIP, move to safe haven, or take other appropriate protective actions.
CBRN Attack	3- to 5-minute wavering tone on sirens or other devices.	CBRN attack is imminent or in progress or the arrival of nuclear fallout is imminent.	Proceed immediately to designated safe havens, SIP, or take other appropriate actions. Listen for additional instructions.
CBRN Warning	3 to 5 minutes of short blasts from horns, whistles, or other devices.	CBRN attack is imminent or in progress or the arrival of nuclear fallout is imminent.	Proceed immediately to designated safe havens, SIP, or take other appropriate actions. Listen for additional instructions.
All Clear	Declared verbally by local official agencies.	Emergency terminated.	Resume normal operations or initiate recovery, if applicable.

i. Implementation considerations. Regardless of the systems utilized to perform this function during an emergency, installations must ensure that the proper preparations are completed and maintained in order for these systems to be effective when needed.

(1) *Phone lists.* Phone lists and phone books are useless without proper maintenance and regular updates. This maintenance action applies to all installation telephone services as well as all notification lists for both internal functional areas and external response and recovery partners.

(2) *Telephonic Alerting Systems.* The use of interactive, community warning and notification systems are capable of providing voice and/or data messages to multiple receivers with an interactive method to record receipt of notification/ warning and a call-prioritization method compatible with dispersion modeling capability for call prioritization.

(a) Notification lists. In order for these systems to be employed properly, notification lists for each assigned Functional Area and associated teams/units/personnel must be developed with pre-developed notification groups for each type of notification scenario (EOC activation level 1–4, TWG meetings, Military Biological Advisory Committee, EMWG, and committee meetings, evacuation and mass care activations, and damage assessment team activation).

(b) Line prioritization. These systems require proper line prioritization in the associated digital or analog telephone switches to ensure that (1) the system has proper priority over routine outbound calls (applicable to landline phones only) and (2) predesignated lines at identified Category 1 and 5 facilities, especially at those temporary facilities utilized by evacuation and mass care operations (such as collection points, safe havens, call center, community assistance center), have proper priority to override outbound announcements with calls to the installation dispatch center, installation EOC, and the JIC. Coordinate with the supporting NEC and coordinate with the appropriate provider if the switches are owned and operated by a commercial carrier.

(c) Digital outbound line tags. These systems must be properly tagged as emergency numbers to override call blocks (for example, telemarketing, private, and unlisted numbers) and to clearly identify the automated call as an emergency number in caller identification (caller ID) systems.

(d) Predictive modeling integration. If used with predictive modeling inputs, then the operators must be trained on documented procedures (SOPs) to conduct such modeling and import the results into the system for call prioritization.

j. Construction requirements. MWN capabilities are required in all new inhabited buildings since the FY 04 construction program. MWN is required in existing primary gathering buildings and existing billeting when implementing a project exceeding the replacement cost threshold specified in UFC 4–010–01. Facilities include leased, temporary, expeditionary and permanent structures on or outside of DOD installations.

(1) *Inhabited buildings.* Inhabited buildings are buildings or portions of buildings routinely occupied by 11 or more DOD personnel and with a population density of one person in accordance with 40 gross square meters (430 gross square feet).

(2) *Primary gathering buildings.* Primary gathering buildings are inhabited buildings routinely occupied by 50 or more DOD personnel.

(3) *Billeting locations.* Billeting locations are any building or portion of a building, regardless of population density, where 11 or more unaccompanied DOD personnel are routinely housed, including Temporary Lodging Facilities and military housing permanently converted to unaccompanied housing.

k. Budget and/or resource responsibilities. The EM program and, by direct association, the VIPP MDEP shall serve as the primary resource sponsor for MWNSs on Army installations.

11–6. Emergency communications

a. Requirement. All installations shall establish and maintain operable emergency communications across all assigned functional areas Category 5 personnel and with all designated MEFs Category 1 personnel. Emergency Communications shall follow existing Army policy, to include AR 25–1, DA Pam 25–1–1, DA Pam 25–1–2, AR 25–12, AR 25–6, AR 190–13, AR 525–13, AR 525–27, and AR 420–1. Emergency communications shall be incorporated into all aspects of the installation EM plan and supporting annexes, appendixes, and SOPs. Emergency communications should be interoperable with military and civil partners. In light of material interoperability costs and transition times, installation commanders shall pursue nonmaterial solutions to interoperability challenges, including the use of liaison officers at the installation EOC and ICP levels and the standardization of language, procedures, and objectives through adoption of NIMS. All new and/or future communications systems should meet APCO 25 standards, whenever applicable. Commands that manage installations will determine their requirements for fielding and maintaining the LMR system and manage execution through their assigned communications and/ or information technology departments.

(1) *Land Mobile Radio.* If LMR system is in operation at an installation, then the following issues must be addressed:

(a) Frequency allocations and conflicts.
(b) Interoperability with local community.
(c) Capability to rapidly establish multiple incident site channels for interoperability.
(d) Adequate coverage on the installation.
(e) Adequate LMR communications for all designated Category 5 personnel.
(f) Work-around methods for when LMR services are not available.
(g) Location of radio repeaters, identification of dead spots not covered by LMR, and workarounds for emergencies in such areas.
(h) Compliance with narrowband requirements.

(2) *Amateur Radio.* Amateur radio services are an invaluable resource to the EM program and all installations shall coordinate and integrate with these volunteer services to the maximum extent possible, if available. These services include the military affiliate radio system, Amateur Radio Emergency Service, radio amateur and civil emergency service, and the NOAA-sponsored Hurricane Net and SKYWARN system (and associated Voice over Internet Protocol (VoIP) systems). See http://www.arrl.org/ and https://www.noaa.gov/ for additional information. All use of amateur radio services will comply with AR 25–6. The IEM, in coordination with NEC IT Support Systems, shall coordinate amateur radio resources for the EM program.

b. Budget and/or resource responsibilities. No requirement within this publication requires emergency communications capabilities in excess of existing standards set forth by the references above. The EM program and, by direct association, the VIPP MDEP shall serve as the resource sponsor solely for those material solutions fielded under JPM–IPP and AEFRP in excess of pre-existing inventory. Sustainment funding of pre-existing inventory remains the responsibility of the original functional area who procured that inventory, whether LE, fire and emergency services, public works, information technology, or other department. Responder communications procured through the application of combating terrorism readiness initiative funds are the sole responsibility of the installation AT program and supporting VTER MDEP.

11–7. Joint Information System

a. Overview. A critical component of effective EM is an EPI capability integrated with the other elements of the Army EM program. EPI is an ongoing process throughout all phases of EM designed to engage and inform the array of publics potentially affected by an emergency. EPI is usually implemented through the employment of the Joint Information System, which integrates information and public affairs into a cohesive organization designed to provide coordinated, accurate, accessible, timely, and complete information prior to, during, and after emergency operations. The mission of the Joint Information System 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.

b. Joint Information Center. The establishment of a JIC provides a focal point for Joint Information System activities. In coordination with local civil jurisdictions, installation commanders shall pre-select at least one primary and one alternate site near the installation for establishment of a JIC. The preferable site for a JIC, in order to support joint and interagency staffing with Federal, State, local, and other authorities, is outside the jurisdictional boundaries of the installation. Locating the JIC outside installation boundaries is necessary to preserve the adequate exchange of public information when and if the installation is closed to the public during an emergency. JIC locations should be expected to shift based upon the incident and the lead jurisdictional authority, so prior coordination with military and civil partners is essential. At installations without full-time public affairs staffing, installation commanders shall designate staff to provide this function and provide them with the appropriate training based upon guidance from higher headquarters. Both primary and alternate JIC locations will be pre-identified by emergency power generator fielding based upon the anticipated load requirements. It is not the responsibility of the EM Program to operate or maintain the JIC unless tasked by higher authority.

Chapter 12
Evacuation Management and Mass Care Operations

12–1. Evacuation management

a. Overview. Evacuation management consists of all community preparedness, interagency coordination, dispatch center, MWN, installation EOC, and field activities necessary to initiate, manage, and complete the movement of identified personnel at risk from one or more hazards from the installation to a safe location, whether on-post safe

haven, local civilian shelter, or a remote safe haven at a geographically remote installation or location, and then return those evacuees back to the installation during the recovery phase. Evacuation removes a population at risk from one or more hazards and therefore significantly decreases the scope, scale, and impact of the emergency. Evacuation management 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 installation commander. Successful evacuation relies upon close coordination with State and local (or HN) agencies regarding traffic management, evacuation routes, and the use of mass transit, commercial aviation, and maritime transportation options. Evacuation Management activities are undertaken as part of the comprehensive effort to reduce the risk associated with hazards identified in chapter 5.

b. Goals. The goals of the evacuation management is (1) to reduce the impact of identified hazards upon the protected populace by removing all or some of the population at risk to a safer location and: (2) to coordinate the movement of the protected populace during an emergency with movement of identified Category 1 and 5 personnel. In accordance with DODI 6055.17, DODI 2000.16, DODI 3020.52, DOD 0–2000.12–H, and NFPA 1600, evacuation, rather than the procurement and employment of protective equipment, is the primary means of addressing hazards faced by the protected populace.

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

d. Budget and/or resource considerations. Evacuation management is organized and executed largely by task-organized teams of existing personnel, additional duty personnel, and volunteers. Nothing within this publication mandates dedicated personnel, dedicated facilities or transportation capabilities, or the associated resourcing for new organizations. In accordance with DFAS Manual 37–100, emergency cost accounting codes established during the response phase by the installation EOC's finance and administration section shall be utilized to capture the costs associated with activation and operation of all mass care operations. Associated support contracts shall be activated based upon specified measures and be contingent on activation for payment.

e. Demographics. Evacuation management procedures rely upon the demographic information collected in chapter 4dentify planning estimates, identify logistical requirements, guide/predict the actions of the protected populace, and identify resource needs. Collected demographic information should be compiled and then organized by geographical area (see installation zoning), type of emergency (aligned with HSA in the installation EM plan), and type of service to be provided by the installation. The best practice regarding this organizational challenge is to geo-code relevant information into the GIS supporting the EOC.

Note. A key source of demographic and evacuation management information regarding certain communities is the FEMA HES completed for tropical cyclone/hurricane hazards on the East and Gulf Coasts of the U.S. (Texas to Maine), domestic Caribbean locations (that is, U.S. Virgin Islands and Puerto Rico), and select pacific locations. Though developed specific to tropical cyclone/hurricane hazards and focused on the civilian community, these studies provide extraordinary depth of information on demographics, infrastructure capacity, and historical trends which are applicable to all evacuation efforts.

f. Impact. Statistical analysis and historical trends can be applied to the assembled demographic and infrastructure information to identify planning figures for installation zoning, MWN, evacuation management, and mass care operations as identified in chapter 4. It is important to coordinate with local civil authorities regarding demographics and historical data, especially when the Army installation does not have past historical data on evacuation and mass care operations.

(1) *Planning estimates.* Specific populations, such as expeditionary units, are more likely to self-organize and execute evacuation orders than non-cohesive areas, such a large housing areas or hotel facilities. In addition, some areas change dramatically in terms of population from working hours to nonworking hours, such as industrial facilities, headquarters facilities, and many AMC installations, which will dramatically change the traffic management issues and the need for additional transportation support.

(2) *Shadow evacuations.* In accordance with U.S. Nuclear Regulatory Commission Regulation (NUREG)/Contractor Technical Report (CR)–6864, Volume 1, shadow evacuations are defined as spontaneous evacuations by persons residing outside of an officially declared evacuation zone. These shadow evacuations may impact transportation availability, evacuation route management, and the need for emergency logistics support, including provision of water and fuel supplies, to evacuees delayed in heavy traffic. All of these factors impact the evacuation clearance time estimates directed in this chapter.

(3) *Infrastructure impacts.* Transportation and information technology infrastructure needs to be considered in all aspects of evacuation management. Identification of bridges, ferries, tunnels, buses, animal trailers, and aviation transportation systems as key resources is critical to the successful execution of evacuation orders. For example, high winds in advance of tropical cyclone landfall may exclude buses and towed trailers 36 or more hours in advance of landfall, which will require a change in evacuation clearance times and may alter the original evacuation decision timeline. This is also true regarding flooding, earthquakes, tsunamis, tornados, and volcanoes in addition to a host of other natural, technological, and human-caused hazards. See the DOT/FHA report for additional information on transportation considerations.

(4) *Hazard correlation.* In accordance with NUREG/CR–6864, an analysis of the most significant evacuations from 1990 through 2003 shows that evacuations in preparation for or in response to tropical cyclones (hurricanes and tropical storms) accounts for only 13 percent of the total. Technological hazards account for 35 percent, wildfires account for 23 percent, and other natural hazards account for 24 percent of the evacuations. In this context, the term "malevolent acts" covers all terrorism and criminal incidents and accounts for approximately 6 percent of the total evacuations (with some overlap with technological hazards). This information is relevant in that technological hazards, earthquakes, tornadoes, and many wildfires have little to no warning time before impact and the lack of advanced warning dramatically changes the way that evacuation management is executed for these hazards. Reliance on self-coordinated evacuation days prior to landfall of a tropical cyclone with focus solely on populations requiring transportation assistance, with special needs, or with animal needs is easy in comparison with a no-notice, immediate evacuation of all or some of the protected populace for a technological hazard or earthquake. As identified in NUREG/CR–6864, Volume 1, the greatest capability to manage all-hazards evacuation needs regardless of cause is based upon (1) building a resilient community through the Ready Army Community Preparedness Campaign, (2) developing and exercising an installation EM plan with an evacuation management annex, and (3) organizing, training, equipping, and exercising a task-organized evacuation management team.

g. Emergency planning and interagency coordination. Procedures shall be maintained within the installation EM plan in the basic plan with Support Annexes developed as necessary to detail tactics, techniques, and procedures for execution and with additional details identified in the HSAs, as necessary. Evacuation management procedures within the installation AT plan, installation F&ES plan(s), or other planning documents shall reference the installation EM plan on all matters related to evacuation. All procedures shall be coordinated in writing with local civil jurisdictions and receiving remote safe havens. The evacuation planning process includes identifying the available transportation networks and the capabilities and limitations of each of these transportation methods, especially the carrying-capacity of proposed evacuation routes and existing or potential traffic bottlenecks or blockages caused either by traffic congestion or natural occurrences such as rising flood waters or high winds. It is important to keep in mind that destructive weather and seismic events may limit or completely eliminate some transportation methods, especially bridges, ferries, tunnels, and mass transit systems. Evacuation planning must incorporate:

(1) Ready Army Community Preparedness training and associated products.

(2) MWNS procedures for warning personnel within 2 minutes of incident verification (immediate evacuation) or issue of the evacuation order.

(3) Personnel accountability procedures in accordance with DODI 3001.02.

(4) Route management procedures, to include the use of pre-event signs and signals and procedure for establishing "reverse-laning" or "contraflow" movement (turning all lanes on both sides of the road to travel in the same direction away from the hazard area) for increased traffic capacity.

(5) Procedures and resources for the removal of debris and disabled vehicles from the evacuation routes.

(6) Procedures and resources for the provision of fuel, water, and emergency supplies to evacuees along established evacuation routes, if the situation warrants such actions.

(7) Procedures for supporting and managing medical special needs populations (Category 2SN).

(8) Procedures for providing transportation assistance to populations without access to transportation (Category 2TR).

(9) Procedures for managing animal needs (Category 2AN).

(10) Procedures for non-English-speaking personnel and the visually and hearing impaired.

(11) Security of the evacuated area to prevent theft and/or looting.

(12) Response to unrelated emergencies (traffic accidents, structural fires) during the evacuation must also be identified with evacuation planning.

(13) Evacuation during increased FPCONs, including FPCON Delta (see chapter 7 for details on FPCONs), shall be addressed during evacuation planning.

(14) Movement of Category 5 personnel to the incident site, the installation EOC, the JIC, and designated mass care facilities, including the EFAC shall be incorporated into the evacuation planning process to ensure complete visibility of the total requirement.

(15) Movement of Category 1 personnel to designated locations shall be incorporated into the evacuation planning process to ensure complete visibility of the total requirement.

(16) Procedures for further evacuation in case the incident expands or a second incident occurs.

h. Evacuation planning. Evacuation planning must address the use of travel-trailers, campers, motorhomes, buses, motorcycles, bicycles, and boats during the evacuation. The use of some or all of these transportation methods during certain emergencies, especially those involving flooding, high winds, seismic aftershocks, or volcanic eruption, may be unadvisable and result in blocking the progress of the evacuation. EPI broadcasts must include any prohibitions on the use of these transportation methods based upon the situation. Two additional critical factors within evacuation planning are the need for Category 5 personnel to supervise/facilitate evacuation routes, especially the reverse-laning/contraflow of major roadways, and the need for employees of commercial firms and/or government-operated transportation and utility operations to continue operation of these systems simultaneous with an evacuation of their families, friends, and coworkers. If these Category 5 responder service providers are ordered to evacuate or self-evacuate based on media reporting, then the transportation method or utilities which they operated may not be available and may result in a failed evacuation effort putting additional lives at risk. The use of evacuation wardens and/or members of established CERTs (see chap 7) are a valuable addition to the ability of the evacuation management team to execute a successful evacuation, especially on Type II and III installations without a significant number of Category 5 personnel to manage evacuation operations.

i. Evacuation types. There are two primary types of evacuations:

(1) *Mandatory and/or ordered.* An ordered, non-elective evacuation. Designated Category 1 and 5 personnel may be exempted from evacuation orders as required.

(2) *Voluntary and/or authorized.* When danger to personnel is remote but loss of services is possible, a voluntary evacuation may be authorized. Release of DOD civilian personnel must be in accordance with established manpower and personnel procedures. The anticipated length of evacuation will determine if personnel should travel to civilian shelter, the nearest available accommodations, a remote safe haven, or a designated place. This will also determine member and dependent allowances under the Joint Federal Travel Regulation (JFTR).

Note. The situation when the circumstances requiring an evacuation necessary are expected to improve to the extent that the evacuated family members can return to their permanent duty station within a short timeframe. Within domestic locations, military personnel and their dependents are authorized and ordered to move to the nearest available accommodations, which may be local safe haven (for example, family housing, barracks), local civilian shelter, or local accommodations provided by the economy (for example, hotels).

Note. The situation when the circumstances requiring an evacuation necessary are not expected to immediately improve to permit personnel to return to their permanent duty station within a reasonable timeframe. Certain uniformed personnel, DOD civilian employees, and their family members are entitled to allowances while traveling to and residing in extended safe haven in accordance with the JFTR.

Note. The situation when the circumstances requiring an evacuation necessary are not expected to improve to permit assigned personnel to return to their permanent duty station. Assigned personnel will be permanently reassigned to a designated place.

j. Evacuation orders. The timely issuance of evacuation orders directly impacts upon the successful evacuation of all designated personnel. In determining the proper timeframe to issue evacuation orders, consider the weather, traffic, shelter, geographic, social, and political conditions at the evacuation site, on the designated evacuation route(s), and at the receiving remote safe haven. Pre-event evacuation route management with Federal, State, local, other Service, and/or private (or HN) agencies plays a critical role in the management of evacuation operations, as does the pre-event designation of remote safe havens and coordination with external civilian shelter providers. Evacuation orders should start when school is not in session and when there is at least 8 hours of daylight included in the evacuation time allowed. When an evacuation is ordered, a remote safe haven or designated place must be specified to enable personnel accountability, allow effective provision of assistance for evacuees, and prevent excessive travel and in accordance

with per-diem reimbursements. The order to evacuate selected Army installations pertains to all personnel (for example, military, military Family members, DOD civilian employees, DOD civilian employee Family members, NAF employees, and any other civilian or military personnel) who work, reside, and/or are visiting within the jurisdiction of the identified installation(s). Overseas within HNs, the evacuation order applies to all assigned personnel, regardless of their residence on or off the jurisdiction of the identified installation. Evacuation orders requiring movement from the installation's jurisdiction may be considered eligible for reimbursement for travel, lodging, meals, and miscellaneous expenses (for example, in accordance with per-diem) under the JFTR. An evacuation order may include or specifically exempt designated Category 1 and/or Category 5 personnel depending on the nature of the emergency and the nature of current operations. The applicability and enforcement of evacuation orders to Category 3 and 4 personnel will be dependent upon applicable HN agreements and the requirements of such contracts or agreements. The installation EMWG should consult with the applicable DOS and JAG representatives to resolve this issue prior to an actual event. Evacuation orders differ from noncombatant evacuation operations in the following areas:

(1) Evacuation orders may direct the movement of personnel from 1 or more domestic location (see chapter 1 for details) to another domestic location.

(2) Evacuation orders may direct the movement of personnel from one location within an overseas geographic region to another location within the same overseas geographic region if the identified locations reside within the same HN and if such movement is permitted by the applicable HN agreements.

k. Evacuation orders involving a host nation. In accordance with JP 3–68, evacuation orders directing the movement of personnel (1) from a HN to a U.S. state, territory, or possession, (2) from one HN to another, or (3) from a HN to another foreign country must be coordinated and approved by DOS through the supporting U.S. Embassy as well as the supported GCC and ASCC.

l. Evacuation authority. The installation commander is the primary authority for ordering evacuations within the installation's jurisdiction. The installation commander may independently order the evacuation of all or a designated portion of the personnel within the installation's jurisdiction without consultation with other mission commanders, supported ASCC, or command that manages the installation for the benefit of life safety. In such cases, the installation commander shall contact and inform higher headquarters as soon as the situation presents via non-secure or secure voice or data. Every effort should be made to coordinate with higher headquarters prior to the release of evacuation orders, when time is available and life safety is not jeopardized during the resulting delay. In accordance with JFTR, the following additional evacuation authorities may apply:

(1) Foreign locations (overseas). The employing command or agency has authority to order the evacuation of assigned military and DOD civilian personnel. The DOS has no authority to order U.S. personnel to evacuate an installation, but is responsible for advising U.S. citizens on potential or actual emergencies and assisting, when possible, with the evacuation of U.S. citizens should they choose to follow DOS advice. The Secretary of Defense, the Secretary of the U.S. Army, and the GCCs retain authority to direct DOD personnel to evacuate an overseas (foreign) location, as required.

(2) Domestic locations. The following officials are responsible for ordering an evacuation for uniformed and DOD civilian personnel, as well as their supported Family members:

(3) The Secretary of Defense or designated representative (for example, the Under Secretary of Defense for Personnel and Readiness).

(4) The Secretary of the Army, Navy, or Air Force, or the Secretary's designated representative.

(5) The head of a DOD component or designated representative.

(6) The commander of a U.S. installation or designated representative.

(7) The commander, director, head, chief, or supervisor of an organization or office.

m. Evacuation zones. Evacuation zones shall be aligned with the installation zones identified in chapter 4. Evacuation zones provide a foundation to model traffic movements from one geographic area to another. It is necessary to include multi-hazard modeling in the development of the evacuation zones as well as maintain these zone models as information changes or is refined based upon exercises or real events. Evacuation zones are designed to meet several functions: (1) In coastal areas they must reflect the areas in each storm scenario which will need to be evacuated due to storm-surge inundation; (2) They should relate as closely as possible to available population data information, such as enumeration districts, census tracts, zip code areas, transportation analysis zones, and so forth; and (3) They need to be describable in a manner that persons in the area will be able to understand.

n. Collection points. Installation commanders shall designate collection points for all Category 2TR personnel and such Category 2SN personnel and Category 2AN personnel who are capable of moving to an assigned collection point. Collection points will be identified in the installation EM plan, communicated to identified populations via tailored Ready Army Community Preparedness materials, geo-coded in the installation EOC's GIS and IMS systems, and

provided with the appropriate resources (for example, transportation, signage, lighting, services, security, personnel accountability tools, and communications) necessary to execute their assigned functions.

o. Evacuation route management. Installation commanders shall designate primary and secondary evacuation routes and have these routes clearly marked and well lit. Evacuation routes should include pre-event fielding of evacuation route markers and/or signs, which can be easily read during an emergency (low light conditions, rain or ash fall conditions). Ensure that evacuation routes are:

(1) Wide enough to accommodate the number of evacuating personnel and the types of expected transportation methods.

(2) Clear and unobstructed at all times.

(3) Unlikely to expose evacuating personnel to additional hazards.

p. Evacuation clearance time. Clearance time refers to the time required to clear all evacuees from the evacuation routes and complete movement to safe haven, shelter, or the designated remote safe haven. Clearance time begins with the evacuation order, continues as the first evacuating vehicle enters the transportation network, and ends when the last evacuating vehicle reaches its destination. Clearance time includes the time required by evacuees to secure their homes and prepare to leave (mobilization time), the time spent by evacuees traveling along the road network (travel time), and the time spent by evacuees waiting along the road network due to traffic congestion (delay time). Clearance time does not refer to the time a single vehicle spends traveling on the road network. Clearance time is based on a set of assumed conditions and behavioral responses identified during the process identified in chapter 4. It is likely that an actual emergency will differ from any simulated emergency for which clearance times are calculated for. Key assumptions guiding this analysis are grouped into five areas:

(1) Population data (demographics).

(2) Emergency scenarios.

(3) Timeliness of the evacuation order.

(4) Behavioral characteristic of the evacuating population.

(5) Roadway network and traffic control assumptions.

(6) Evacuation zones.

q. Evacuee tracking. Installation commanders shall approve a process for registration and tracking of all evacuees consistent with the process for registration of personnel utilizing mass care services (see below). DAMO–ODP shall identify material solutions which address this requirement and seek resourcing for material fielding and sustainment at a programmatic level.

r. Reentry process. Installation commanders shall approve a process for authorizing reentry by evacuees into one or more installation zones (or the entire installation) by use of reentry permits once reentry is authorized by the installation commander at the recommendation of the RWG, for large scale incidents, or the incident commander, for smaller scale incidents. The reentry permit process will address residents, nonresident property owners/managers, utility providers, and commercial business employees as well as tenant organization personnel. The reentry process relies significantly on coordination with the EFAC and the JIC to get information to all of the evacuees, including those temporarily residing at remote safe haven(s), civilian shelters, or local safe haven(s).

12–2. Evacuation management team

a. Concept. Evacuation management requires extensive coordination with the Army community, numerous installation activities and commands, and the civil jurisdictions receiving or supporting the additional traffic load. Evacuation management also requires management of multi-modal transportation assets operated by DOD, private, local, State, regional, and Federal providers. The evacuation management team is responsible for coordination of evacuation operations necessary to (1) move personnel at risk from one or more hazards to a safer location consisting of local safe haven, civilian shelter, and/or remote safe haven, (2) support evacuation of Category 2TR, 2SN, 2SC, and 2AN populations, (3) return displaced personnel to the installation post-incident during the recovery phase, and/or (4) continue second stage evacuation to a remote safe haven or designated place. Evacuation management team personnel are designated Category 5 emergency responders.

b. Requirement. All EM programs should coordinate with LRC, DES, DPW, and DFMWR on the establishment, activation, and management of one or more evacuation management teams on the installation when requested by the installation EOC or activated as identified in the installation EM plan. Task-organized evacuation management teams shall be typed through the resource typing system. See table 12–1 for detailed information. Evacuation management teams are usually activated pre-incident for hazards with sufficient warning or immediately after an incident occurs in order to conduct evacuation operations.

c. Services. Evacuation management teams should provide the following services tailored to the installation needs and the specific emergency being addressed:

(1) Activate pre-coordinated evacuation routes.

(2) Activate and manage collection points for Category 2TR, 2SN, 2SC, and 2AN populations.

(3) Monitor and report status of evacuation operations to the installation EOC.

(4) Coordinate reception of evacuees with receiving safe haven management teams and/or civilian shelters.

(5) Develop an evacuee return plan for phased or mass return of evacuees from all receiving locations and provide an evacuee return plan to the installation EOC planning section.

(6) When directed during the recovery phase, execute the evacuee return plan, monitor implementation and progress, and report to the installation EOC, as directed.

d. Process. Evacuation management teams shall be activated by the installation EOC or as identified in the installation EM plan through the MWNS with a team-specific recall group assignment. Activation will detail when, where, and for how long the team is to be activated (which may be modified by the installation EOC's discretion). The evacuation management branch liaison team will report to the installation EOC. Upon assembly at their designated staging area, the field components of the evacuation management team shall activate pre-coordinated evacuation routes through the coordinated deployment of Army LE for traffic control, fielding of variable message boards, signage, cones, and directional markers along evacuation routes and initiation of reverse-laning/contra-flow operations, if required to increase capacity. Field components of the evacuation management team will staff each predesignated collection point as shown in table 12–1. In order to monitor and report status of evacuation operations to the installation EOC, the evacuation management will: (1) provide the evacuation management branch function within the operations section of the installation EOC during the response phase (or as directed), (2) coordinate information with the personnel accountability activities and the EFAC (or EOC liaison). The evacuation management team will coordinate reception of evacuees with receiving safe haven management teams and/or civilian shelters and report status of evacuation operations until all Category 2–4 personnel and those Category 1 or 5 personnel unassigned for the specific emergency have been evacuated and accounted for at their receiving locations. The evacuation management team shall then develop an evacuee return plan for phased or mass return of evacuees from all receiving locations and provide the evacuee return plan to the installation EOC planning section via the evacuation management branch staff. When directed during the recovery phase, the evacuation management team shall execute the evacuee return plan, staff predesignated collection points for return transfer of assisted evacuees, monitor implementation and progress, and report to the installation EOC, as directed. The evacuation management team may be demobilized by the installation EOC, when required.

e. Management. Evacuation management teams consist of LE, transportation, public works, and logistics personnel along with Army community service liaisons. Evacuation management teams, especially in Type III installations, may include additional duty personnel and volunteers, as needed. The team organization and composition shall be identified in the installation EM plan, shall be categorized as Category 5 emergency responders, and shall be issued appropriate identification and safety equipment (for example, radios, vests, rain gear, lights, whistle) regarding their assignment. It is the responsibility of the installation EMWG to ensure that issues regarding access control, transportation, and pay/compensation are addressed pre-incident during the preparedness activities. The evacuation management teams are typed resources as indicated in table 12–1.

f. Equipment. Evacuation management teams require adequate transportation, workspace, communications capabilities and capacity, and supplies in order to perform its assigned tasks as detailed in table 12–1.

g. Army resource typing definitions. As detailed in chapter 9, Army installations develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. The below resource typing definitions are local definitions only and should be frequently socialized with local civil jurisdictions (and HNs). Army installations may align to local standards given the same service output and performance objectives. See table 12–1 for detailed information.

Table 12–1
Evacuation management team resource type definitions

Resource			**Evacuation management**	
Category		Evacuation manage-	Kind	Team
Minimum capabili-		Type I	Type II	Type III
Component	Metric			
Personnel[1]	Total	342 total	162 total	69 total
Manpower[1]	Per shift (day/ night)	162d/180n	75d/87n	33d/36n
EOC and/or liaisons	Total per shift	6 total	5 total	1 total

Table 12–1
Evacuation management team resource type definitions—Continued

EOC evacuation branch director	Total per shift	1	1	1
EOC evacuation branch staff	Total per shift	2	1	0
City and/or local EOC liaison	Total per shift	1	1	0
LRC transportation liaison	Total per shift	1	1	0
City and/or local DOT liaison	Total per shift	1	1	0
Field personnel	Total per shift	6 + Security	4 + Security	2 + Security
ECP coordinator	Assumes ECPs = Evac zones	6	4	2
Security[2]	Per traffic control point	As assigned	As assigned	As assigned
Collection point teams	Total # of teams	6	4	2
Total	Per shift (day/night)	150d/168n	66d/78n	30d/34n
Daytime operations	Per shit	150 total	66 total	30 total
Team leader	Per collection pt.	1	1	1
Bus coordinators	Per collection pt.	12	6	3
Special needs coordinator[3]	See note	(2)	(2)	(2)
School and/or childcare coord[3]	See note	(2)	(2)	(2)
Animal needs coordinator[3]	See note	(2)	(2)	(2)
Community liaison	Per collection pt.	2	1	1
First aid and/or CPR	Per collection pt.	2	1	1
Provider security	Per collection pt.	4	4	4
Labor pool (to assist evacuees)	Per collection pt.	4	4	4
Total per shift	Per collection pt.	24 + SN/SC/AN	15 + SN/SC/AN	12+ SN/SC/AN
Night operations	Add total per night	18 total	12 total	4 total
Lighting coordinator	Per collection pt.	1	1	1
Additional security additional	Per collection pt. Per collection pt	2 3	2 3	1 2
Footprint				
Evacuation zones	For installation	6	4	2
Clearance times (planning estimate)	For installation	72 hours	48 hours	36 hours
Collection times[4]	For installation	6	4	2

Table 12–1
Evacuation management team resource type definitions—Continued

Footprint	Per 1000 sq. ft.	125k	75k	45k
Dimensions	Length x depth	500 ft x 250 ft	300 ft x 260 ft	300 ft x 150 ft
Collection point lanes	Per collection pt.	4 bidirectional	2 unidirectional	1 unidirectional
Assigned equipment				
EOC branch director				
Radios (with chargers)	Same channel	1	1	1
		Liaison officers		
Radio (with chargers)	Same channel	3	3	0
		Prepacked equipment		
Container or trailer	Prepacked	1	1	1
Radios (with chargers)	Same channel	6 + 1 per ECP/traffic control point (TCP)	4 + 1 per ECP/TCP	2 + 1 per ECP/TCP
			Based on requirements	
Portable signage[6] Traffic cones[7]	Preprinted per collection pt.	180	60	20
Bullhorns and/or loud speakers	Per collection pt.	6	4	2
Safety vests (American National Standards Institute Reflective)	Per person[9]	174	82	35
Rain gear Flashlights (light emitting diode (LED) preferred)	Per person[9] Per person[9]	174 sets 174	82 sets 82	35 sets 35
Whistle with lanyard	Per person[9] Per person[9]	174	82	35
Other safety equipment	Per safety office	As required	As required	As required

Table 12–1
Evacuation management team resource type definitions—Continued

Temporary name badges	Per site	25C	150	100
Towed and/or delivery Systems				
Variable message boards	With generator	6 + 1 per TCP and ECP	4 + 1 TCP and ECP	As available
Light sets	With generator	6 + 1 per TCP and ECP	4 + 1 TCP and ECP	As available
Training requirements				
NIMS training requirements[11]	NIMS	ALL	ALL	ALL
Tasks specific training[12]	Installation	ALL	ALL	ALL
DOD International Fire Service Accreditation Congress (IFSAC) HAZMAT Awareness[11]				
G358: Evacuation and Re-Entry Planning Course	FEMA–EMI	Recommended	Recommended	Options
HURREVAC Training Course[13]	*TBD*[13]	EOC element only[13]	EOC element only[13]	EOC element only[13]
HAZUS–MH for decision makers	ESRI[13]	EOC element only	EOC element only	EOC element only
Service output[15]		Type I	Type II	Type III
Component	Metric			
Commercial buses[16]	Buses/hour	24/hr	12.hr	6/hr
School buses[17]	Buses/hour	24/hr	12/hr	6/hr
Assisted evacuees[18]	Evacuees/hour	1152/hr	576/hr	288/hr
Equivalency	-	1 Type I = 4 Type III	2 Type II = 1 Type I	4 Type III = 1 Type I

Notes:

[1] Manpower must be organized, trained, certified (if required), credentialed (as required), equipped, exercised, evaluated, maintained, and sustained as specified in this publication.

[2] Staffing for entry control points (ECPs) and TCPs as assigned by installation LE with supporting guidance from installation ATO for terrorism incidents.

[3] Based upon (2) special needs, (2) school/childcare, and (2) animal needs collection points for each Type.

[4] Collection points for pre-arranged bus, mass transit, rail, ferry, or aviation transportation of Category 2TR, 2SN, 2SC, 2PR, and 2AN populations.

[5] Based upon 1 radio per collection point. ECP and TCP radios may be provided by existing LE or security personnel stationed at locations and augmented to evacuation management team members, as available.

[6] Signs should be visible at each ECP, TCP, collection point entrance/exit, and at every intersection along established evacuation routes as identified in the installation EM plan.

[7] Based upon 30, 15, and 10 per collection point estimates. Local requirements may vary.

[8] Based upon 1 per collection point.

[9] Based upon total personnel at max requirement (night operations) minus number of EOC and/or liaison positions.

[10] As needed to augment existing lighting. Total number based upon actual needs and local conditions. Depends upon existing lighting sources for identified areas.

[11] See table 13–1 for training set information.

[12] As necessary to support assigned functions.

[13] Training requirement dependent upon fielding of HURREVAC to installation.

[14] Online training available at https://www.esri.com/training/. Training requirement dependent upon fielding of HAZUS–MH to installation.

[15] For collection points only. Supports Category 2TR, 2SN, 2SC, and 2AN populations. Total number of vehicles and therefore evacuees depends on local conditions (total protected populace, number of ECPs, number of routes, and transport capacity of identified routes).

[16] Assumes 2 buses per loading station per hour.

[17] Assumes 2 buses per loading station per hour. Resulting estimates based upon median load of adult passengers in

[18] Planning estimate only. Resulting estimates based upon median load of 48 adult passengers in United States commercial motor coaches and U.S. school buses (Type A–D models) averaged across models.

12–3. Mass care operations

a. Overview. Mass care operations consist of all community preparedness, interagency coordination, MWN, installation EOC, DFMWR, EFAC, and field activities necessary to initiate and manage the care for personnel displaced for any duration due to any emergency. Mass care operations include meeting 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 supports that populace 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 the Preparedness activities, especially in emergency planning and community preparedness, in order to be executed successfully by the installation commander. Mass care operations are undertaken as part of the comprehensive effort to reduce the risk associated with hazards identified in chapter 5.

b. Goals. The goals of mass care operations include the following:

(1) To protect assigned personnel who have been displaced from their residence or workplace as part of a protective action (such as SIP or evacuation)

(2) To coordinate the delivery of goods and services to the protected populace during an emergency with activities of identified Category 1 and 5 personnel

c. Evacuation. Evacuation, rather than the procurement and employment of protective equipment, is the primary means of addressing hazards faced by the protected populace and mass care operations are an integral part of protecting and caring for those evacuees.

d. Requirement. All EM programs will develop, exercise, and maintain procedures for mass care operations for assigned personnel upon standing, verbal, or written orders of the installation commander. Mass care procedures will include the capability to activate and manage the following:

(1) The EFAC on the installation.

(2) The SIP operations in one or more installation zones (see chap 4).

(3) Local safe haven operations consisting of one or more facilities on the installation.

(4) Coordination with one or more civilian shelters provided by one or more civil jurisdictions.

(5) Remote safe haven operations at one or more predesignated, geographically remote receiving installations

(6) Mass feeding operations at one or more locations on the installation.

(7) Points of distribution (POD) operations for the distribution of goods and services at one or more locations on the installation.

(8) Call center (or information hotline) operations for the distribution of approved information to friends and family of evacuees, casualties, and fatalities.

(9) Pre-existing hazard-specific shelter locations (for example, tornado shelters, fallout shelters). Mass care procedures will include procedures for the continuous broadcast communication to displaced personnel throughout mass care operations and during the return of personnel to their residences or workplaces on the installation.

Note. Mass care operations are organized and executed largely by task-organized teams of existing personnel and volunteers. Nothing within this publication mandates dedicated personnel, dedicated facility operations, or the associated resourcing for new organizations. In accordance with DFAS Manual 37–100, emergency cost accounting codes (CACs) established during the response Phase by the installation EOC's finance and administration section will be utilized to capture the costs associated with activation and operation of all mass care operations. Associated support contracts will be activated based upon specified measures and be contingent on activation for payment. Installations which identify needs for temporary structures, mobile laundries, mobile showers, portable toilets, mobile feeding

kitchens, mobile HVAC systems, modular/containerized housing, and additional power generators will develop support contracts activated and resourced on a contingency basis if required based upon the incident. All support contracts will be reviewed by applicable contracting officer(s), comptroller, and legal counsel.

e. Demographics. Mass care procedures rely upon the demographic information collected in chapter 4dentify planning estimates, identify logistical requirements, guide, predict the actions of the protected populace, and identify resource needs. The protected populace is the key planning figure in resource management of evacuation and mass care operations. This planning figure provides installation commanders and installation EM personnel with a firm estimate of the number of personnel requiring water, meals, beds, and supplies necessary to temporarily safe haven this population as well as the number of spaces to request should it be necessary to shift this population to civilian shelters or to a remote safe haven location. Collected demographic information should be compiled and then organized by geographical area (see installation zoning), type of emergency (aligned with HSAs in the installation EM plan), and type of service to be provided (such as mass feeding, safe haven operations, SIP) by the installation. The best practice regarding this organizational challenge is to geo-code relevant information into the GIS) supporting the EOC. See chapter 4 for specific guidance on gathering demographic information and appendix D for additional information on personnel categorization.

f. Impact. Statistical analysis and historical trends can be applied to the assembled demographic and infrastructure information to identify planning figures for installation zoning, MWN, evacuation management, and mass care operations as identified in chapter 4. It is important to coordinate with local civil authorities regarding demographics and historical data, especially when the Army installation does not have past historical data on evacuation and mass care operations. See the FEMA Community Mass Care Management Course (L–112) for more information.

(1) *Safe haven planning estimates.* Populations in urban environments, with lower household income, and/or with the lowest fear of property security (that their home will be protected by LE while away) are the most likely to seek public safe haven or civilian shelter when impacted by an emergency or when directed to move to safe haven or civilian shelter by authorities. For example, these categories may encompass junior enlisted personnel, barracks populations, and family housing areas.

(2) *Infrastructure requirements.* Safe haven and shelter locations require specific infrastructure thresholds. Though the Army does not operate shelters as the Service cannot meet the design criteria or the food and water stockpiling requirements of applicable ARC references, including ARC 4496, the same infrastructure considerations apply to temporary safe havens established on post. These considerations include ensuring that safe havens are not located in a Category 4 tropical cyclone storm surge area, are not located in a 100-year or 500-year floodplain, do not have the first floor (ground floor) lower than the flood insurance rate maps base elevation, does not store HAZMAT, is compliant with existing building and fire codes, is not at risk of inundation, is not constructed of reinforced masonry, is compliant with earthquake zone construction standards (when required), and does not have long, open roof spans, excessive overhangs, or large glass areas. All infrastructure requirements must be coordinated with DPW or the appropriate supporting office. All IT requirements must be coordinated with the NEC.

g. Emergency planning and interagency coordination. Procedures will be maintained within the installation EM plan in the basic plan with support annexes developed as necessary to detail tactics, techniques, and procedures for execution and with additional details identified in the HSAs, as necessary. Mass care procedures within the installation AT plan, installation F&ES plan(s), or other planning documents will reference the installation EM plan on all matters related to mass care operations. All procedures will be coordinated, in writing, with local civil jurisdictions and receiving remote safe havens. The mass care planning process includes identifying the available facilities and services which exist on the installation and coordinating use of such facilities and services during the response and recovery operations. Identification of facilities and services to be used during mass care operations requires the determination of service capabilities and capacities, movement of personnel and providers to and from designated locations (or services to and from designated PODs), and the necessary supporting infrastructure (vehicles, communications, utilities, generators, compressed gas, information technology) required to provide the given service at the given location during emergency conditions. This coordination includes the identification of these service providers as Category 5 mass care providers and addresses pay, reimbursement, and access control issues pre-incident. Mass care planning must incorporate the following:

(1) Ready Army Community Preparedness training and associated products.

(2) MWNS procedures for warning personnel within 2 minutes of incident verification (immediate evacuation) or issue of the evacuation order and continued EPI throughout the response and recovery phases.

(3) Personnel accountability procedures in accordance with DODI 3001.02.

(4) Facility management procedures, to include the use of pre- and post-incident signage, parking management, access control, accountability, cost accounting, transportation services, and utility/power services for identified mass care locations/facilities.

(5) Procedures and resources for registration, personnel tracking/accountability, security, health services, volunteer management, distribution of goods, client services (legal, insurance, travel, temporary housing, school registration, counseling services, and so forth), shower and/or bathroom services, laundry services, child support and/or daycare services, and waste management services.

(6) Procedures and resources for the provision of fuel, water, and emergency supplies to identified local and remote safe havens and through use of PODs.

(7) Procedures for supporting and managing medical special needs populations (Category 2SN).

(8) Procedures for providing transportation assistance to and from mass care locations/facilities for populations without access to transportation (Category 2TR).

(9) Procedures for managing animal needs (Category 2AN) at mass care locations and/or facilities.

(10) Procedures for non-English-speaking personnel and the visually and hearing impaired.

(11) Security of mass care locations and/or facilities.

(12) Health services at mass care locations and/or facilities.

(13) Procedures for further evacuation in case the incident expands or a second incident occurs.

(14) Template mass care information sheets in multiple languages with locations of local safe havens, civilian shelters, and PODs, as well as, information on EFAC services.

(15) Template safe haven resident information sheets in multiple languages with rules and guidelines for local safe havens, to include standardized policies on registration, children, personal belongings, mobile phone use, animals/pets, smoking, alcohol, drugs, weapons, quiet hours, music/video player/game use, parking, volunteers, security, and health services.

Note. Two additional critical factors within evacuation planning are the need for Category 5 (mass care providers) to supervise and manage mass care operations and the need for employees of commercial firms and/or government-operated services and utility operations to continue operation of these systems simultaneous with an evacuation of their Families, friends, and coworkers. If these Category 5 mass care providers or the supporting responder service providers are ordered to evacuate or self-evacuate based on media reporting, then the services or utilities which they operated may not be available with a negative impact to the ability to provide mass care.

h. Installation zones. Mass care locations/facilities should be aligned with the installation zones identified in chapter 4. Installation zones provide a foundation to align demographic information with the provision of safe havens and emergency supplies (PODs) within a common architecture. It is necessary to include multi-hazard modeling in the development of the installation zones as well as maintain these zone models as information changes or is refined based upon exercises or real events.

i. Personnel accountability. Installation commanders will approve a process for personnel accountability during emergencies based upon the procedures in DODI 3001.02 and use of the ADPAAS in accordance with AR 600–86. This process will identify virtual (for example, off-site phone number, interactive notification system, website, or collaborative portal) and physical rally points provided to all assigned personnel via tailored Ready Army Community Preparedness tools. The personnel accountability process must include a method for accounting for nonemployees such as suppliers and visitors. Both suppliers and visitors should be made aware of the command's decision to evacuate, SIP, move to safe haven, or move to civilian shelter.

(1) *Reporting.* Installation commanders will establish procedures for obtaining an accurate count of all assigned Category 1–5 personnel, including Family members, post-evacuation using ADPAAS. A complete muster, including the names and last known locations of personnel not accounted for, will be provided by the personnel accountability staff to the installation EOC for forwarding to the supported regional director (if applicable) and command that manages the installation. DFMWRs must consolidated a summary of number of personnel receiving mass care services broken down by local safe haven, civilian shelter, remote safe haven, mass feeding stations, and points of distribution (PODs).

(2) *Process.* Installation commanders are encouraged to establish a personnel accountability staff to manage this function in a physical separate space from the installation EOC. Reporting on personnel accountability results should be provided to a designated representative in the installation EOC, usually within the finance and administration section. The personnel accountability staff requires adequate workspace, communications capabilities and capacity, and supplies in order to perform its assigned tasks as detailed in chapter 14.

j. Mass care registration process.

(1) *Resident tracking.* Installation commanders will approve a process for registration and tracking of all personnel utilizing mass care services, especially those residing within local safe havens or remote safe havens. The goal is tracking of personnel from point of entry to point of exit across the full life cycle of evacuation and mass care operations. Mass care registration systems may consist of traditional pen and paper systems, color-coded identification bracelets, barcode systems, and radio frequency identification systems. See AR 40–400 and MEDCOM 525–4 for guidance related to patient administration for those mass care locations serving medical special needs populations. Installation EM staff will ensure coordination with local civil jurisdictions in order to establish a process for sharing capacity information and exchanging registration information, especially in identifying members of the Army community utilizing civilian shelters and communicating that information to the supported installation for personnel accountability purposes. DAMO–ODP will identify material solutions which address this requirement and seek resourcing for material fielding and sustainment at a programmatic level.

(2) *Mass care registration team.* The requirements and resource typing definitions for a mass care registration team or mass care registration elements are being developed by DAMO–ODP in coordination with the DFMWR and DHR program sponsors as well as applicable stakeholders and will be provided once completed and approved.

k. Rapid needs assessment team.

(1) *Requirement.* In order to quickly identify mass care, medical care, public health, and mental health needs post-incident, installations will develop a rapid needs assessment process in coordination with DFMWR Army community service, the installation PHEO, and the MTF commander. Rapid needs assessments are designed to quickly provide accurate and inexpensive population-based information needed to match a community's mass care needs with the available resources. Early assessments combined with rapid mobilization of resources can significantly reduce human suffering and the potential for secondary medical, public health, and mental health impacts.

(2) *Rapid needs assessment team.* The requirements and resource typing definitions for a rapid needs assessment team are being developed by in coordination with the applicable stakeholders and will be provided once approved.

l. Volunteer and donations management. Installation commanders will address volunteer and donations management during mass care operations. Installation commanders will approve procedures identified in the installation EM plan for organizing and coordinating the receipt of unsolicited services and/or goods from members of the Army community and local civil jurisdictions in a manner that complies with applicable law and policy and does not interfere with ongoing response and recovery efforts.

(1) *Volunteer management team.* The requirements and resource typing definitions for a volunteer management team are being developed by DAMO–ODP in coordination with the program sponsor for DFMWR Army community service, which is currently responsible for coordinating volunteer services on the installation, as well as applicable stakeholders and will be provided once completed and approved.

Note. The restrictions of 31 USC 3142 specifically allow the commander to accept voluntary services in "emergencies involving the safety of human life or the protection of property," which includes all response and recovery operations within the Army EM Program. Voluntary services may not be used to complete ongoing, regular functions of the government and therefore must be utilized only to provide services specific to response and recovery operations. See the installation's legal counsel for additional information.

(2) *Donations management team.* The requirements and resource typing definitions for a donations management team are being developed by DAMO–ODP in coordination the program sponsor for LRC Supply Services, which is currently responsible for coordinating warehouse operations on the installation, as well as applicable stakeholders and will be provided once completed and approved.

m. Special needs management. Installation commanders will address special needs management during evacuation management and mass care operations. As detailed in chapter 4 and appendix D, Category 2SN (special needs population) consists of all personnel who will require special transportation and/or assistance during an evacuation of any distance or mass care for any duration due to their medical needs. In the case of Category 2SN (special needs population) personnel, it is critical that special needs (for example, medicinal requirements, wheelchairs, oxygen administration, ventilators) be identified by person, by location, by individual quantity, and by total quantity, whenever possible. Special needs management may require establishment of one or more local safe havens dedicated to serving the Category 2SN population. As a reminder, this vulnerable populations includes members of the Wounded Warrior Program, the Exceptional Family Member Program, and all personnel under inpatient (as well as some outpatient) care at the supporting MTF. This community is now being consolidated under the concept of functional needs. Guidance on the management of the broader functional needs community will be provided once available. Though this population is smaller onboard Army installations than in typical U.S. communities due to the younger, more active community and the lack of hospice or retirement facilities on the majority of installations, effective management of even this small

population requires a great deal of pre-incident planning and coordination by all involved, both within the command and within the community.

(1) Medical special needs definition.

(2) Considerations for evacuation of Category 2SN populations.

(3) Considerations for safe haven and civilian shelter operations.

n. School and/or daycare management. As detailed in chapter 4 and appendix D, Category 2SC (School Population) consists of all Category 2–4 personnel attending or providing school, childcare, or daycare services at a DOD School or other DOD-provided location located on or in the vicinity of an Army installation, when the Army installation has jurisdictional responsibility for the DOD School or Facility.

(1) *Considerations for Evacuation of Category 2SC Populations.* Category 2SC populations should be transferred to the custody of their parents whenever possible. A key element in enabling this process is to close or cancel facility operations well in advance of anticipated hazard onset or evacuation orders. If direct transportation from a school, childcare, or daycare facility to a local safe haven or collection point is necessary due to the emergency, Category 2SC populations should be transported in pre-existing buses or vehicles utilized during normal operations whenever possible. This process assists in the identification of the occupants and provides situational comfort to the children during the confusion of an emergency. Additional transportation assets are often required in excess of available inventory, especially with facilities with large numbers of children dropped off by privately owned vehicles. Preferred means of additional transportation include school buses and vans from surrounding civil jurisdictions or other multi-passenger vehicles from existing provider's on-base in order to ensure enough chaperons are available in relationship to the number of children being transported in a single vehicle.

(2) *Considerations for safe haven and civilian shelter operations.* Category 2SC populations should be reunited with their families as soon as possible to ensure evacuation, safe haven, and civilian shelter operations are performed as a family unit. If children are separated from their parents due to emergent conditions required by the situation, then all possible means should be employed to ensure that the family members are made aware of the location, status, and destination of other family members (for example, en route and destination coordinating with personnel accountability staff or call center).

o. Detainee and/or prison population management. As detailed in chapter 4 and appendix D, Category 2PR (detainee populations) consist of all personnel assigned to, supporting, or incarcerated within prisons, brigs, or other detention facilities, including all Category 3 and 4 personnel supporting such detention facilities. Category 2PR includes corrections officers, guards, administrative personnel, and specialized transportation services, which should not be double-counted with Category 5 first responder populations.

(1) *Considerations for evacuation of Category 2PR populations.* Category 2PR populations will be transferred under the custody of their correction officers and assigned guard personnel. A key element in enabling this process is to initiate evacuation well in advance of anticipated hazard onset or evacuation orders for the larger protected populace in order to ensure adequate clearance time, especially with buses or other large transportation vehicles. It is the responsibility of the commander or officer in charge (OIC) of such detention facilities to coordinate their evacuation requirements with the installation EMWG and to resource/budget for such contingency operations.

(2) *Considerations for safe haven and civilian shelter operations.* Category 2PR populations will not reside in safe havens or civilian shelters. Temporary lodging is the responsibility of the commander or OIC of such detention facilities to coordinate their bed-down and security requirements with a receiving detention facility on another DOD installation or within a receiving civil jurisdiction.

p. Animal needs management. Installation commanders will address animal needs management during evacuation management and mass care operations. See chapter 4 and appendix D for Category 2AN (Animal Needs Populations) definition.

Note. The requirements and resource typing definitions for a small animal sheltering team are being developed by DAMO–ODP in coordination with applicable stakeholders and will be provided once completed and approved.

q. Long-term mass care. Under specific emergency conditions, EM programs may be required to ensure the long-term mass care of personnel who are: (1) displaced from their normal residences, (2) restricted to the normal residences (ROM orders), and/or (3) receiving intermittent or insufficient services, to include utilities, power, water, food, or other emergency supplies. The installation EMWG is responsible for identifying these potential issues during the risk management process and ensuring that capabilities are developed in the installation EM plan to address such situations through the extended provision of one or more of the evacuation procedures and/or mass care operations identified in this chapter.

12–4. Family Assistance Center

Installation commanders will address community, family, and individual assistance during mass care operations. In accordance with DODI 6055.17, AR 608–1, all EM programs will coordinate with DFMWR ACS 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. For installations without direct ACS support, and where coordination with the nearest ACS is impractical due to geographic separation, the Installation Commander will identify an EFAC director to activate, sustain, and deactivate an EFAC in accordance with AR 608–1. 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. An EFAC is usually activated within 12–24 hours after an incident occurs in order to serve as a central clearinghouse for community information and services regarding community needs late in the response phase and throughout the recovery process. Task-organized EFAC teams will be typed through the resource typing system. See table 12–2 for detailed information.

a. Services. The EFAC should provide the following services tailored to the installation needs and the specific emergency being addressed:

(1) Mass care registration services.

(2) Personnel accountability liaison.

(3) Volunteer management service.

(4) Donations management service.

(5) Support services for non-English-speaking, hearing impaired, visually impaired, and physically impaired populations.

(6) Information on safe haven and civilian shelter locations, transportation routes and services, laundry locations, shower and/or bath facility locations, PODs, and utilities and power outages.

(7) Service liaisons: health services, special needs populations, animal needs populations, utility providers (gas, water, power, waste management), and U.S. Postal Service.

(8) Client services: individual assistance programs, legal counsel, banking services, Army Emergency Relief Program, insurance claim services, travel services (aviation, rail, bus, ferry, and rental cars), school/childcare/daycare registration, counseling services, and housing coordination services.

(9) Security services for the physical location.

(10) Access to and information concerning the toll free helpline and call center.

b. Process. The EFAC serves as a central coordination point for the provision of information and services to the recovering Army community. The EFAC will be activated by the installation EOC or as identified in the installation EM plan through the MWNS with a team-specific recall group assignment. Activation will detail when, where, and for how long the team is to be activated (which may be modified by the installation EOC's discretion). Upon assembly at the designated EFAC location, the EFAC team will activate the EFAC and conduct the initial site setup and organization. Once ready for operation, the team leader will contact the installation EOC, which will coordinate the release of EPI with the JIC and initiate a prescripted MWNS announcement concerning the EFAC location, services, accessibility, parking, registration requirements, services, and hours of operation. The EFAC should usually operate on a 24–hour basis or extended 15–18 hour schedule during the initial recovery and then phase back to a standing 12–hour schedule until directed to suspend or transition operations. Shift schedules will be established based upon 8–12 hour shift assignments depending upon local conditions and availability of personnel. See table 12–2 for detailed information. The EFAC reports will be submitted to the installation EOC at the end of each shift with a summary of actions completed, issues requiring resolution, equipment and supply requests unfilled during that shift, and as appropriate a consolidated summary of number of personnel receiving mass care services broken down by local safe haven, civilian shelter, remote safe haven, mass feeding stations, and PODs. The establishment of the EFAC concept in the installation EM plan early in preparedness activities allows for extensive coordination between the service providers (largely volunteers, businesses, and government agencies) and the installation to ensure that all physical, virtual, communications, information technology, utilities, power generation, and associated requirements are identified and addressed pre-incident. During the recovery phase, the EFAC takes a tremendous burden off of the individual safe haven locations and address provision of services to those members of the community who are staying in temporary housing, barracks, hotels, and with other family members and are not residing in centralized safe haven locations.

c. Location and/or infrastructure. The EFAC will be located in an existing dual-use facility with adequate parking, ventilation, and infrastructure, especially phone lines and network access, to support the identified functions. The EFAC should have extensive phone line access (minimum of EOC line, MWN broadcast, lines for each service provider or liaison officer, and additional lines for community use). Wireless internet access is very beneficial. Preference should be given to locations which are ADA-compliant in terms of physical access requirements. Examples may include schools, conference centers, training facilities, officers and/or noncommissioned officers' clubs, and the post

exchange facility, especially the promenade leading past many of the necessary service providers (bank, laundry, barber, and phones). See infrastructure requirements in the mass care section. See table 12–2 for detailed information.

d. Management. The EFAC is staffed by a mix of assigned additional duty personnel and supporting volunteer positions comprising the EFAC team. The team organization and composition will be identified in the installation EM plan, will be categorized as Category 5 mass care providers, will be issued appropriate identification regarding their assignment, and will be typed resources as indicated in table 12–2. It is the responsibility of the installation EMWG to ensure that issues regarding access control and pay/compensation are addressed pre-incident during preparedness activities. The EFAC will require support from NEC IT systems support for communications access (non-secure internet protocol router network web access, wireless connectivity preferred).

e. Equipment. The EFAC requires adequate workspace, communications capabilities and capacity, and supplies in order to perform its assigned tasks as detailed in table 12–2.

f. Army resource typing definitions. As detailed in chapter 9, Army installations develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. The resource typing definitions are local definitions only and should be frequently socialized with local civil jurisdictions (and HNs). Army installations may align to local standards given the same service output and performance objectives. See table 12–2 for detailed information. Typed family assistance elements to support small-scale or phased activations are under development.

Table 12–2
Emergency Family Assistance Center team resource type definitions

Resource		**Family Assistance Center team**		
Category		Mass care	Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Personnel[1]	Total (2 shifts)	82 total	58 total	46 total
Manpower[1]	Total per shift	41 total	29 total	23 total
Team leader	Per site	1	1	1
Mass care registration team	Per site	4	2	2
Special needs coordinator	Per site	4	4	1
Animal needs coordinator	Per site	2	1	1
Volunteer management coordinator	Per site	2	1	1
Donations management coordinator	Per site	2	1	1
DFMWR ACS	Per site	4	2	1
DHR military personnel services	Per site	4	2	1
LRC supply services	Per site	2	1	1
DFMWR Recreation Services	Per site	1	1	1
LRC supply services	Per site	2	1	1
DPW housing office	Per site	1	1	1
On-post (and off-post) school/ childcare reps	Per site	1	1	1
DFMWR child and youth services	Per site	1	1	0
LRC central travel office	Per site	1	1	0
MTF–Provided Health Services	Per site	1	1	1
MTF–provided psychological counseling/mental health	Per site	1	1	1
RSO	Per site	1	1	1
CLO	Per site	1	1	1
U.S. Postal Service rep	Per site	1	1	1
Local banking reps	Per site	As available	As available	As available
Utility/power company reps	Per site	As available	As available	As available
Thrift store rep*	Per site	As available	As available	As available

Table 12–2
Emergency Family Assistance Center team resource type definitions — Continued

Insurance company reps*	Per site	As available	As available	As available
AMTRAK rep*	Per site	As available	As available	As available
Airline reps*	Per site	As available	As available	As available
Ferry rep*	Per site	As available	As available	As available
Mass transit rep*	Per site	As available	As available	As available
Rental car reps*	Per site	As available	As available	As available
Other reps*	Per Site	As available	As available	As available
First aid and/or CPR provider	Per site	2	1	1
Security	Per site	4	2	2
Footprint[2]				
Family Assistance Centers	For installation	1	1	1
Footprint	Per 1000 sq. ft.	40k	14.4k	6.5k
Dimensions	Length x depth	200 ft x 200 ft	120 ft x 120 ft	80 ft x 80 ft
Parking	Per location	100	50	25
Toilets (portable or fixed)	Required	6	4	2
Waste dumpsters[3]	Required	4	2	1
Pre-packaged equip-ment				
Container or trailer	Prepackaged	1	1	1
Radios (with chargers)	Same channel	2	1	1
Portable signage[4]	Preprinted	8	4	2
Traffic cones[5]	Per site	45	30	15
Bullhorns/loudspeak-ers	Per site	1	1	1
Tables, folding[6]	Required/optional	22r/5o	17r/5o	13r/5o
Chairs, folding[7]	Required	104	82	67
Flashlights (LED pre-ferred)	Per site	20	10	5
All-hazards radio	Per site	1	1	1
Team vests, colored	Per site	1 per team member	1 per team member	1 per team member
Temporary name badges	Per site	250	150	100
Office supply kit[8]	Per site	1	1	1
Center supply kit9	Per site	1	1	1
Towed/delivered sys-tems				
Variable message boards	With generator	2	1	As available
Light sets[10]	With generator	4	2	As available
Type IV Generator (400kW)[11]	For center	1	1	As Available
Training requirements				
NIMS training require-ments[12]	NIMS	ALL	ALL	ALL*
Task-specific training[13]	Installation	ALL	ALL	ALL*
DOD International Fire Service Accreditation Congress (IFSAC) HAZMAT awareness[12]	NFPA 472	Team leader	Team leader	Team leader
Service output		Type I	Type II	Type III
Component	Metric			
Customers[14]	Customers/hour	100/hr	50/hr	25/hr
Equivalency	-	1 Type I = 4 Type III	2 Type II = 1 Type I	4 Type III = 1 Type I

Legend for Table 12–2:
* As available based upon local conditions.

Notes:

[1] Manpower must be organized, , trained, certified (if required), credentialed (as required), equipped, exercised, evaluated, maintained, and sustained as specified in this publication.

[2] Planning estimate only. Actual dimensions will depend upon local availability.

[3] With waste management service contract for daily waste removal.

[4] Signs should be visible at each entry and/or exit to the Family Assistance Center. Additional locally developed signs should be placed at predesignated locations (such as at AAFES/DeCA locations, gas stations, banks, and community gathering areas) as identified in the installation EM plan.

[5] Based upon 45, 30, and 15 per community center types. Local requirements may vary.

[6] Based upon 2 representatives per table with 1 representative per table for team leader and special coordinators. May be reduced if predesignated facility already has tables accessible during activation. Does not include "as assigned" representatives.

[7] Based upon 1 chair per required staff plus 2 customer chairs per table and 20 chairs for customer waiting area. Considered the minimum planning estimate. May be reduced if predesignated facility already has chairs accessible during activation. Does not include "as assigned" representatives.

[8] Office supply kit per ARC consists of 12 pens, 12 pencils, 3x5" cards package, 2 clipboards, 4 paper tablets, 1 pencil sharpener, 2 staplers with 1 box of staples, 2 boxes of paper clips, 1 package of carbon paper, one 3-hole punch, 2 permanent markers, 1 box of thumbtacks, 1 roll of scotch tape, 2 rolls of masking tape, 1 package of rubber bands, 1 pair of scissors, 23 file folders, 23 folder labels, 1 pad of easel paper, 1 easel, one 3-ring binder with tab dividers, and 6 calculators. Local selection and quantities may vary.

[9] Center supply kit per ARC consists of 1 box of trash bags (32 gallon), 2 rolls of paper towels, 1 roll of orange caution tape, 1 package of napkins, 1 box of safety pins, 1 bottle of all-purpose cleaner, 1 spare set of batteries for flashlights. Local selection and quantities may vary.

[10] As needed to augment existing lighting. Total number based upon actual needs and local conditions. Depends upon existing lighting sources for identified areas.

[11] Typed based upon FEMA 508–7 Generator Type Definition. Need based upon high probability of power outages post-incident. Local conditions may vary.

[12] See table 13–1 for training set information. 13 As necessary to support assigned functions. 14 Planning estimate only.

12–5. Shelter-in-place

a. Requirement. Installation commanders will address SIP during mass care operations. All IEMs 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 Family residences, on the installation when directed by MWN announcements or as identified in the installation EM plan. SIP consists of a temporary (short-term), protective position within a structure or vehicle during an emergency. This temporary location is not certified, insured, or maintained and is staffed only by those personnel present at the time of the incident. 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. The SIP is usually activated immediately pre- or post-incident in order to serve as temporary protection for personnel at risk from one or more hazards with a sudden onset and limited to no warning time, such as tornadoes, earthquakes, chemical and nuclear incidents, and acts of terrorism. The SIP is a short-duration protective action for minutes up to no more than 4 hours. Post-event movement consisting of evacuation to a local safe haven or designated civilian shelters may require significant transportation and management assets as well as pre-coordinated signals to the SIP population.

b. Services. The SIP should provide the following services tailored to the installation and facility/building needs and the specific emergency being addressed:

(1) Temporary protection from hazardous conditions with a sudden onset.

(2) Information checklist with identification of SIP locations within the facility/building (by hazard), procedures for the shutdown of HVAC systems and exhaust fans, and procedures for closing and sealing windows and doors leading to the SIP location.

(3) An optional SIP kit consisting of towels or other barrier materials to place firmly against the bottom edge of doors or windows to reduce air flow, a light source (chemical light stick or LED flashlight is sufficient), a first aid kit, and a card with information on the relevant MWN signals and messages, preferred evacuation routes, and numbers for the dispatch center, installation EOC, and personnel accountability staff. There is no requirement for MEF SIP kits within EM.

c. Additional services for transient personnel and visitors. Personnel transiting multiuse areas (AAFES facilities, gymnasiums, training facilities, parade grounds, conference centers), visitors, and special event attendees may require SIP locations that exceed the capacity and capabilities of those locations established by tenant commands, businesses, and residences for their organic personnel requirements and needs. It is the responsibility of the installation EMWG to identify planning estimates for these additional requirements, coordinate with tenants and organizations in these areas for space and access, and document these issues in the installation EM plan. This is a significant issue for special event management as noted in appendix G.

d. Protective equipment. The fielding of emergency escape masks or other respiratory protection or PPE within SIP locations or kits is not supported within the Army EM Program based upon the OSHA and NIOSH requirements for the issue, use, and maintenance of such equipment, especially the RPP detailed in AR 385–10 and the requirement for OSHA and NIOSH compliance in DODI 6055.17.

e. Process. SIP serves as a temporary, protective position within a structure or vehicle during an emergency. The establishment of the SIP concept in the installation EM plan allows for establishment and coordination with all installation tenants and residents. The role of the installation EMWG is to ensure that the procedures for SIP are clear and consistent for all tenants and residents and all MWNS capabilities are addressed to ensure timely and accurate warning

for the protected populace. During the response phase, SIP has a very short operational lifespan of no more than 4 hours as the emergency ends or as personnel are evacuated to local safe havens, civilian shelters, or moved to a geographically separate remote safe haven.

f.. Location and/or infrastructure. The SIP will be located in an existing dual-use room or location within an existing facility. Depending upon the specific hazard, SIP locations may require specific structural resilience (for example, earthquakes) or may require the ability to secure/shutdown HVAC and exhaust vents (for example, chemical release). The SIP locations should have access to at least one phone line, be able to be reached clearly and quickly by MWNS broadcasts, be pre-identified by location for Category 5 first responders, and have emergency lighting in case of power outage. Preference should be given to locations which are ADA-compliant in terms of physical access requirements, but these special needs requirements may be consolidated at a single SIP location within a facility given the proper outreach to identified Category 2SN personnel within the facility.

g. Management. The SIP locations are staffed only by the personnel present at the time of the emergency. Best practices identified include the assignment of one or more SIP warden(s) (who may be the same as an evacuation warden(s)) who have received additional training on the location of SIP locations within the facility, protective measures within the SIP location, procedures for HVAC shutdown, and procedures for reporting the status of personnel in each SIP location. In such cases, identified shelter wardens will be identified in the tenant EAP, will be categorized as Category 5 mass care providers, and will be issued appropriate identification regarding their assignment. It is the responsibility of the installation EMWG to ensure that such programs are recognized and identified with the installation EM plan and that best practices are encouraged throughout the Army community.

h. Equipment. The SIP requires one or more adequate locations within a facility, business, or residence with the communications capability and supplies necessary in order to provide temporary protection for up to 4 hours. As SIP kits are not resourced by the EM Program and remain the sole responsibility of the facility, business, or residence owners, details are not specified in chapter 14.

12–6. Residential sheltering

a. Requirement. Installation commanders will address SIP during mass care operations. Residential sheltering is a unique variation on this concept developed for long-term social distancing when ROM orders under DODI 6200.03 are in effect. Use of residential sheltering requires significant prior coordination and preplanning due to the emergency logistics and enforcement burden associated with this concept. Residential sheltering is the best practice for practical application of ROM orders during pandemic and epidemic disease outbreaks and biological terrorism incidents involving slow or gradual onset, medium to long duration, and medium to high impact hazards, such as pandemic influenza and the plague. All EM programs will coordinate with identified MEFs, tenant commands, tenant businesses, and Category 2–4 personnel on the establishment, activation, and management of residential sheltering capabilities at all housing locations, especially barracks, dormitories, bachelor quarters, family residences, visitors quarters, hotels (on-post), and recreational lodging, on the installation when directed by MWN announcements or as identified in the installation EM plan. Residential sheltering consists of temporary (medium-term to long-term) restriction of an individual or family to their assigned domicile (room, apartment, house) for a predetermined duration of 1 or more days (greater than 24 hours). The duration of residential sheltering may be extended to up to 30 days depending upon the hazard. This temporary location is not certified, insured, or maintained and is staffed only by those personnel present at the time of the incident. Additional residential sheltering locations will be identified with installation zones for nonresident and transient personnel, depending upon local conditions. This requirement is considered a component of the SIP requirement and/or as a component of Pandemic Influenza preparedness.

b. Services. Residential sheltering should provide the following services tailored to the residential needs and the specific hazard being addressed:

(1) Medium-to-long duration protection from communicable disease spread through strict social distancing and ROM for conditions with a slow or gradual onset and long-duration (Pandemic Influenza, Plague, Smallpox).

(2) An optional residential sheltering kit based upon the existing residential emergency preparedness kit containing supplies for at least 72 hours without outside support with additional water (1 gallon per person per day), food (2–3 non-refrigerated meals per person per day), emergency supplies (prescriptions, childcare items), and comfort items.

Note. The fielding of emergency escape masks or other respiratory protection, to include N95 and similar respirators, or any other form of PPE for residential sheltering is excluded from the Army EM Program. The Army EM Program will not provide services associated with such protection, including RPP services, unless reimbursed for such services through the appropriate vehicles, such as TRICARE managed care activities.

c. Process. Residential sheltering is usually activated in association with the following incidents: (1) the installation PHEO has received indications via public health alerts or syndromic surveillance that a communicable disease

incident is occurring or may occur on the installation, (2) one or more atmospheric monitoring (detection) systems in place at the installation or in one of the local civil jurisdictions (for example, BioWatch) has indicated that a communicable disease agent is present with confirmation from one or more labs on 2 or more samples, or (3) one or more atmospheric monitoring (detection) systems in place at the installation or in one of the local civil jurisdictions or confirmation from other sources have indicated that persistent chemical or radiological hazard is present (for example, Fukushima Daiichi nuclear reactor incident). In the case of biological incidents, the installation PHEO would notify the installation commander, request that the threat working group be convened, and request an Activation level 2 (special) notification for the installation EOC. The installation PHEO in this scenario recommends ROM orders be put in effect and the installation commander has approved those orders. Upon receipt of these orders, the installation EOC activates to Activation level 3 Partial and executes the appropriate HSA along with the guidance in the public health emergency SA. The installation EOC issues the appropriate, pre-scripted MWNS messages and begins identification of transient personnel and those off-post personnel required to be brought on the installation due to their assigned duties Category 1 and 5 personnel while the designated MEFs execute their continuity plans, tenant commands execute their tenant EAPs, and the Army community executes their individual/family emergency plans.

d. Location and/or infrastructure. The goal is to locate as many people as possible in their established, routine residences. Residential sheltering will be located in an existing dual-use residential room or housing unit. Residential sheltering locations should have access to at least one phone line, be able to be reached clearly and quickly by MWNS broadcasts, be pre-identified for location by Category 5 first responders, have sanitary facilities (toilets and sinks), shower facilities (preferred), and have emergency lighting (which can be a flashlight or chemical light in the respective emergency preparedness kits) in case of power outage.

e. Management. Residential sheltering locations are staffed only by the personnel present at the time of the emergency.

f. Equipment. No specialized equipment beyond that already identified in Ready Army Community Preparedness materials is required. Kits or other equipment are not resourced by the EM Program and remain the sole responsibility of the residence owners. Therefore, details are not specified in resource type definitions or chapter 14.

g. Additional considerations. Due to the medium- to long-duration of residential sheltering operations, there are a number of additional considerations for successful execution.

(1) Extended MWNS operations.
(2) Virtual or distanced installation EOC operations.
(3) Remote work and telework authorizations and capabilities.
(4) LE of mandatory curfews and ROM orders.
(5) Sustained operations of public utilities, especially power, water, wastewater, and communications services.
(6) Alternate solid waste disposal options (as solid waste services shutdown).
(7) Mobile bulk distribution to residences.
(8) Consider U.S. Postal Service options (established routes, social distancing remain in effect, procedural familiarity).
(9) Consider distribution of books, games, CDs, and other entertainment from installation library or recreation center as time diversions for populace.
(10) Mobile feeding distribution.
(11) Consider distribution of raw materials (breads, soups, canned foods) for home preparation.

12–7. Local safe havens

a. Requirement. Installation commanders will address local safe havens during mass care operations. All EM programs will coordinate with DFMWR on the establishment, activation, and management of one or more local safe havens on the installation when requested by the installation EOC or activated as identified in the installation EM plan. Local safe havens will be typed through the resource typing system, aligned to installation zones, geo-coding for rapid fielding in the installation EOC's GIS and IMS systems, and staffed by task-organized safe haven management teams. A local safe haven is a predesignate facility that is not publicly identified for use until immediately prior to or during an actual incident. A local safe haven is usually activated pre-incident whenever possible (for example, hurricanes) or immediately after an incident occurs in order to serve as temporary protection for displaced personnel and are used only for expedient sheltering purposes. A local safe haven is usually not certified, insured, supplied, or regularly staffed, which places even more emphasis on the need for community preparedness on the part of the individual or family for the provision of food, water, medicine, and urgent needs for a bare minimum of 72 hours post-incident. Under these circumstances, a local safe haven should be considered a short term duration protective measure lasting

hours to days with a maximum duration of approximately 5–7 days depending on local conditions. Post-event movement to a remote safe haven or designated civilian shelters may require significant transportation and management assets.

b. Services. A local safe haven should provide the following services tailored to the installation needs and the specific emergency being addressed:

(1) Mass care registration services.

(2) Temporary lodging services and access to sanitary facilities, potable water, and sufficient lighting.

(3) Support services for non-English-speaking, hearing impaired, visually impaired, and physically impaired populations whenever possible (may be consolidated at one or more special needs locations).

(4) Support services for animal needs (may be consolidated at one or more animal needs locations).

(5) Information on EFAC location/hours of operation, safe haven and civilian shelter locations, transportation routes and services, laundry locations, shower/bath facility locations, PODs, and utilities and power outages.

(6) Security services for the physical location.

Note. To estimate the number and type of local safe havens required for a given protected populace, take the total protected populace estimated to require local safe haven services (see chapter 4; varies depending on the hazard and the extent of evacuation) and divide by the estimated customer capacity of Type I local safe haven (201–400 temporary residents). The result identifies the number of Type I local safe havens required. Two Type II local safe havens are equivalent to one Type I local safe haven with the ratio of 4 to 1 for Type III local safe havens to the Type I standard. Remember to allocate local safe havens by installation zone when possible and predesignate locations for local safe havens. Average cost for providing local safe haven services to displaced personnel is $25 per person per day according to the ARC, to include bed-down space, food, water, and emergency supplies. ARC cost estimates do not include salary, compensation, or insurance costs.

c. Process. A local safe haven serves as a predesignated location for the provision of temporary lodging services to displaced personnel. The safe haven management teams will be activated by the installation EOC or as identified in the installation EM plan through the MWNS with a team-specific recall group assignment. Activation will detail when, where, and for how long the team is to be activated (which may be modified by the installation EOC's discretion). Upon assembly at the designated local safe haven location, the safe haven management team will activate the local safe haven and conduct the initial site setup and organization. Once ready for operation, each team leader will contact the installation EOC, which will coordinate the release of EPI with the JIC and initiate a pre-scripted MWNS announcement concerning local safe haven locations, accessibility, parking, and registration requirements. The local safe haven will operate on a 24–hour basis with 2–3 shifts recommended for sustained operations. Shift schedules will be established based upon 8–12 hour shift assignments depending upon local conditions and availability of personnel. Local safe haven reports will be submitted to the EOC one hour prior to the end of each shift with a summary of actions completed, issues requiring resolution, equipment and supply requests unfilled during that shift, and a consolidated summary of number of personnel receiving mass care services at that location. Consolidated locations providing safe haven, mass feeding, and bulk distribution services may submit a single consolidated report. The establishment of the local safe haven concept in the installation EM plan allows for establishment and coordination of safe haven management teams consisting of volunteers and additional duty personnel. The role of the installation EMWG is to ensure that all physical, virtual, communications, information technology, utilities, power generation, and associated requirements are identified and addressed pre-incident. During the recovery phase, the local safe haven has a relatively short operational lifespan of no more than 5–7 days as temporary residents are moved out to civilian shelters, into temporary on-post housing facilities, or moved to a geographically separate remote safe haven. All temporary residents will receive a safe haven resident information sheet upon registration. The safe haven resident information sheet will be available in multiple languages (location dependent) with rules and guidelines for local safe havens, to include standardized policies on registration, children, personal belongings, mobile phone use, food and water services, animals, and/or pets, smoking, alcohol, drugs, weapons, quiet hours, music/video player/game use, parking, volunteers, security, and health services.

d. Location and/or infrastructure. The local safe haven will be located in an existing dual-use facility with adequate parking, ventilation, and infrastructure, including a minimum of 5 phone lines (EOC line, mass warning and notification broadcast line, personnel accountability line, safe haven-EFAC line, and at least 1 line for temporary resident use), to support the identified functions. Local safe haven location and infrastructure requirements are different depending on type. Preference should be given to locations which are ADA-compliant in terms of physical access requirements, but these special needs requirements may be consolidated at a single location. Examples may include schools, barracks, bachelor quarters, transient housing, gymnasiums, MWR trailers, and training facilities. See infrastructure requirements in the mass care section.

e. Management. The local safe haven is staffed by a mix of assigned additional duty personnel and supporting volunteer positions comprising the safe haven management team. The team organization and composition will be identified in the installation EM plan, will be categorized as Category 5 mass care providers, and will be issued appropriate identification regarding their assignment. It is the responsibility of the installation EMWG to ensure that issues regarding access control and pay/compensation are addressed pre-incident during preparedness activites. The safe haven management team will consist of existing personnel and volunteers and include, at a minimum, the following representation:

(1) Safe haven management team leader.
(2) Shift supervisor (2–3 shifts recommended).
(3) Mass care registration representative.
(4) Temporary lodging branch.
(5) Logistics branch.
(6) Food services branch (may be provided by a mobile feeding station as detailed below).
(7) First aid provider training in adult, child, and infant cardiopulmonary resuscitation (CPR) and basic first aid, at a minimum.
(8) Security and/or LE (site dependent).
(9) Additional manpower may be required based upon the location, situation, and needs identified during the planning process. Recruitment sources include NGOs (American Red Cross, Salvation Army, and so forth), ombudsmen, CERT and/or SERT members, Family members, school personnel, daycare providers, religious congregations, American legion/veterans of foreign wars organizations, community groups and/or clubs, MWR staff and associated groups/clubs, retiree groups/organizations, custodial staff, and spontaneous community volunteers.

f. Equipment. The local safe haven requires adequate workspace, communications capabilities and capacity, and supplies in order to perform its assigned tasks. It is important to note that Army installations will not procure and stockpile food, water, or other perishable supplies during preparedness activities specifically for use during mass care operations or other emergency conditions. Food, water, and perishable supplies may be supplied through a support contract, contingency contract, open procurement, or donation upon activation of the facility or location. For example, establishing a standing support contract with the AAFES for food, water, and other perishable supplies that is executed immediately upon activation of predesignated mass care operations is an acceptable and recommended practice.

g. Army resource typing definitions. As detailed in chapter 9, Army installations develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. Resource typing definitions are under development for local safe haven management teams and will be provided once completed and approved.

12–8. Remote safe havens

a. Requirement. Installation commanders will address remote safe havens during mass care operations. All EM programs will coordinate with one or more geographically distant DOD installations or, if necessary due to the geographic conditions, civil jurisdictions to establish one or more remote safe havens at that geographically separate location. In accordance with JFTR, a remote safe haven is a location anywhere in the world named in the evacuation order or subsequent modification to that order to which dependents are directed to relocate on a temporary basis to await a decision by competent authority to either return to the permanent duty station or proceed to a designated place. Personnel evacuated to a remote safe haven are entitled to certain allowances as identified in the evacuation section of this chapter.

b. Services. All services, functions, and requirements identified in this chapter for the provision of mass care to displaced personnel, to include the establishment of a EFAC, one or more temporary lodging facilities (see local safe haven), mass feeding, bulk distribution of goods, evacuee tracking, and personnel accountability apply to the remote safe haven. The installation commander may need to send personnel and assets in advance of the evacuees to establish these services and ensure coordination with the receiving jurisdiction.

c. Army resource typing definitions. As detailed in chapter 9, Army installations develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. Resource typing definitions are under development for remote safe haven management teams and will be provided once completed and approved.

12–9. Pre-existing shelters

a. Tornado shelters. All EM programs will coordinate with existing resource sponsors and facility owners regarding pre-existing tornado shelters. Some pre-existing tornado shelters may be adequate for use as local safe havens, especially during destructive weather emergencies. There are no resources provided by the VIPP MDEP to finance construction, renovation, maintenance, or modifications to pre-existing tornado shelters on Army installations. Installation commanders will report presence, capacity, and condition (operable, maintenance required, or inoperable) of

pre-existing tornado shelters (based upon both Global Positioning System (GPS) coordinates and physical street address) to DAMO–ODP via email or message.

b. Fallout shelters. All EM programs will coordinate with existing resource sponsors and facility owners regarding pre-existing fallout and civil defense shelters. Some pre-existing fallout or civil defense shelters may be adequate for use local safe havens. There are no resources provided by the VIPP MDEP to finance construction, renovation, maintenance, or modifications to pre-existing fallout or civil defense shelters on Army installations. Installation commanders will report presence, capacity, and condition (operable, maintenance required, or inoperable) of pre-existing fallout or civil defense shelters (based upon both GPS coordinates and physical street address) to DAMO–ODP via e-mail or message.

12–10. Civilian shelter coordination

a. Civilian shelter. Installation commanders will address civilian shelter coordination during mass care operations. All EM programs will coordinate 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. Installation commanders are responsible for ensuring that members of the Army community utilizing local civilian shelters understand their responsibility under personnel accountability procedures to check in and account for the location and status at predetermined intervals.

b. Domestic locations. DHS has established the National Shelter System and provided a multi-agency shelter plan, which defines the parameters and qualifications required for the establishment of a shelter that meets the American Disabilities Act and the Architectural Barriers Act, as well as, other accepted guidelines. A major focus of the multi-gency shelter plan is on the roles and responsibilities of multi-agency assessment teams whose purpose is to visit the shelters to assess and support the shelter management team. The multi-agency assessment teams will include representation from the Department of Health and Human Services (DHHS), Administration for Children and Families, FEMA ESF 6, NGO representatives, Americans with Disabilities Advocates, State, and local government representatives, and other specialists as identified by the State. These multi-agency assessment teams are not authorized to visit local safe havens on DOD installations without the installation commander's authorization.

c. Foreign locations (overseas). Local civilian shelters may not be available or adequate for the needs of members of the Army Community. All coordination with local authorities should be coordinated with the applicable DOS liaison and the appropriate GCC or theater commander representative.

12–11. Mass feeding stations

a. Requirement. In order to provide Safe Haven and mass care assistance to the Army community, all 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 GIS and IMS systems, and staffed by task-organized mass feeding teams. A mass feeding station may consist of a mobile or fixed food service station capable of serving prepackaged, precooked, and/or made-to-order food to designated personnel during the response or recovery phases. Mass feeding stations should also have the capability to dispense potable water to recipients or be co-located with this capability. Mass feeding stations will be aligned with local safe haven locations and installation zones to the maximum extent possible. A mass feeding stations is usually activated pre-incident whenever possible (for example, hurricanes) or immediately after an incident occurs in order to serve as a temporary food service provider for displaced personnel and are used only for expedient food service until existing dining facilities and commercial restaurants are restored post-incident. Mass feeding stations should maximize use of existing food service facilities, such as dining facilities, schools, conference centers, officers/noncommissioned officers' clubs, commercial restaurants, training facilities, and the Post Exchange facility, especially the food court.

Note. DHS has provided a multi-agency mass feeding plan, which: (1) evaluates and coordinates the U.S. Department of Agriculture distribution of commodities, the purchase of food by FEMA, State, and local governments, and the leasing of support equipment to the organizations providing the feeding services, (2) the inventory control systems in use, and (3) the development of feeding assessment teams. Feeding assessment teams composed of State and local representatives, FEMA mass care, U.S. Department of Agriculture, and NGO representation will visit the mass feeding stations in the local civil jurisdictions and evaluate the process, provide suggestions, review inventory controls, and identify shortfalls and successes. These multi-agency assessment teams are not authorized to visit mass feeding stations on DOD installations without the installation commander's authorization.

b. Services. A mass feeding station should provide the following services tailored to the installation needs and the specific emergency being addressed:

(1) Temporary food service and access to potable water.

(2) Food service basis of issue is two meals per day.

(3) Support services for non-English-speaking, hearing impaired, visually impaired, and physically impaired populations whenever possible (may be consolidated at one or more special needs locations).

(4) Support services for animal needs (may be consolidated at one or more animal needs locations).

(5) Information on EFAC location/hours of operation, safe haven and civilian shelter locations, transportation routes and services, PODs, and utilities and power outages.

(6) Security services for the physical location.

c. Process. A mass feeding station serves as a designated location for the provision of temporary food service to displaced personnel. The mass feeding teams will be activated by the installation EOC or as identified in the installation EM plan through the MWNS with a team-specific recall group assignment. Activation will detail when, where, and for how long the team is to be activated (which may be modified by the installation EOC's discretion). Upon assembly at the designated mass feeding station location, the mass feeding team will activate the mass feeding station and conduct the initial site setup and organization. Once ready for operation, each team leader will contact the installation EOC, which will coordinate the release of EPI with the JIC and initiate a pre-scripted MWNS announcement concerning mass feeding station locations, accessibility, parking, and registration requirements. The mass feeding station will operate on a reduced food service schedule with two meals served daily with 2 shifts recommended for sustained operations. Shift schedules will be established based upon 8–12 hour shift assignments depending upon local conditions and availability of personnel. Mass feeding station reports will be submitted to the installation EOC one hour prior to the end of each shift with a summary of actions completed, issues requiring resolution, equipment and supply requests unfilled during that shift, and a consolidated summary of number of personnel receiving mass care services at that location. Consolidated locations providing safe haven, mass feeding, and bulk distribution services may submit a single consolidated report. The establishment of the mass feeding stations concept in the installation EM plan allows for establishment and coordination of mass feeding teams consisting of volunteers and additional duty personnel along with commercial/private providers. The role of the installation EMWG is to ensure that all physical, virtual, communications, information technology, utilities, power generation, and associated requirements are identified and addressed pre-incident. During the recovery phase, mass feeding stations often have a relatively short operational lifespan of 5–7 days as mass care recipients are moved out to civilian shelters, into temporary on-post housing facilities, or moved to a geographically separate remote safe haven and normal dining facilities and commercial restaurants are restored to normal operation. This operational lifespan may expand to 2–3 weeks or more without proper preparation. This operational lifespan can be dramatically shortened through a comprehensive business continuity program with prior coordination on issues of financial assistance, generator services, utility requirements, food supplies and deliveries, and access control.

d. Location and/or infrastructure. Mass feeding stations will be located in existing dual-use mobile or fixed facilities with adequate ventilation, utilities, and equipment to support the identified functions and situated in the vicinity of adequate parking. Access to one or more phone lines for routine and emergency communications between the station and the EFAC and installation EOC is preferred, but may be substituted with radio communication with the assigned security personnel. Mass feeding station location and infrastructure requirements are different depending on type. Preference should be given to locations which are ADA-compliant in terms of physical access requirements, but these special needs requirements may be consolidated at a single location. See infrastructure requirements in the mass care section above.

e. Management. The mass feeding station is staffed by a mix of assigned additional duty personnel and supporting volunteer positions comprising the mass feeding team. The team organization and composition will be identified in the installation EM plan, will be categorized as Category 5 mass care providers, and will be issued appropriate identification regarding their assignment. It is the responsibility of the installation EMWG to ensure that issues regarding access control and pay and/or compensation are addressed pre-incident during preparedness activities. The mass feeding team will consist of the necessary personnel and volunteers to conduct the assigned functions and will be dependent upon the type of facility, use of mobile delivery stations, the desired output in terms of quantity, quality, and type of foods, and the availability of commercial providers. Team composition and characteristics, including training requirements, will be addressed in the installation EM plan.

f. Equipment. Mass feeding stations requires adequate workspace, cooking equipment and supplies in order to perform assigned tasks as detailed in the installation EM Plan. It is important to note that Army installations will not procure and stockpile food, water, or other perishable supplies during preparedness activities specifically for use during mass care operations or other emergency conditions. Food, water, and perishable supplies may be supplied through

a support contract, contingency contract, open procurement, or donation upon activation of the facility or location. For example, establishing a standing support contract with the AAFES for food, water, and other perishable supplies that is executed immediately upon activation of predesignated mass care operations is an acceptable and recommended practice.

g. Army resource typing definitions. As detailed in chapter 9, Army installations develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. Resource typing definitions are under development for mass feeding teams and will be provided once completed and approved.

h. Best practices. A best practice in mass feeding stations is the pre-incident coordination with commercial food service providers (for example, AAFES food court, AAFES mini-mart, McDonalds, Burger King, and pizza restaurant) to ensure business continuity measures are in place and routinely exercised to ensure the continued availability of the providers during an emergency. Pre-incident identification of power and utility requirements, especially the resourcetyping of power generator requirements based upon required load, coupled with pre-incident support contracts or other agreements/contracts for the provision of the required generators and the geo-coding of applicable generator requirements (by type) into the GIS and IMS supporting the installation EOC dramatically reduce the need for establishing temporary and/or volunteer teams for this function.

12–12. Bulk distribution

a. Requirement. In order to provide safe haven and mass care assistance to the Army community, all EM programs will coordinate with LRC, U.S. Postal Service, and local commercial retail facilities (for example, AAFES, gas stations, drive-thru fast food restaurants, mini-marts, delivery services) operating on the installation on the establishment, activation, and management of one or more PODs for the bulk distribution of supplies, including food, water, emergency supplies (see table 12–3), 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 as shown in table 12–4, aligned to installation zones, geo-coded for rapid fielding in the installation EOC's GIS and IMS systems, and staffed by task-organized bulk distribution teams as shown in table 12–4. PODs may consist of mobile or fixed locations capable of providing bulk distribution of goods to designated personnel during the response or recovery phases. Bulk distribution may be co-located near local safe havens and/or mass feeding stations as determined by the installation EMWG, but should not be located in the same facility or along the same physical street to ensure continuous movement through the POD. PODs are usually activated within 12–24 hours after an incident occurs in order to provide temporary bulk distribution of supplies for displaced personnel or personnel remaining in their residences without access to those supplies. PODs are used only for expedient bulk distribution until existing commercial and government retail services and utility providers are restored post-incident. POD fielding should be coordinated with existing retail services that have reopened post-incident, such as gas stations, mini-marts, fast food restaurants, and AAFES facilities whenever possible, in order to eliminate PODs co-located with open retail establishments. PODs will operate 24 hours a day with public distribution only during daylight hours for security and safety and restocking operations during the night. PODs established for mass distribution of pharmaceutical countermeasures require special planning and may operate under different procedures established by the medical emergency manager and PHEO depending upon the incident.

b. Services. Bulk distribution should provide the following services tailored to the installation needs and the specific emergency being addressed:

(1) Temporary bulk distribution of food, water, emergency supplies, and/or pharmaceuticals.

(2) Fixed sites – PODs.

(3) Mobile services for residential sheltering.

(4) Mobile services for local safe havens.

(5) Mobile services for temporary or fixed feeding stations.

(6) Mobile services for personnel concentration areas (campgrounds, hotels, prisons, and barracks).

(7) Support services for non-English-speaking, hearing impaired, visually impaired, and physically impaired populations whenever possible (may be consolidated at one or more special needs locations).

(8) Support services for animal needs (may be consolidated at one or more animal needs locations).

(9) Information on EFAC location/hours of operation, safe haven and civilian shelter locations, transportation routes and services, other PODs, and utilities and power outages.

(10) Security services for the physical location.

c. Distribution items. Actual composition of the bulk supplies will vary upon local needs. For planning purposes, the capability to provide one case of 16.9 oz. bottles (3 gallons), 6 meals, ready to eat (MREs) (or equivalent shelf-stable foods), and one 20x20' tarp per vehicle is used to estimate workload requirements and throughput capacity. Other items to consider for bulk distribution are shown in table 12–3.

Table 12–3
Supply considerations for bulk distribution

Supplies	Cost (est.)	Usage examples
Tarps	-	Cover holes in residences (roofs, windows) post-hurricane, tornado, earthquake
Plastic Sheeting (rolls)	$9.80/roll	Protect household goods from weather post-earthquake, tornado, or hurricane
Cheesecloth	-	Protect HVAC and vents from ash fall
Duct Tape	$4.25/ea	For tarps, plastic sheeting, cheesecloth, and other general uses
Plywood (6x6 square)	Variable	Cover windows and doors pre-hurricane windfall or post-incident damage
Saws, Hand	$7.00/ea	To cut plywood
Supplies	Cost (est.)	Usage examples
Gloves, Work (pair)	$4.50/set	Protect user during manual labor
Sand Bags	$3.50/ea	For flood protection and temporary levees
Shovels	$14.00/ea	To fill sandbags
Bleach, Chlorine	-	Flood water clean-up from residence or business
Buckets	$4.00/ea	Flood water removal from residence or business
Mops	$8.00/ea	Flood water removal from residence or business
Gloves, Rubber (pair)	$4.25/set	Protect user during flood cleanup
Trash Bags (32 gal)	$0.09/ea	Debris removal from residence or business
Rakes, Garden	$13.00/ea	Outside debris removal from residence or business
Brooms	$16.00/ea	Outside debris removal from residence or business
Garden Hoses	$12.00/ea	Outside debris removal from residence or business
Masks, Particulate	$0.63/ea	Protect user from dust and mold (does not include N95 or greater fitted respirators)
Cardboard Boxes	$1.75/ea	Personal items salvaged during recovery and debris removal
Cooler, Disposable	$4.27/ea	Residential sheltering
Soap, Bath	$1.00/box	Safe haven opns and residential sheltering, recovery
Soap, Laundry	$6.50/jug	Safe haven opns and residential sheltering, recovery
Bathroom Tissue	-	Safe haven opns and residential sheltering, recovery
Disinfectant (Lysol)	$4.70/can	Public Health
Hand Sanitizer	$4.65/bottle	Public Health
Insect Repellent, Spray	$3.55/bottle	Public Health (post flooding with large mosquito presence)
Sunscreen	$5.65/bottle	Public Health (during significant residential clean-up and debris removal)
Comfort Kits	Variable	Pre-packaged sets of wet wipes and locally procured personal hygiene supplies.
Flashlights	Variable	Extended power outages
Batteries	Variable	Extended power outages
Printed Materials	-	Ready Army

Notes:

[1] All cost estimates based upon American Red Cross Mass Care Formulas (2008 edition).

[2] Supply estimation formula: (# of destroyed homes x 25%) + (# of homes with Major Damage x 80%) + (# of homes with Minor Damage) = Total Distribution Requirement

d. Point of distribution estimation. To estimate the number and type of PODs required for a given protected populace, take the total protected populace estimated to require bulk distribution services (varies depending on the hazard and the extent of evacuation) and divide by the estimated customer capacity of Type I POD (20,000 customers per day based upon one vehicle equaling 3.17 people as identified by the 2000 U.S. Census). The result identifies the number of Type I PODs required. Two Type II PODs are equivalent to one Type I POD with the ratio of 4 to 1 for

Type III PODs to the Type I standard. Remember to allocate PODs by installation zone when possible and predesignate locations for POD operations.

(1) *Mobile distribution to local safe havens (without mass feeding capabilities).* Bulk distribution services include mobile distribution of water, food, emergency supplies, and pharmaceuticals to local safe havens, when established. Standard baseline estimate is one gallon of water and two meals (or two MREs) per person per day. A standard case of bottled water (16.9 oz bottles) equals approximately 3 gallons of water and a standard pallet load is 80 cases, which equals 240 gallons per pallet at a weight of approximately 1920 lbs per pallet. A standard care of MREs includes 12 MREs per case and a standard pallet load is 70 cases, which equals 840 MREs or meals for 420 people for one day at 2 MREs per person. As a planning estimate, mobile distribution should deliver a mixed load of 3 pallets of water and 1 pallet of MREs per 500 person facility.

(2) *Mobile distribution to mass feeding stations.* Bulk distribution services include mobile distribution of water and food plus cooking supplies to temporary and fixed feeding stations, when established. As a planning estimate, mobile distribution should deliver a mixed load of 2 trailer loads (20 pallets each load) of water and one trailer load of ice (20 pallets of 250 8 lb. bags) in addition to requested canned, dry, and refrigerated food supplies and supporting food preparation materials per 10,000 meals served. See ARC 3030 for additional information or contact your local ARC chapter.

e. Process. PODs serve as designated fixed locations for the bulk distribution of supplies to displaced personnel. The bulk distribution teams will be activated by the installation EOC or as identified in the installation EM plan through the MWNS with a team-specific recall group assignment. Activation will detail when, where, and for how long the team is to be activated (which may be modified by the installation EOC's discretion). Upon assembly at the designated POD location, the bulk distribution team will activate the POD and conduct the initial site setup and organization. Once ready for operation, each team leader will contact the installation EOC, which will coordinate the release of EPI with the JIC and initiate a pre-scripted MWNS announcement concerning POD locations, accessibility, parking, and registration requirements. The POD will operate on an extended schedule covering daylight hours during the initial recovery and will transition to decreased orders at the direction of the installation EOC or as detailed in the installation EM plan with 2–3 shifts recommended for sustained operations. Shift schedules will be established based upon 8–12 hour shift assignments depending upon local conditions and availability of personnel. POD reports will be submitted to the EOC 1–hour prior to the end of each shift with a summary of actions completed, issues requiring resolution, equipment and supply requests unfilled during that shift, and a consolidated summary of number of personnel receiving mass care services at that location. Consolidated locations providing safe haven, mass feeding, and bulk distribution services may submit a single consolidated report. The establishment of the PODs concept in the installation EM Plan allows for establishment and coordination of bulk distribution teams consisting of volunteers and additional duty personnel along with commercial/private providers. The role of the installation EMWG is to ensure that all physical, virtual, communications, information technology, utilities, power generation, and associated requirements are identified and addressed pre-incident. During the recovery phase, PODs may have a relatively long operational lifespan of up to 3–4 weeks as mass care recipients are remain/move back into temporary or permanent on-post housing facilities and normal commercial facilities restore services on a normal schedule. This operational lifespan can be dramatically shortened through a comprehensive business continuity program with prior coordination on issues of financial assistance, generator services, utility requirements, and access control.

f. Location and/or infrastructure. PODs will be located in existing dual-use mobile or fixed facilities with adequate ventilation, utilities, and equipment to support the identified functions and situated in the vicinity of adequate parking. Access to one or more phone lines for routine and emergency communications between each POD location and the EFAC and installation EOC is preferred, but may be substituted with radio communication with the assigned security personnel. POD location and infrastructure requirements are different depending on type as shown in table 12–4. Preference should be given to locations which are ADA-compliant in terms of physical access requirements, but these special needs requirements may be consolidated at a single location. See infrastructure requirements above for fixed locations.

g. Management. PODs are staffed by a mix of assigned additional duty personnel and supporting volunteer positions comprising the bulk distribution team. The team organization and composition will be identified in the installation EM plan, will be categorized as Category 5 mass care providers, and will be issued appropriate identification regarding their assignment. It is the responsibility of the installation EMWG to ensure that issues regarding access control and pay/compensation are addressed pre-incident during preparedness activities. The bulk distribution teams will consist of the necessary personnel and volunteers to conduct the assigned functions and will be dependent upon the type of facility, use of mobile delivery stations, the desired output in terms of quantity, quality, and type of foods, and the availability of commercial providers. The standard resource typing definition is provided in table 12–4 and

may require modification to meet local needs or specific hazards. Team composition and characteristics, including training requirements, will be addressed in the installation EM plan.

h. Equipment. The PODs require adequate space, supplies, and transportation assets in order to perform its assigned tasks as detailed in the installation EM plan and table 12–4 requirements. It is important to note that Army installations will not procure and stockpile food, water, or other perishable supplies during preparedness activities specifically for use during mass care operations or other emergency conditions. Food, water, and perishable supplies may be supplied through a support contract, contingency contract, open procurement, or donation upon activation of the facility or location. For example, establishing a standing support contract with the AAFES for food, water, and other perishable supplies that is executed immediately upon activation of predesignated mass care operations is an acceptable and recommended practice.

i. Army resource typing definitions. As detailed in chapter 9, Army installations develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. The resource typing definitions shown in table 12–4 are local definitions only and should be frequently socialized with local civil jurisdictions (and HNs). Army installations may align to local standards given the same service output and performance objectives. Additional guidance on mobile distribution capabilities is under development and will be provided once completed and approved.

Table 12–4
Bulk distribution team resource type definitions

Resource		**Bulk distribution team**		
Category		Mass care	Kind	Team
Minimum capabilities		Type I POD	Type II POD	Type III POD
Component	Metric			
Personnel[1]	Total	85	40	24
Manpower[1]	Day/night	77d/8n	33d/7n	20d/4n
Day shift	Total	77 total	33 total	20 total
Manager	-	1	0	0
Team leader	-	2	1	1
Forklift operator	-	2	1	1
Pallet jack operator	-	2	1	1
Labor - loading point	-	36	18	9
Labor - rotation pool	-	18	8	5
Security	-	4	2	2
Community liaison	-	4	2	1
Night shift	Total	8 total	7 total	4 total
Team leader	-	1	0	0
Forklift operator	-	2	2	1
Labor pool	-	4	4	2
Security	-	1	1	1
Footprint	Per 1000 sq. ft.	125k	75k	45k
Dimensions	Length x depth	500 ft x 250 ft	300 ft x 250 ft	300 ft x 150 ft
Lanes	Vehicle lanes	4 bidirectional	2 unidirectional	1 unidirectional
Loading stations	Sets of 4 tables ea.	12	6	3
Receiving areas[2]	Resupply trailers	2	2	1
Prepackaged equipment				
Container or trailer	Prepackaged	2 (divide equipment)	1	1
Radios (with chargers)	Same channel	4	2	1
Traffic cones	Required	30	15	10
Tables, folding[3]	Required	50	26	13
Shelters, portable	Required/optional	2r/12o	2r/6o	1r/3o
Chairs, folding	Required and/ or optional	24r/61o	11r/29o	7r/17o
Toilets (portable or fixed)	Required	6	4	2
Bullhorns and/or loudspeakers	Per site	1	1	1
Safety vests (reflective)	Per person[4]	77	33	20
Rain gear	Per person[4]	77 sets	33 sets	20 sets
Flashlights (LED preferred)	Per person[4]	77	33	20
Whistle with lanyard	Per person[9]	77	33	20

Table 12–4
Bulk distribution team resource type definitions—Continued

Other safety equipment	Per safety office	As required	As required	As required
Temporary name badges	Per site	250	150	100
Towed and/or delivered systems				
Light sets	With generator	4	2	1
Forklifts	Required	4	2	1
Pallet jacks	Required	2	2	1
Waste dumpsters[5]	Required	4	2	1
Training requirements				
NIMS training requirements[6]	NIMS	ALL	ALL	ALL*
Task-specific training[7]	Installation	ALL	ALL	ALL*
IS – 26: Guide to PODs	FEMA EMI	ALL	ALL	ALL*
DOD IFSAC HAZMAT awareness[6]	NFPA 472	Team leader	Team leader	Team leader
Service output		Type I POD	Type II POD	Type III POD
Component	Metric			
Customers[7]	1000 Customers/day	20k/day	10k/day	5k/day
Vehicles[7]	Vehicles/hour	560/hr	280/hr	140/hr
Max distribution[8]	Trailer load/day			
Water loads	1 case/vehicle	4	2	1
MRE loads	6 MREs/vehicle	2	1	0.5
Tarp loads	1 tarp/vehicle	2	1	0.5
Equivalency	-	1 Type I = 4 Type III	2 Type II = 1 Type I	4 Type III = 1 Type I

Notes:

[1] Manpower must be organized, trained, certified (if required), credentialed (as required), equipped, exercised, evaluated, maintained, and sustained as specified in this publication.

[2] Receiving areas for restocking only utilized at night.

[3] Tables divided up with one table for each worker shelter plus loading stations of 4 tables per station for water, food, and tarps (as required).

[4] Based upon total personnel at max requirement (day operations). 5 With waste management service contract for daily waste removal. 6 See table 13–1 for training set information.

[7] As necessary to support assigned functions.

[8] Daytime distributions only for safety and security reasons. Service estimates based upon no customer leaving vehicle. Loading point staff load vehicle with allotment.

[9] Based upon U.S. Census estimate of 3.17 persons/household and 1 household/vehicle.

j. Best practices. A best practice in bulk distribution management is the pre-incident coordination with commercial providers (for example, AAFES post-exchange and commissary, AAFES mini-mart, thrift store, and commercial retailers) and the U.S. Postal Service to ensure business continuity measures are in place and routinely exercised to ensure the continued availability of the providers during an emergency. Pre-incident identification of power and utility requirements, especially the resource typing of power generator requirements for these businesses based upon required load, coupled with pre-incident support contracts or other agreements/contracts for the provision of the required generators and the geo-coding of applicable generator requirements (by type) into the GIS and IMS supporting the installation EOC dramatically reduce the need for establishing temporary and/or volunteer teams for this function.

12–13. Call center

a. Requirement. All EM programs should 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 DHR 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. A call center is a consolidated location outside the affected area for the provision of information on the status of evacuees, casualties, and fatalities to members, friends, and family of the Army community during the response and recovery phases. A call center is usually activated with 4–8 hours after an incident occurs in order to serve as a central clearinghouse for information on the status of evacuees, casualties, and fatalities. Establishment of this hotline and the associated call center requires pre-incident coordination with DHR, DFMWR Army community service, installation public affairs office, MTF, and the identified casualty assistance calls officers (CACOs) supporting the installation. The call center is a task-organized resource using available infrastructure and may be a shared resource across multiple installations.

b. Services. The call center should provide the following services tailored to the installation needs and the specific emergency being addressed:

(1) Status of evacuees, casualties, and fatalities to friends and Family members.

(2) Personnel accountability liaison.

(3) Security services for the physical location.

c. Process. The call center serves as a central coordination point for the provision of information regarding the status of evacuees, casualties, and fatalities. The call center will be activated by the installation EOC or as identified in the installation EM plan through the MWNS with a team-specific recall group assignment. Activation will detail when, where, and for how long the team is to be activated (which may be modified by the installation EOC's discretion). Upon assembly at the designated call center location, the call center team will activate the call center and conduct the initial site setup and organization. Once ready for operation, the team leader will contact the installation EOC, which will coordinate the release of EPI with the JIC and initiate a prescripted MWNS announcement concerning the call center information line number and hours of operation. The call center should usually operate on a 24–hour basis during the initial recovery and then phase back to a standing 12-hour schedule until directed to suspend or transition operations. Shift schedules will be established based upon 8–12 hour shift assignments depending upon local conditions and availability of personnel. call center reports will be submitted to the installation EOC at the end of each shift with a summary of actions completed, issues requiring resolution, equipment and supply requests unfilled during that shift, and a consolidated summary of number of personnel calling the information line and receiving assistance. See table 12–5 for detailed information. The establishment of the call center concept in the installation EM plan early in preparedness activities allows for extensive coordination between the service providers (largely public affairs staff, additional duty personnel (CACOs), and volunteers) and the installation to ensure that all physical, virtual, communications, information technology, utilities, power generation, and associated requirements are identified and addressed pre-incident. During the recovery phase, the call center takes a tremendous burden off of the dispatch center, installation EOC, EFAC, and public affairs office by consolidating and centralizing information requests by non-media sources.

d. Location and/or infrastructure. The call center will be located in an existing dual-use facility with adequate parking, ventilation, and infrastructure, especially phone lines and network access, to support the identified functions. The call center should have extensive phone line access (inbound lines based upon the local protected populace size plus a minimum of an EOC line, MWN broadcast line, personnel accountability staff line, call center-EFAC lines, and lines for public affairs and CACO personnel). Wireless internet access is a requirement. Examples may include conference centers, school classrooms, meeting rooms, training facilities, and officers/noncommissioned officers' clubs. See infrastructure requirements in the mass care section above. See table 12–5 for detailed information.

e. Management. The call center is staffed by a mix of assigned public affairs staff, additional duty personnel (CACOs), and supporting volunteer positions comprising the call center team. The team organization and composition will be identified in the installation EM plan, will be categorized as Category 5 (Mass Care Providers), and will be issued appropriate identification regarding their assignment. It is the responsibility of the installation EMWG to ensure that issues regarding access control and pay/compensation are addressed pre-incident during preparedness activities. See table 12–5 for detailed information. The call center Team will consist of existing personnel and volunteers and include, at a minimum, the following representation:

(1) Call center team leader.

(2) Shift supervisors (2–3 shifts recommended for 24 hour operations).

(3) Public affairs representative.

(4) CACO representatives.

(5) Evacuation management team liaison.

(6) MTF liaison.

(7) Fatality management/mortuary affairs liaison.

(8) Security and/or LE (site dependent).

f. Equipment. The call center requires adequate workspace, communications capabilities and capacity, and supplies in order to perform its assigned tasks as detailed in table 12–5.

g. Army resource typing definitions. As detailed in chapter 9, Army installations develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. The below resource typing definitions are local definitions only and should be frequently socialized with local civil jurisdictions (and HNs). Army installations may align to local standards given the same service output and performance objectives. See table 12–5 for detailed information.

Table 12–5
Call center team resource type definitions

Resource		Call center team		
Category		Mass care	Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Personnel[1]	Total (2 shifts)	32 total	18 total	12 total
Manpower[1]	Total per shift	16 total	9 total	6 total
Team leader	Per site	1	1	1
Call center specialist	Per site	12	6	3
Special needs coordinator	Per site	1	1	1
Security	Per site	2	1	1
Footprint[2]				
Call Centers	For installation	1	1	1
Footprint (at 50ft^2/person)	Per sq. ft.	800	450	300
Dimensions	Length x depth	Variable	Variable	Variable
Parking	Per location	32	18	12
Toilets (portable or fixed)	Required	4	2	2
Trash cans[3]	Required	2	1	1
Prepackaged equipment				
Container	Prepackaged	1	1	1
Radios (with chargers)	Same channel	1	1	1
Landline telephones[4]	Required	14	8	5
Telephone accessories	-	As needed	As needed	As needed
Tables, folding[5]	Required	9	6	4
Chairs, folding[6]	Required	16	9	6
Flashlights (LED preferred)	Per site	16	9	6
All-hazards radio	Per site	1	1	1
Temporary name badges	Per site	150	100	50
Office supply kit[7]	Per site	1	1	1
Center supply kit[8]	Per site	1	1	1
Towed and/or delivered systems				
Type IV Generator (400kW)[9]	For center	1	1	As available
Training requirements				
NIMS training requirements[10]	NIMS	ALL	ALL	ALL*
Task-specific training[11]	Installation	ALL	ALL	ALL*
DOD IFSAC HAZMAT awareness[10]	NFPA 472	Team leader	Team leader	Team leader
Service output		Type I	Type II	Type III
Component	Metric			
Customers[12]	Customers/hour	120/hr	60/hr	30/hr
Equivalency	-	1 Type I = 4 Type III	2 Type II = 1 Type I	4 Type III = 1 Type I

Notes:

[1] Manpower must be organized, trained, certified (if required), credentialed (as required), equipped, exercised, evaluated, maintained, and sustained as specified in this publication.

[2] Planning estimate only. Actual dimensions will depend upon local availability.

[3] With service contract for daily trash removal.

[4] With pre-wired access to established toll-free (or local) multiline number used for call center operations.

[5] Based upon 2 representatives per table. May be reduced if predesignated facility already has tables accessible during activation.

[6] Based upon 1 chair per required staff. May be reduced if predesignated facility already has chairs accessible during activation.

[7] Office supply kit consists of pens, name tents, paper tablets, file folders, and folder labels equal to total number of staff (minus security, so 14, 8, and 5 respectively) plus 1 pad of easel paper, 1 easel, 3-hole punch, 2 permanent markers, one 1 box of thumbtacks, 1 roll of scotch tape, 2 rolls of masking tape, 12 pencils, 2 clipboards, 1 pencil sharpener, 6 staplers with 1 box of staples, 2 boxes of paper clips, 1 package of carbon paper, and one 3-ring binder with tab dividers. Local selection and quantities may vary.

[8] Center Supply Kit consists of 1 box of trash bags (32 gallon), 1 rolls of paper towels, 1 bottle of all-purpose cleaner, 1 spare set of batteries for flashlights. Local selection and quantities may vary.

[9] Typed based upon FEMA 508–7. Need based upon high probability of power outages post-incident. Local conditions may vary.

[10] See table 13–1 for training set information.

[11] As necessary to support assigned functions.

[12] Planning estimate only. Based upon average call duration of 10 minutes per call center specialist.

Chapter 13
Education and Training

13–1. Training and education strategy

a. Requirement. The Army EM Program will establish minimum training and education standards for effective management of multi-agency, multijurisdictional emergencies. These training and education standards will focus on requirements for: (1) Category 1 personnel to sustain, maintain, and restore assigned MEFs or headquarters functions, (2) Category 2–4 personnel to gain risk 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 appropriate level of training, certification, and experience. IEMs will coordinate training and education requirements with DPTMS, medical emergency manager, and designated installation leads for each functional area identified in table 2–1. A key element of the Army EM training and education strategy is the education of senior leaders early and often through existing education paths, to include the general officer - Senior Commander Course, Garrison Pre-Command Course, Garrison Command Sergeants Major Course, and associated installation-focused courses of instruction.

b. Certification requirements. All EM Program training will result in certification by an accredited agency or organization whenever certified training is available and meets the requirements of this publication. Certification can apply to a single training course (for example, DOD International Fire Service Accreditation Congress (IFSAC) HAZMAT Awareness) or multiple training courses and/or professional experience (for example, Certified Emergency Manager). Certifications are based upon an individual's successful completion of one or more requirements.

c. Credentialing requirements. All EM Program training and certification will build towards the goal of individual credentialing for specific positions against National and Army standards, whenever credentialing is available for a given position or function. Credentialing requires authentication and verification of the certification and identity of designated emergency responders. Credentialing applies to one or more positions for which the given individual is qualified based upon training, certification, experience, and assignment (for example, EOC Operations Section Chief, Emergency Medical Technician). A given individual may be trained and certified, but not qualified due to position assignment or lack of experience. There is no single credential for an Emergency Manager, but rather a set of credentials for which the Emergency Manager may be eligible for depending upon training, certification, experience, and assignment.

d. Training development. Training development will adhere to Army policy as stated in AR 350–1 and AR 350–10. Training development will consider existing training available from federal (or Host Nation), DOD, State, other Service, local, and private 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 functional area, respectively. IEMs are responsible for tracking training solely 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 as required by DODD 7730.65 and AR 220–1. Ready Army community preparedness training provided at the installation-level to the protected populace will be tracked by the training provider, consolidated by the IEM from provider input, and maintained by the IEM for a period of no less than 3 years.

f. Training resources. Federal (or Host Nation), DOD, state, other Service, local, universities/colleges, and private, NGO/FBOs agencies and departments provide a broad spectrum of online, classroom, and field training. Installations should use the following training standards to identify available training capabilities in the local geographic area to the greatest extent possible FEMA EMI independent study (IS) courses available through the FEMA EMI website (https://training.fema.gov/) are meant for awareness and introductory knowledge only. Training requirements listing IS courses (for example, IS–700A) are only the beginning of capability development. The FEMA EMI training catalog is available at https://training.fema.gov/emicourses/emicatalog.aspx. Course numbers change as courses or training models are updated. Although numerical designations and letter suffixes of these courses evolve over time, these changes do not absolve commands from the responsibility to meet training requirements identified in this publication. If a command is unsure of whether a new course number meets requirements, the command should request clarification

from DAMO–ODP via appropriate chain of command. FEMA EMI courses begin with a one to two letter code before each course number as listed:

(1) IS – Independent Study courses.

(2) ICS – Classroom course (EMI resident, state, or local training sites).

(3) E – Resident Course at the National Emergency Training Center campus in Emmitsburg, MD.

(4) G – Classroom courses delivered at State, tribal, and local training sites and conferences.

(5) L – Resident course conducted off-site (local training sites and conferences).

(6) K – Self-paced, web-based training (for example, Master Trainer Program).

(7) B – Resident course at FEMA Center for Domestic Preparedness (CDP) Noble Training Center in Anniston, Alabama.

g. Standardized training sets. In order to reduce repetition in the following training standards, table 13–1 lists standardized training sets which will be used throughout this publication. Details on NIMS Basic and Advanced training requirements is contained in chapter 8.

Table 13–1
Emergency management training sets

Training Set	Course ID	Course Title	Source
Basic NIMS & ICS	IS – 100	Introduction to ICS	FEMA EMI (IS)
	IS – 200	Incident Command System for Single Resource and Initial Action Incidents	FEMA EMI (IS)
	IS – 700	NIMS, An Introduction	FEMA EMI (IS)
	IS – 800	National Response Framework, An Introduction	FEMA EMI (IS)
	IS – 2900	National Disaster Recovery Framework, An Introduction	FEMA EMI (IS)
Advanced NIMS & ICS	G – 191	ICS/EOC Interface	AHJ resident course
	IS – 775	Basic EOC Management and Operations	FEMA EMI (IS), EMI, or AHJ
	E/L/G – 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ
	E/L/G – 400	Advanced ICS for Command and General Staff	FEMA EMI or AHJ
Army EM Training	AEOCC	Army Emergency Operations Center Course	Department of the Army
	ARRC	Army Response and Recovery Course	Department of the Army
	EMEEC	Emergency Management Exercise Evaluation Course	Department of the Army
	ABEMC	Army Basic Emergency Management Course	Department of the Army
Advanced Army EM Training	AAEMC	Army Advanced Emergency Management Course	Department of the Army
Position Specific Training	N/A	All hazards position specific courses	FEMA EMI or AHJ
Continuity of Operations (COOP)	IS – 546.a	COOP Awareness	FEMA EMI (IS)
	IS – 547.a	Introduction to COOP	FEMA EMI (IS)
	IS – 548	COOP Program Manager	FEMA EMI (IS)
	G – 549	COOP Program Manager Course (Optional	FEMA EMI or AHJ
DOD IFSAC HAZMAT Response series complaint with 29 CFR 1910.12Q and NFPA 472			
DOD IFSAC	N/A	Basic NIMS & ICS	FEMA EMI (IS)
	N/A	DOD IFSAC HAZMAT Awareness Course	F&ES or AHJ
Basic NIMS & ICS	IS – 100	Introduction to ICS	FEMA EMI (IS)
	IS – 200	Incident Command System for Single Resource and Initial Action Incidents	FEMA EMI (IS)
	IS – 700	NIMS, An Introduction	FEMA EMI (IS)
	IS – 800	National Response Framework, An Introduction	FEMA EMI (IS)
	IS – 2900	National Disaster Recovery Framework, An Introduction	FEMA EMI (IS)
Advanced NIMS & ICS	G – 191	ICS/EOC Interface	AHJ resident course

Table 13–1
Emergency management training sets—Continued

	IS – 775	Basic EOC Management and Operations	FEMA EMI (IS), EMI, or AHJ
	E/L/G – 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ
	E/L/G – 400	Advanced ICS for Command and General Staff	FEMA EMI or AHJ
Army EM Training	AEOCC	Army Emergency Operations Center Course	Department of the Army
	ARRC	Army Response and Recovery Course	Department of the Army
	EMEEC	Emergency Management Exercise Evaluation Course	Department of the Army
	ABEMC	Army Basic Emergency Management Course	Department of the Army
Advanced Army EM Training	AAEMC	Army Advanced Emergency Management Course	Department of the Army
Position Specific Training	N/A	All hazards position specific courses	FEMA EMI or AHJ
Continuity of Operations (COOP)	IS – 546.a	COOP Awareness	FEMA EMI (IS)
	IS – 547.a	Introduction to COOP	FEMA EMI (IS)
	IS – 548	COOP Program Manager	FEMA EMI (IS)
	G – 549	COOP Program Manager Course (Optional	FEMA EMI or AHJ
DOD IFSAC HAZMAT Response series complaint with 29 CFR 1910.12Q and NFPA 472			
DOD IFSAC	N/A	Basic NIMS & ICS	FEMA EMI (IS)
	N/A	DOD IFSAC HAZMAT Awareness Course	F&ES or AHJ
DOD IFSAC HAZMAT Operations	N/A	Basic NIMS & ICS	FEMA EMI (IS)
	E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ
	N/A	DOD IFSAC Hazardous Materials Awareness Course	F&ES or AHJ
	N/A	DOD IFSAC Hazardous Materials Operations Course	F&ES or AHJ
DOD IFSAC HAZMAT Technician	N/A	Basic NIMS & ICS	FEMA EMI (IS)
	E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ
	N/A	DOD IFSAC Hazardous Materials Awareness Course	F&ES
	N/A	DOD IFSAC Hazardous Materials Operations Course	F&ES
	N/A	DOD IFSAC Hazardous Materials Technician Course	F&ES
DOD IFSAC HAZMAT Specialist	N/A	Basic NIMS & ICS	FEMA EMI (IS)
	E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ
	N/A	DOD IFSAC Hazardous Materials Awareness Course	F&ES
	N/A	DOD IFSAC Hazardous Materials Operations Course	F&ES
	N/A	DOD IFSAC Hazardous Materials Technician Course	F&ES
	N/A	DOD IFSAC Hazardous Materials Specialist Course	F&ES
DOD IFSAC HAZMAT Incident Commander	N/A	Basic NIMS & ICS	FEMA EMI (IS)
	E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ
	E/L/G 400	Advanced ICS	FEMA EMI or AHJ

Table 13–1
Emergency management training sets—Continued

	N/A	DOD IFSAC Hazardous Materials Awareness Course	F&ES
	N/A	DOD IFSAC Hazardous Materials Operations Course	F&ES
	N/A	DOD IFSAC Hazardous Materials Technician Course	F&ES
	N/A	DOD IFSAC Hazardous Materials Incident Commander Course	F&ES
EMS Hazardous Materials (HM) Responders[2] Compliant with 29 CFR 1910.120Q and NFPA 473			
EMS/HM Level I Responder	N/A	Basic NIMS & ICS	FEMA EMI (IS)
	E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ
	N/A	DOD IFSAC Hazardous Materials Awareness Course	Fire and ES
EMS/HM Level II Responder	N/A	Not Applicable to Army EM Program	N/A
OSHA Hazardous Waste Operations and Emergency Response (HAZWOPER) HAZMAT Series[3] Compliant with 29 CFR 1910.120Q			
HAZWOPER HAZMAT Awareness	N/A	Basic NIMS & ICS	FEMA EMI (IS)
	N/A	HAZWOPER Hazardous Materials Awareness Course	TBD
HAZWOPER HAZMAT Operations	N/A	Basic NIMS & ICS	FEMA EMI (IS)
	E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ
	N/A	HAZWOPER Hazardous Materials Awareness Course	TBD
	N/A	HAZWOPER Hazardous Materials Operations Course	TBD
HAZWOPER HAZMAT Technician	N/A	Basic NIMS & ICS	FEMA EMI (IS)
	E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ
	N/A	HAZWOPER Hazardous Materials Awareness Course	TBD
	N/A	HAZWOPER Hazardous Materials Operations Course	TBD
	N/A	HAZWOPER hazardous materials technician Course	TBD
RPP		Enrollment in the installation RPP	ISO
		Mandatory RPP Training specific to type(s) of Respiratory Protection provided for use	ISO
Hazard-specific training set[4]	IS – 3	Radiological EM	FEMA EMI (IS)
	IS – 301	Radiological emergency response	FEMA EMI (IS)
	G320	Fundamentals Course for Radiological Response	FEMA EMI (IS)
	IS – 324.a	Community Hurricane Preparedness	FEMA EMI (IS)
	IS – 386	Introduction to Residential Coastal Construction	FEMA EMI (IS)
	G363	Hurricane Readiness for Coastal Communities	FEMA EMI
	IS – 279	Retrofitting Flood-Prone Residential Buildings	FEMA EMI (IS)
	IS – 340	Hazardous Materials Prevention and Planning	FEMA EMI (IS)
	G398	Mitigation and Recovery Exercise Series	FEMA EMI
	G398.1	Earthquake	FEMA EMI

Table 13–1
Emergency management training sets—Continued

	G398.2	Flood	FEMA EMI
	G398.3	Hurricane	FEMA EMI
Population-Specific Training Set[5]	IS – 15.a	Special Events Contingency Planning for Public Safety Agencies	FEMA EMI (IS)
	IS – 197.EM	Special Needs Planning Considerations for Emergency Management	FEMA EMI (IS)
	IS – 244	Developing and Managing Volunteers	FEMA EMI (IS)
Mitigation Training Set[6]	IS – 393.a	Introduction to Hazard Mitigation	FEMA EMI (IS)
	IS – 279	Engineering Principles and Practices for Retrofitting Flood-Prone Residential Buildings	FEMA EMI (IS)
	IS – 386	Introduction to Residential Coastal Construction	FEMA EMI (IS)
	E/G386	Retrofitting Flood-Prone Residential Buildings	FEMA EMI
	FEMA 312	Multi-Hazard Mitigation Design Considerations	FEMA EMI
	FEMA 550	Intro to Coastal Foundation Design and Construction for Local Officials/Design Professionals (2 versions)	FEMA EMI
	FEMA 543	Design Guide for Improving Critical Facility Safety from Flooding and High Winds	FEMA EMI
	G393	Mitigation for Emergency Managers	FEMA EMI
Professional Development Series[7] (PDS)	IS – 230.a	Principles of EM	FEMA EMI (IS)
	IS – 235.a	Emergency Planning	FEMA EMI (IS)
	IS – 242.a	Effective Communication	FEMA EMI (IS)
	IS – 241.a	Decision Making and Problem Solving	FEMA EMI (IS)
	IS – 240.a	Leadership and Influence	FEMA EMI (IS)
	IS – 244.a	Developing and Managing Volunteers	FEMA EMI (IS)
	IS – 139	Exercise design	FEMA EMI (IS)
Advanced professional series (APS)[8] Core requirements	G191	ICS and/or EOC interface	FEMA EMI
	G250.7	Workshop: local rapid needs assessment	FEMA EMI
	G270.4	Recovery from disaster: the local Government role	FEMA EMI
	IS – 775	EOC management and operations	FEMA EMI
	G318	Mitigation planning workshop for local Governments	FEMA EMI
APS[8] Elective requirements	G108	Community mass care management	FEMA EMI
	G110	EM Operations Course (EMOC) for local Governments	FEMA EMI
	G137	Exercise program manager and/or management	FEMA EMI
	G197	Emergency planning and special needs populations	FEMA EMI
	G202	Debris management planning for State, tribal, and local officials	FEMA EMI
	G271	Hazardous weather and flood preparedness	FEMA EMI

Table 13–1
Emergency management training sets—Continued

	G272	Warning coordination	FEMA EMI
	IS – 703.a	NIMS resource management	FEMA EMI
	G288	Local volunteer and donations management	FEMA EMI
	G290	Basic public information officers	FEMA EMI
	G358	Evacuation and re-entry planning Course	FEMA EMI
	G361	Flood fight operations	FEMA EMI
	G386	Mass fatalities incident response	FEMA EMI
	E/G/L 400	Advanced ICS, Command and General Staff	FEMA EMI or AHJ
	G408	Homeland security planning for local Governments	FEMA EMI
Integrated EM	G110	EM Operations Course (EMOC) for local governments	FEMA EMI
	E900	Integrated Emergency Management Course (IEMC): all hazards preparation and response	FEMA EMI
	E901	IEMC: all hazards recovery and mitigation	FEMA EMI
	E905	IEMC: Hurricane Preparedness and Response	FEMA EMI
	E910	IEMC: Earthquake Preparedness and Response	FEMA EMI
	E915	IEMC: Homeland Security Preparedness and Response	FEMA EMI
	E920	IEMC: HAZMAT Preparedness and Response	FEMA EMI
Master Exercise Practitioner Program (non-resident courses)	G130	Exercise Evaluation	FEMA EMI
	G135	Exercise Control/Simulation	FEMA EMI
	G137	Exercise Program Manager/Management	FEMA EMI
	G138	Exercise Practicum for the Master Exercise Practitioner	FEMA EMI

Notes:

[1] DOD IFSAC curriculum per DOD Manual 6055.6–M.

[2] EMS hazardous materials (HM) Level I responder qualification in addition to applicable medical certifications, licenses, and/or registry. EMS/HM Level I responder provides care in the cold zone only and does NOT employ specialized PPE over and above that required for performance of medical duties as specified in NFPA 473.

[3] HAZWOPER training and certification sets applicable to Category 5 first receivers and designated environment OHS spill response team and (EOD/bomb squad personnel serving as Category 5 first responders. All fire and emergency services, EMS, law enforcement, and other Category 5 first responders will meet DOD IFSAC standards and certification requirements.

[4] Course selection based upon identified hazards during risk management process. Courses should be taken in priority order based starting with the highest relative risk identified and progressing to hazards with lower relative risk.

[5] Course selection based upon local conditions and needs. Courses are optional and identified as available resources unless specifically stated as a requirement.

h. Capability development. As stated in chapter 4, training and experience for personnel qualification are acquired through: (1) course-based knowledge development (starting with IS courses and moving on to classroom and field training environments), (2) low-risk practical application, such as exercises, and (3) on-the-job-training, such as job shadowing, planned events, and incident management experiences at smaller Type 5 Incidents of increasing complexity and difficulty. Once trained, it is vital that assigned personnel practice their skills during exercises, are evaluated by trained and experienced evaluators, and demonstrate their skills by effective incident management of small-scale emergencies. No capability exists solely due to completion of an IS course. Capability is achieved through a training continuum coupled with exercises, evaluation, and real life experience resulting in a proven ability to successfully execute, vice recite, procedures.

13–2. Senior leader orientation

a. Overview. Commanders will address senior leader orientation as a component of the education and training program. Senior leader orientation provides requisite knowledge to implement Army EM Program policies and facilitate oversight of subordinate EM programs.

b. Program for senior leader orientation. 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.

c. Executive seminar. TRADOC in coordination with DAMO–ODP, will develop, implement, and sustain an executive seminar that provides senior leaders with requisite knowledge to enable developing EM Program policies, facilitate oversight of all aspects of subordinate EM programs at strategic and operational levels, and support developing EM capability, planning to deliver core capabilities, and delivering them across subordinate commands. This executive seminar may be incorporated into existing courses of instruction or conducted as standalone seminar formats. The executive seminar will consist, at a minimum, of four components:

(1) Completion of online basic NIMS training recommended (see table above). NIMS training requirements are further described in chapter 8 in accordance with AR 525–27 and DODI 6055.17. ICS–402 can substitute for ICS–100 and ICS–200 requirements.

(2) Completion of AT Level III or Level IV training requirement in accordance with AR 525–13 and DODI 2000.16.

(3) A seminar format discussion of EM principles, an overview of NIMS and associated federal, DOD, and Army guidance, the role of senior leadership in disaster operations, differentiation between installation EM and CS/ humanitarian assistance missions, differentiation between installation EM and installation and combat CBRN defense, and appropriate legal, occupational safety, medical, and environmental requirements.

(4) A tabletop exercise (TTX) based upon one risk identified in the risk management process.

d. Requirements. Commands that manage installations will ensure appropriate military officers in grades O5 through O8 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 primary staff officers, division chiefs, and directors who support the EM mission at region and headquarters levels also attend an executive seminar within six months of assuming the position.

13–3. Commanders' education

a. Requirement. Senior Commanders are required to complete IS–908 (Emergency Management for Senior Officials). TRADOC, in coordination with DAMO–ODP, will develop, implement, and sustain an education course for all installation commanders and garrison commanders to provide commanders with requisite knowledge to direct and supervise their EM Program. Commands that manage installations will ensure that prospective O5- and O6-level commanders (or civilian equivalent director positions) complete required education course prior to assuming command or no more than 3 months after assuming command.

b. Content. Installation EM command-level education will consist, at a minimum, of four components: (1) documented completion of basic NIMS training (see training sets table above).NIMS training is further described in chapter 8, tables 8–1, in accordance with AR 525–27 and DODI 6055.17, (2) seminar format discussion of the principles of EM, an overview of NIMS and associated federal, DOD, and Army guidance, the role of the commander, command staff, and IEM, development and role of the installation EMWG, the role of the installation EOC, and assigned installation EOC team, differentiation between installation EM and CS/humanitarian assistance missions, differentiation between installation EM and combat CBRN defense, and appropriate legal, occupational safety, medical, and environmental requirements, (3) the development process and requirements for their installation EM plan and associated continuity plans and tenant EAPs, and (4) a TTX based upon one of the hazards identified in appendix F.

13–4. Category 1 (personnel training)

Training requirements for Category 1 personnel 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.

13–5. Category 2–4 (personnel training)

a. Requirement. Installation commanders will address community preparedness as a component of the education and training program. EM programs will provide Ready Army Community Preparedness training as described in Chapter 7 to the entire protected populace with an emphasis on Category 2–4 personnel, especially vulnerable populations. In this case, training effectiveness is determined by provision of training to the protected populace rather than individual documented completion of training requirements given limitations of imposing and enforcing requirements

on elements of Category 2–4 personnel who do not directly report to established DOD chains of command. Installation commanders will ensure that Ready Army Community Preparedness information is provided to all assigned personnel, including family members, at indoctrination, on no less than an annual basis, and additionally as local conditions require.

b. Correction notice. As a correction to AR 525–27, the protected populace training requirement has been modified as follows:

(1) CBRNE Awareness training is no longer required.

(2) All personnel should receive the Ready Army community preparedness campaign materials, which address all natural, technological, and human-caused hazards.

13–6. Category 5 (personnel training)

a. Overview. Category 5 personnel have the most comprehensive training of any personnel category since they are the backbone of an effective emergency management program and disaster operations. Category 5 personnel must be well trained and capable of unified operations through implementation of NIMS concepts enabling them to work jointly in any environment.

b. Training requirements. All Category 5 personnel training will meet existing training requirements of their assigned functional area (for example, F&ES, MTF, LE). Additional training, education, and certification requirements will be established by the EM Program: (1) to increase interoperability of functional areas and/or between installation and other emergency management partners, such as implementation of NIMS, or (2) when a specific functional area has DOD tasking to perform a disaster or emergency management mission for which the functional area has not established supporting requirements (for example, mass care operations, evacuation management, damage assessment.

c. Standards-based training. All Category 5 personnel training required will meet applicable requirements established by Federal agencies with oversight of specific areas (for example, OSHA, EPA, and DHS) and applicable consensual standards from governmental and nongovernmental standards development organizations (for example, NFPA, ASTM International, Office of LE Standards, Interagency Board for Equipment Standardization and Interoperability).

d. National Incident Management System training requirements. See chapter 8 for NIMS training requirements.

13–7. Emergency management program manager and coordinator training

The HQDA, G–34 program manager is designated in writing by the DAMO – ODP and is responsible for the development and management of all policy related to implementation and execution of the Army EM Program. 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. In accordance with NIMS and NFPA 1600 and in order to achieve requirements stated in AR 525–27, those with an EM program coordinator responsibilities as identified in chapter 3 will complete training and education necessary for their position. Table 13–2 provides a recommended multiyear training plan for each EM program coordinator. Note that implementing NIMS as detailed in chapter 8 applies to these positions.

Table 13–2
HQDA emergency management program manager training plan

Course or Training Set[1]		Source		
Basic NIMS & ICS		FEMA EMI (IS)	X	
AEOCC	Army Emergency Operations Center Course	Department of the Army	X	
ARRC	Army Response and Recovery Course	Department of the Army		
ABEMC	Army Basic Emergency Management Course	Department of the Army	X	
AAEMC	Army Advanced Emergency Management Course	Department of the Army		R
IS–230.d	Fundamentals of Emergency Management	FEMA EMI (IS)	X	
IS–775	EOC Management and Operations	FEMA EMI (IS)	X	
IS–860.a	National Infrastructure Protection Plan, an Introduction	FEMA EMI (IS)	X	
Continuity Awareness Training Set		FEMA EMI (IS), EMI, or AHJ		R
Task-Specific Training[2]		Installation		R

Table 13–3
Command EM Program Coordinator

Course or Training Set[1]		Source		
IS–200	ICS for Single Resources and Initial Incidents	FEMA EMI (IS)	X	
IS–700	Introduction to National Incident Management System	FEMA EMI (IS)	X	
IS–2900	National Disaster Recovery Framework Overview	FEMA EMI (IS)	X	
ABEMC	Army Basic Emergency Management Course	HQDA	X	

Table 13–4
EM Coordinator

Course or Training Set[1]		Source		
IS–100	Introduction to Incident Command Systems	FEMA EMI (IS)	X	
IS–200	ICS for Single Resources and Initial Incidents	FEMA EMI (IS)	X	
IS–700	Introduction to National Incident Management System	FEMA EMI (IS)	X	
IS–2900	National Disaster Recovery Framework Overview	FEMA EMI (IS)		R

Legend for Table 13–4:
X - required.
R - recommended.

Notes:

[1] See table 13–1 for training set requirements

[2] As necessary to support assigned functions.

13–8. Installation emergency manager training

a. Requirements. In accordance with NIMS, AR 525–27, DODI 6055.17, and NFPA 1600, IEMs require a training continuum that addresses all aspects of assigned duties. Table 13–3 outlines training and education requirements for IEMs on all Type I installations. Tables 13–4 and 13–5 provide the same information for Type II and Type III installations, respectively. Installation emergency managers for Type IV and V installations are encouraged to complete the training Set for Type III installation but they must complete the training requirements in table 13–2.

b. Additional emergency manager training and education. DAMO–ODP, in coordination with Army Combat Readiness Center, Career Program 12 (CP–12) DAMO–ODP, will maintain a professional training and education continuum for Army EM personnel, to include appropriate task-specific training leading to professional certification within the civilian EM community. The training continuum will include a series of professional training courses, both military and civilian, focused on developing professional knowledge, skills, and abilities necessary to perform the duties identified in appendix E, table E–5. Training and education should consist of modular, mobile, and/or virtual components for active component, reserve component, ARNG component, DOD civilian, and DOD contractor personnel

Note. In its finished state, the course should be able to be exported to foreign locations, especially the European, Korean, and Central theaters with tailored components/modules on materials relevant to these locations, such as integration with HN capabilities.

Table 13–5
Type 1 Installation Emergency Manager Training Plan

Course or Training Set[1]		Source		
Basic NIMS & ICS		FEMA EMI (IS)	X	
AEOCC	Army Emergency Operations Center Course	Department of the Army	X	
ARRC	Army Response and Recovery Course	Department of the Army	X	
ABEMC	Army Basic Emergency Management Course	Department of the Army	X	
AAEMC	Army Advanced Emergency Management Course	Department of the Army		R
EMEEC	Army Emergency Management Exercise Evaluator Course	Department of the Army	X	
IS–120.a	Introduction to Exercises	FEMA EMI *(IS)*	X	
IS–230.d	Fundamentals of Emergency Management	FEMA EMI *(IS)*	X	
IS–235.d	Emergency Planning	FEMA EMI (IS)		R

Table 13–5
Type 1 Installation Emergency Manager Training Plan—Continued

IS–546.a	Continuity of Operations Course	FEMA EMI *(IS)*	X	
IS–650.a	Building Partnerships with Tribal Governments	FEMA EMI *(IS)*		R
IS–702.a	NIMS Public Information Systems	FEMA EMI *(IS)*	X	
IS–703.a	NIMS Resource Management	FEMA EMI *(IS)*	X	
IS–706	NIMS Intrastate Mutual Aid – An Introduction	FEMA EMI *(IS)*	X	
IS–775	EOC Management and Operations	FEMA EMI *(IS)*	X	
E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ		R
Continuity Awareness Training Set		FEMA EMI (IS), EMI, or AHJ		R
Task-Specific Training[2]		Installation		R
DOD IFSAC HAZMAT Operations Training Set		F&ES or AHJ		R
IS–130	Exercise Evaluation and Improvement Planning	FEMA EMI *(IS)*	X	
IS–139	Exercise Design	FEMA EMI *(IS)*		R
IS–271	Anticipating Hazardous Weather and Community Risk	FEMA EMI *(IS)*		R
IS–393.a	Introduction to Hazard Mitigation	FEMA EMI *(IS)*		R
IS–708	Rapid Damage Assessment	FEMA EMI *(IS)*		R
IS–860.a	National Infrastructure Protection Plan, an Introduction	FEMA EMI *(IS)*		R
E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EM or AHJ	X	
E/L/G 400	Advanced ICS	FEMA EM or AHJ		R
G250.7	Workshop: Local Rapid Needs Assessment	FEMA EMI *(IS)*		R
IS–208.a	State Disaster Management	FEMA EMI *(IS)*		R
IS–240	Leadership and Influence	FEMA EMI *(IS)*		R
IS–241	Decision Making and Problem Solving	FEMA EMI *(IS)*		R
IS–242	Effective Communications	FEMA EMI *(IS)*		R
IS–244	Developing and Managing Volunteers	FEMA EMI *(IS)*		R
IS–288	The Role of Voluntary Agencies in EM	FEMA EMI *(IS)*		R
IS–290.a	State Disaster Management	FEMA EMI *(IS)*		R
HAZUS–MH for Decision Makers[6]				R
HURREVAC Training Course[7]				R
One Course from Columns A–C[4] Annually		Multiple Sites*		R
Integrated Emergency Management (EM) Set[8]				R
Hazard Specific Training Set[9]				R
Population Specific Training Set[10]				R
Mitigation Training Set[11]				R
[+]FEMA Professional Development Series (PDS)[12]		FEMA EMI *(IS)*, EMI, or AHJ		R
[+]FEMA Advanced Professional Series (APS)[13]		FEMA EMI *(IS)*, EMI, or AHJ		R

Legend for Table 13–5:
* Multiple federal, state, local, and private training sites, including most EM conferences.
X - required.
R - recommended.

Notes:

[1] See table 13–1 for training set requirements.

[2] As necessary to support assigned functions.

[4] See table 13–6 for course options.

[5] Available as resident course at Ft. Leonard Wood. May be substituted for the installation emergency manager course until course development and fielding complete.

[6] Online training available at https://www.esri.com/training/. Training requirement dependent upon fielding of HAZUS–MH to installation.

[7] Training requirement dependent upon fielding of HURREVAC to installation.

[8] Integrated EM workshop series requires significant coordination, travel, and prior enrollment through FEMA EMI.

[9] Course selection based upon identified hazards during risk management process. Courses should be taken in priority order based starting with the highest relative risk identified and progressing to hazards with lower relative risk.

[10] Course selection based upon local conditions and needs. Courses are optional and identified as available resources.

[11] Course selection based upon composition of mitigation committee and local conditions and needs. Courses are optional and identified as available resources unless specifically stated as a requirement.

[12] Participants who complete all professional development series courses are eligible to receive a FEMA professional development series certificate of completion. The courses are listed in table 13–1 in the recommended order of completion.

[13] Participants who complete the 5 required courses and any 5 of 16 elective courses are eligible to receive the FEMA APS certificate of completion.

Table 13–6
Type 2 Installation Emergency Manager Training Plan

Course or Training Set[1]		**Source**		
Basic NIMS & ICS		FEMA EMI (IS)	X	
AEOCC	Army Emergency Operations Center Course	Department of the Army	X	
ARRC	Army Response and Recovery Course	Department of the Army	X	
ABEMC	Army Basic Emergency Management Course	Department of the Army	X	
AAEMC	Army Advanced Emergency Management Course	Department of the Army		R
EMEEC	Army Emergency Management Exercise Evaluator Course	Department of the Army	X	
IS–120.a	Introduction to Exercises	FEMA EMI (IS)	X	
IS–230.d	Fundamentals of Emergency Management	FEMA EMI (IS)	X	
IS–235.d	Emergency Planning	FEMA EMI (IS)		R
IS–546.a	Continuity of Operations Course	FEMA EMI (IS)	X	
IS–650.a	Building Partnerships with Tribal Governments	FEMA EMI (IS)		R
IS–702.a	NIMS Public Information Systems	FEMA EMI (IS)	X	
IS–703.a	NIMS Resource Management	FEMA EMI (IS)	X	
IS–706	NIMS Intrastate Mutual Aid – An Introduction	FEMA EMI (IS)	X	
IS–775	EOC Management and Operations	FEMA EMI (IS)	X	
Continuity Awareness Training Set		FEMA EMI (IS), EMI, or AHJ		R
Task-Specific Training2		Installation		R
DOD IFSAC HAZMAT Awareness Training Set		F&ES or AHJ		R
IS–130	Exercise Evaluation and Improvement Planning	FEMA EMI (IS)	X	
IS–139	Exercise Design	FEMA EMI (IS)		R
IS–393.a	Introduction to Hazard Mitigation	FEMA EMI (IS)		R
IS–708	Rapid Damage Assessment	FEMA EMI (IS)		R
E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ	X	
DOD IFSAC HAZMAT Operations Training Set		F&ES or AHJ		R
E/L/G 400	Advanced ICS	FEMA EM or AHJ		R
IS–271	Anticipating Hazardous Weather and Community Risk	FEMA EMI (IS)		R
IS–860.a	National Infrastructure Protection Plan, an Introduction	FEMA EMI (IS)		R
HAZUS–MH for Decision Makers6				R
HURREVAC Training Course7				R
IS–208.a	State Disaster Management	FEMA EMI (IS)		R
IS–240	Leadership and Influence	FEMA EMI (IS)		R
IS–241	Decision Making and Problem Solving	FEMA EMI (IS)		R
IS–242	Effective Communications	FEMA EMI (IS)		R
IS–244	Developing and Managing Volunteers	FEMA EMI (IS)		R
IS–288	The Role of Voluntary Agencies in EM	FEMA EMI (IS)		R
IS–290.a	State Disaster Management	FEMA EMI (IS)		R
G250.7	Workshop: Local Rapid Needs Assessment	Multiple Sites*		R
One Course from Columns A–C4 Annually		Multiple Sites*		R
Hazard Specific Training Set9				R
Population Specific Training Set10				R

Table 13–6
Type 2 Installation Emergency Manager Training Plan—Continued

Mitigation Training Set11			R
+FEMA Professional Development Series (PDS)12	FEMA EMI (IS), EMI, or AHJ		R

Legend for Table 13–6:
X - required.
R - recommended.

Notes:

[1] Multiple Federal, State, local, and private training sites, include most EM conferences.

[2] See table 13–8 for course options.

[3] Course selection based upon identified hazards during risk management process. Courses should be taken in priority order based starting with the highest relative risk identified and progressing to hazards with lower relative risk.

[4] Course selection based upon local conditions and needs. Courses are optional and identified as available resources.

[5] Course selection based upon composition of mitigation committee and local conditions and needs. Courses are optional and identified as available resources unless specifically stated as a requirement.

[6] Participants who complete all professional development series courses are eligible to receive a FEMA professional development series certificate of completion. The courses are listed in table 13–1 in the recommended order of completion.

Table 13–7
Type 3 Installation Emergency Manager Training Plan

Course or Training Set[1]		Source		
Basic NIMS & ICS		FEMA EMI (IS)	X	
AEOCC	Army Emergency Operations Center Course	Department of the Army	X	
ARRC	Army Response and Recovery Course	Department of the Army	X	
ABEMC	Army Basic Emergency Management Course	Department of the Army	X	
AAEMC	Army Advanced Emergency Management Course	Department of the Army		R
EMEEC	Army Emergency Management Exercise Evaluator Course	Department of the Army	X	
IS–120.a	Introduction to Exercises	FEMA EMI *(IS)*	X	
IS–130	Exercise Evaluation and Improvement Planning	FEMA EMI *(IS)*	X	
IS–235.d	Emergency Planning	FEMA EMI (IS)	X	
IS–546.a	Continuity of Operations Course	FEMA EMI *(IS)*	X	
IS–650.a	Building Partnerships with Tribal Governments	FEMA EMI *(IS)*		R
IS–702.a	NIMS Public Information Systems	FEMA EMI *(IS)*	X	
IS–703.a	NIMS Resource Management	FEMA EMI *(IS)*	X	
IS–706	NIMS Intrastate Mutual Aid – An Introduction	FEMA EMI *(IS)*	X	
IS–775	EOC Management and Operations	FEMA EMI *(IS)*		R
Continuity Awareness Training Set		FEMA EMI (IS), EMI, or AHJ		R
Task-Specific Training[2]		Installation		R
DOD IFSAC HAZMAT Awareness Training Set		F&ES or AHJ		R
IS–139	Exercise Design	FEMA EMI *(IS)*		R
IS–230.d	Fundamentals of Emergency Management	FEMA EMI *(IS)*	X	
IS–288	The Role of Voluntary Agencies in EM	FEMA EMI *(IS)*		R
E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ	X	
IS–393.a	Introduction to Hazard Mitigation	FEMA EMI *(IS)*		R
IS–708	Rapid Damage Assessment	FEMA EMI *(IS)*		R
IS–860.a	National Infrastructure Protection Plan, an Introduction	FEMA EMI *(IS)*		R
E/L/G 400	Advanced ICS	FEMA EM or AHJ		R
IS–130	Exercise Evaluation and Improvement Planning	FEMA EMI *(IS)*		R
IS–244	Developing and Managing Volunteers	FEMA EMI *(IS)*		R
DOD IFSAC HAZMAT Operations Training Set		F&ES or AHJ		R

Table 13–7
Type 3 Installation Emergency Manager Training Plan—Continued

IS–271	Anticipating Hazardous Weather and Community Risk	FEMA EMI *(IS)*		R
G250.7	Workshop: Local Rapid Needs Assessment	Multiple Sites*		R
Hazard Specific Training Set[9]				R
Population Specific Training Set[10]				R

Legend for Table 13–7:
X - required
R - recommended

Notes:

[1] Multiple federal, state, local, and private training sites, including most EM conferences.

[2] See Table 13–1 for Training Set requirements.

[3] As necessary to support assigned functions.

[4] Course selection based upon identified hazards during risk management process. Courses should be taken in priority order based starting with the highest relative risk identified and progressing to hazards with lower relative risk.

[5] Course selection based upon local conditions and needs. Courses are optional and identified as available resources.

Notes:

[1] Courses are listed in recommended order reading left-to-right, top-to-bottom.

[2] G-series are classroom courses delivered at State, Tribal, and Local training sites and conferences.

[3] E-series are Resident courses at the National Emergency Training Center campus in Emmitsburg, MD, and select State EMAs. E-series courses require enrollment process, travel to/from National Emergency Training Center (NETC), and participants must stay in NETC-provided housing.

[4] L-series versions of the above courses may be substituted, if available.

[5] At a minimum, State, local, university/college, and private training options must meet the stated course objectives available from FEMA in order to serve as a substitute for a designated course.

[6] Participation in HAZUS–MH courses contingent upon procurement and fielding of HAZUS–MH to the participant's installation.

[7] Courses dependent upon fielding of select programs at the supported installation EOC.

13–9. Installation emergency management working group

a. Requirements. As identified in chapter 3, the installation EMWG is the core working group for developing the community profile (see chap 4), conducting the risk management process (see chap 5), and developing the installation EM plan and its supporting annexes and appendixes (see chap 6 and app G). All members of the installation EMWG are responsible for their personal and organizational compliance with tables 8–1 regarding NIMS training requirements. See table 13–8 for training requirements based upon AR 525–27 and NIMS.

Table 13–8
Installation Emergency Management Working Group

Course or Training Set[1]		Source		
Basic NIMS & ICS		FEMA EMI (IS)	X	
IS–235.d	Emergency Planning	FEMA EMI (IS)		R
ARRC	Army Response and Recovery Course	Department of the Army		R
ABEMC	Army Basic Emergency Management Course	Department of the Army		R
AAEMC	Army Advanced Emergency Management Course	Department of the Army		R
AEOCC	Army Emergency Operations Center Course	Department of the Army		R
Continuity Awareness Training Set		FEMA EMI (IS), EMI, or AHJ		R
Task-Specific Training[2]		Installation		R
IS–230.d	Fundamentals of Emergency Management	FEMA EMI *(IS)*		R
IS–288	The Role of Voluntary Agencies in EM	FEMA EMI *(IS)*		R
Ongoing Maintenance Training *(as required)*				R

Legend for Table 13–8:
X - required.
R - recommended.

Notes:

[1] See Table 13–1 for Training Set requirements.

[2] As necessary to support assigned functions.

b. Mitigation committee. In addition to the training requirements in table 13–7, members of the Mitigation Committee are required to complete IS–393A: Introduction to Hazard Mitigation. Additional mitigation training identified in table 16–2 is recommended.

c. Special needs planning committee and/or element. In addition to the training requirements in table 13–7, members of the Special Needs Planning Committee/Element are required to complete IS–197EM: Special Needs Planning Considerations for Emergency Management.

d. School and childcare planning representatives. In addition to the training requirements in table 13–7, representatives from DOD Schools and DFMWR Children and Youth Services should complete IS–362: Multi-Hazard Emergency Planning for Schools.

e. Combined training requirements. Many members of the installation EMWG serve on the installation EOC team or in other Category 1 and 5 functional areas. In these cases, individuals must meet the highest applicable standard, to include all applicable training requirements (for example, Director of Public Works may have to meet combined requirements of the installation EMWG, installation EOC team, and damage assessment team leader on an installation with a small overall staff component).

13–10. Army emergency operations center team

a. Requirements. These training requirements apply to all supporting personnel as well as core installation EOC team as defined in chapter 11. All training requirements are in addition to requirements for each member's functional area, including NIMS training requirements stated in tables 8–1. Table 13–9 describes training and education requirements for installation EOC teams. Tables 13–9 and 13–10 provide the same information for Type II and Type III teams, respectively. Prior completion of courses means moving ahead to the next year's requirements.

Note. In its finished state, the course should be able to be exported to foreign locations, especially the European, Korean, and Central theaters with tailored components/modules on materials relevant to these locations, such as integration with GCC and HN capabilities.

Table 13–9
Type 1 Installation Emergency Operations Center Team Training Plan

Course or Training Set[1]		Source		
Basic NIMS & ICS		FEMA EMI (IS)	X	
IS–775	EOC Management and Operations	FEMA EMI (IS)		R
IS–830	Introduction to National Response Framework Incendent Annexes	FEMA EMI (IS)	X	
AEOCC	Army Emergency Operations Center Course	Department of the Army	X	
ARRC	Army Response and Recovery Course	Department of the Army	X	
ABEMC	Army Basic Emergency Management Course	Department of the Army		R
AAEMC	Army Advanced Emergency Management Course	Department of the Army		R
Continuity Awareness Training Set		FEMA EMI (IS), EMI, or AHJ		R
E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ		R
Task-Specific Training[2]		Installation		R
E/L/G 400	Advanced ICS	FEMA EMI or AHJ		R
G191	ICS/EOC Interface	FEMA EMI or AHJ		R
G270.4/E210	Recovery From Disaster: The Local Government Role	FEMA EMI		R
G276	Resource Management	FEMA EMI		R
E190	Introduction to ArcGIS for Emergency Managers	FEMA EMI		R
HAZUS–MH for Decision Makers[4]		ESRI[4]		R
E179	Application of HAZUS–MH for Disaster Operations[4]	FEMA EMI		R
Ongoing Maintenance Training *(As Required)*		Installation		R

Legend for Table 13–9:
X - required.

R - recommended.
O - optional.

Notes:

[1] See table 13–1 for training set requirements.

[2] As necessary to support assigned functions.

[3] Participation in HAZUS–MH courses contingent upon procurement and fielding of HAZUS–MH to the participant's installation. Online training available at https://www.esri.com/training/.

Table 13–10
Type 2 Installation Emergency Operations Center Team Training Plan

Course or Training Set[1]		Source		
Basic NIMS & ICS		FEMA EMI (IS)	X	
IS–775	EOC Management and Operations	FEMA EMI (IS)		R
IS–830	Introduction to National Response Framework Incendent Annexes	FEMA EMI (IS)	X	
AEOCC	Army Emergency Operations Center Course	Department of the Army	X	
ARRC	Army Response and Recovery Course	Department of the Army	X	
ABEMC	Army Basic Emergency Management Course	Department of the Army		R
AAEMC	Army Advanced Emergency Management Course	Department of the Army		R
E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ		R
Task-Specific Training[2]		Installation		R
Continuity Awareness Training Set		FEMA EMI (IS), EMI, or AHJ		R
E/L/G 400	Advanced ICS	FEMA EMI or AHJ		R
G191	ICS/EOC Interface	FEMA EMI or AHJ		R
G270.4/E210	Recovery From Disaster: The Local Government Role	FEMA EMI		R
G276	Resource Management	FEMA EMI		R
HAZUS–MH for Decision Makers[4]		ESRI[4]		R
Ongoing Maintenance Training *(As Required)*		Installation		R

Legend for Table 13–10:
X - required.
R - recommended.
O - optional.

Notes:

[1] See table 13–1 for Training Set requirements.

[2] As necessary to support assigned functions.

[3] Online training available at https://www.esri.com/training/. Training requirement dependent upon fielding to installation.

Table 13–11
Type 3 Installation Emergency Operations Center Team Training Plan

Course or Training Set[1]		Source		
Basic NIMS & ICS		FEMA EMI (IS)	X	
IS–775	EOC Management and Operations	FEMA EMI (IS)		R
IS–830	Introduction to National Response Framework Incendent Annexes	FEMA EMI (IS)	X	
AEOCC	Army Emergency Operations Center Course	Department of the Army	X	
ARRC	Army Response and Recovery Course	Department of the Army	X	
ABEMC	Army Basic Emergency Management Course	Department of the Army		R
AAEMC	Army Advanced Emergency Management Course*	Department of the Army		R
E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ		R
Task-Specific Training[2]		Installation		R

Table 13–11
Type 3 Installation Emergency Operations Center Team Training Plan—Continued

Continuity Awareness Training Set		FEMA EMI (IS), EMI, or AHJ		R
E/L/G 400	Advanced ICS	FEMA EMI or AHJ		R
G191	ICS/EOC Interface	FEMA EMI or AHJ		R
G270.4/E210	Recovery From Disaster: The Local Government Role	FEMA EMI		R
Ongoing Maintenance Training *(as required)*		Installation		R

Legend for Table 13–11:
X - required.
R - recommended.

Notes:

[1] See table 13–1 for Training Set requirements.

[2] As necessary to support assigned functions.

13–11. Command workshops

a. Overview. As detailed in chapter 15, workshops are an excellent tool to bring together a target audience, such as the Army EOC team, a particular committee or EOC section, or a functional area or specific team to discuss a specific topic or set of topics relevant to that audience. Workshops enable participants to work through one or more policy, procedural, or operational issues in a risk-free, facilitated environment.

b. Resources. Numerous federal (or host nation), DOD, state, universities/colleges, and private agencies and organizations offer workshops on a variety of topics. Within the Army EM Program, the recommended workshops include the following options. VIPP MDEP resources may be utilized, if available, to support conduct of the following workshops. Army emergency managers should contact the EM program coordinator of command that manages the installation for additional information.

(1) *Installation Emergency Operations Center Team Workshop.* The installation force protection exercise series conducted by the Army Management Staff College include a workshop focused on the Army EOC team and supporting liaison officers from local civil jurisdictions. This workshop is often termed a Command Staff Workshop, but participants should be members of the command staff assigned to an Army EOC Team. See chapter 15 for additional information.

(2) *Mitigation Planning Workshop for Local Governments (G318).* FEMA and state EMAs offer the Mitigation Planning Workshop (G318) at various locations, including installations, upon request and with proper, prior coordination. In some cases, travel costs may be covered by FEMA or the state EMAs, and in other cases this financial cost must be met by the requesting jurisdiction. Check with supporting state EMA for additional information.

(3) *Integrated Emergency Management Course.* The IEMC is usually conducted at the NETC campus in Emmitburg, MD. IEMC classes come in two versions; a generic version for participants from multiple jurisdictions and a jurisdiction-specific version where a core group (key members of the Army EOC team plus one or more incident command staff) attend a workshop session focused solely on that jurisdiction's requirements and needs. Check with FEMA EMI for availability and requirements and coordinate funding issues with the EM program coordinator of the command that manages the installation. See the FEMA EMI Training Catalog for more information at https://training.fema.gov/.

13–12. Installation dispatch center

a. Overview. As identified in chapter 11, the installation dispatch center is the principal communications, notification, and warning point for all emergencies on an installation. Installation dispatch centers are resourced and managed by multiple functional areas, including F&ES under AR 420–1, LE under AR 190–13, and MTFs under AR 40–4.

b. Requirements. In accordance with AR 525–27 and NIMS, all installation dispatch center staff will ensure compliance with tables 8–1 regarding NIMS training requirements.

Note. In accordance with DOD 6055.06–M and NFPA 1601, personnel dispatching F&ES apparatus will be trained and certified at the DOD Telecommunicator I level with supervisors and/or managers trained and certified at the DOD Telecommunicator II level.

13–13. Exercise planning team

As identified in chapter 15, the exercise planning team requires an orientation to the exercise program and introductory knowledge on exercise design, evaluation, and the development of the IP. See table 13–11 for training requirements.

Table 13–12
Exercise Planning Team Training Plan

Course or Training Set[1]		Source		
Basic NIMS & ICS		FEMA EMI (IS)		R
K/L–146	Homeland Security Exercise Evaluation Program (HSEEP) - Basic[2]	FEMA EMI (Web or Resident)		R
EMEEC	Emergency Management Exercise Evaluation Course	Department of the Army		R
AEOCC	Army Emergency Operations Center Course*	Department of the Army		R
ARRC	Army Response and Recovery Course	Department of the Army		R
IS–120.a	An Introduction to Exercises	FEMA EMI *(IS)*		R
IS–130	Exercise Evaluation and Improvement Planning	FEMA EMI or AHJ		R
IS–139	Exercise Design	FEMA EMI *(IS)*		R
Ongoing Maintenance Training *(As Required)*		Installation		R

Legend for Table 13–12:
X – required.
R – recommended.
O – optional.

Notes:

[1] See table 13–1 for training set requirements.

[2] HSEEP training is expected to be coordinated online at https://training.fema.gov/programs/hseep/ in the near future. Until then, HSEEP Training Course is available from State EMAs and some local OEMs. Additional information is available at https://www.fema.gov/hseep.

13–14. Installation exercise evaluation team

a. Requirements. As identified in chapter 15, the EM EET requires specific knowledge on exercise evaluation. See table 13–12 for training requirements.

Table 13–13
Exercise Evaluation Team Training Plan

Course or Training Set[1]		Source		
Basic NIMS & ICS		FEMA EMI (IS)		R
E/K/L–146	Homeland Security Exercise Evaluation Program (HSEEP) – Basic[2]	FEMA EMI or AHJ		R
EMEEC	Emergency Management Exercise Evaluation Course	Department of the Army		R
AEOCC	Army Emergency Operations Center Course	Department of the Army		R
ARRC	Army Response and Recovery Course	Department of the Army		R
IS–120.a	An Introduction to Exercises	FEMA EMI *(IS)*		R
IS–130	Exercise Evaluation and Improvement Planning	FEMA EMI or AHJ		R
IS–139	Exercise Design	FEMA EMI *(IS)*		R
Ongoing Maintenance Training *(As Required)*		Installation		R

Legend for Table 13–13:
X – required
R – recommended
O – optional.

Notes:

[1] See table 13–1 for Training Set requirements.

[2] HSEEP Training is expected to be coordinated online at https://training.fema.gov/programs/hseep/ in the near future. Until then, HSEEP Training Course is avail-able from State EMAs and some local OEMs. Additional information is available at https://www.fema.gov/hseep.

b. Additional evaluation requirement. IEET evaluators will not evaluate personnel serving any of the functional areas listed in table 2–1 until the evaluator has completed the same training required of the person being evaluated.

13–15. Installation public health emergency officer

In accordance with DODI 6200.03, AR 525–27, and DODI 6055.17 assign specific responsibilities to the installation PHEO. The installation PHEO will receive the training shown in table 13–12. As a member of the installation EMWG and the installation EOC team, the installation PHEO will comply with training standards for those functional areas. Each installation PHEO will ensure compliance with tables 8–1 regarding NIMS training requirements. HAZWOPER training for the PHEO/APHEO is only required if deemed necessary by Installation Commander. Highly recommended for depot type installations or other locations with chemical security missions.

Table 13–14
Installation Public Health Emergency Officer Training Plan

Course or Training Set[1]		Source		
IS100.hcb - Introduction to Incident Command System, ICS–100		FEMA EMI (IS)	X	
IS–200 -	ICS for Single Resources and Initial Incidents	FEMA EMI (IS)	X	
IS–700-	NIMS, An Introduction	FEMA EMI (IS)	X	
IS–800 -	National Response Framework, An Introduction	FEMA EMI (IS)	X	
IS–808 -	ESF 8: Public Health and Medical	FEMA EMI (IS)	X	
HazWOPER - OSHA 40CFR Hazardous Waste Operations and Emergency Response		FEMA EMI (IS)		R
Basic NIMS & ICS		FEMA EMI (IS)		R
AEOCC	Army Emergency Operations Center Course*	Department of the Army		R
ARRC	Army Response and Recovery Course	Department of the Army		R
Emergency Medical Preparedness and Response Course (CN 767 F23)		MEDCOM		R
Environmental Health and Risk Assessment Course		MEDCOM		R
Risk Communication Course		MEDCOM		R
Task-Specific Training2		Installation		R
Ongoing Maintenance Training *(As Required)*		Installation		R

Legend for Table 13–14:
X - required.
R - recommended.

Notes:

[1] See table 13–1 for training set requirements.

[2] As necessary to support assigned functions.

13–16. Installation antiterrorism officer

The DAMO–ODP will coordinate training requirements for ATOs with the Office of the Provost Marshal General (OPMG) in order to conduct the tasks identified in table E–5 in appendix E.

13–17. Installation public affairs office staff

All installation public affairs office staff will complete the training specified in table 13–14. As members of the installation EMWG and the installation EOC team, the lead installation public affairs officer will comply with training standards for those functional areas. All members of the installation public affairs office staff will ensure compliance with tables 8–1 regarding NIMS training requirements.

Table 13–15
Installation Public Affairs Office Staff Training Plan

Course or Training Set[1]		Source		
Basic NIMS & ICS		FEMA EMI (IS)	X	
IS–29	Public Information Officer Awareness		X	
IS–250.a	ESF 15: External Affairs: Emergency Communications		X	
IS–702.a	NIMS Public Information Systems		X	
E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ		R
Task-Specific Training[2]		Installation		R
IS–775	EOC Management and Operations	FEMA EMI *(IS)*		R

Table 13–15
Installation Public Affairs Office Staff Training Plan—Continued

Continuity Awareness Training Set		FEMA EMI (IS), EMI, or AHJ		R
G289	Basic Public Information Officer[4]	Multiple Sites*		R
G291	Joint Information System/Center Planning for Tribal, State, and Local PIOs[5]	Multiple Sites*		R
E388	Advanced Public Information Officer[4]	FEMA EMI		R
Ongoing Maintenance Training *(as required)*		Installation		R

Legend for Table 13–15:
X - required.
R - recommended.
O - optional.

Notes:

[1] Multiple Federal, State, local, and private training sites, include most EM conferences.

[2] See table 13–1 for training set requirements.

[3] As noted in table 8–3.

[4] As necessary to support assigned functions.

[5] Highly recommended for lead public affairs officers at each Type I installation. Course objectives may be met through Army public affairs office training curriculum if G289 and/or E388 learning objectives are met.

[6] Recommended in coordinate with State and local partners at State or local training location.

13–18. Installation law enforcement and physical security personnel

a. Requirements. All installation LE personnel (uniformed personnel and department of the Army civilians) will ensure compliance with tables 8–1 regarding NIMS training requirements as Category 5 first responders. DAMO–ODP will coordinate training requirements for LE, physical security, and security guard personnel with the OPMG. Additional training requirements are included in the resource typing definitions provided in chapter 18, tables 18–1 through 18–3.

b. Training: Personnel are required to take IS–100 (Introduction to Incident Command Systems), IS–200 (ICS for Single Resources and Initial Incidents), IS–700 (NIMS, An Introduction), and IS–800 (National Response Framework, An Introduction). Recommended training: ICS 300 (Intermediate ICS for Expanding Incidents).

13–19. Explosive ordnance disposal and/or bomb squad units

All EOD and/or bomb squad units are encouraged to meet NIMS training requirements in tables 8–1 as Category 5 first responders. For additional training recommendations, see chapter 18.

13–20. Fire and emergency services

a. Requirements. As identified in chapter 18, the installation F&ES will organize, train, equip, and exercise response capabilities consistent with guidelines established in AR 420–1, DODI 6055.6, and DOD 6055.06–M. F&ES units will ensure compliance with tables 8–1 regarding NIMS training requirements as Category 5 (first responders).

b. Training. Personnel are required to take IS–100 (Introduction to Incident Command Systems), IS–200 (ICS for Single Resources and Initial Incidents), IS–700 (NIMS, An Introduction), and IS–800 (National Response Framework, An Introduction). Recommended training: ICS–300 (Intermediate ICS for Expanding Incidents).

13–21. Hazardous materials response

a. Requirements. All HAZMAT response personnel will ensure compliance with table 8–1 regarding NIMS training requirements as Category 5 first responders. Additional training requirements are included in the resource typing definitions provided in chapter 18, tables 18–7 through 18–8.

b. Training. TRADOC, in coordination with DAMO–ODP and the Air Force Civil Engineering Support Agency as the principal agent for DOD F&ES, will develop an exportable training program, such as a MTT and distance learning, for the task-specific skills required for the casualty decontamination team as identified in the resource type definition provided in chapter 18, table 18–8.

13–22. Emergency medical services

All EMS personnel will ensure compliance with tables 8–1 regarding NIMS training requirements as Category 5 first responders. Additional training requirements are included in the resource typing definitions provided in chapter 18, table 18–9.13–23.

a. Requirements. In accordance with AR 525–27, DODI 6055.17, MEDCOM Regulation 525–4, MEDCOM OPLAN 13–01, and MEDCOM OPORD 08–08, all medical personnel designated as medical emergency managers will ensure compliance with tables 13–15 and 13–16 regarding training requirements identified by MEDCOM. As a member of the installation EMWG, the medical emergency manager will comply with training standards shown in table 13–8 and the training standards required by the Joint Commission. Category 5 first receivers will complete the training identified in table 13–17 based upon use of Level C PPE with air purifying respirators (APRs) and/or powered air purifying respirators (PAPRs). Resourcing, tracking, managing, and reporting status of training requirements are the responsibility of MEDCOM and the supporting MTF commander as noted in chapter 18.

Table 13–16
Higher Headquarters Medical Emergency Manager Training Plan

Course or Training Set[1]		Source		
Basic NIMS & ICS		FEMA EMI (IS)		R
AEOCC	Army Emergency Operations Center Course*	Department of the Army		R
ARRC	Army Response and Recovery Course	Department of the Army		R
ABEMC	Army Basic Emergency Management Course*	Department of the Army		R
Emergency Medical Preparedness and Response Course (CN 767 F23)		MEDCOM		R
Task-Specific Training2		Installation		R
U.S. Army Medical Research Institute for Chemical Defense Hospital Management of CBRNE Incidents Course		MEDCOM		R
FEMA G346 Hospital ED Management of Hazardous Materials Accidents Course		FEMA EMI		R
Medical Management of Chemical and Biological Casualties		MEDCOM		R
Field Management of Chemical and Biological Casualties		MEDCOM		R
Medical Effects of Ionizing Radiation		MEDCOM		R
Ongoing Maintenance Training *(as required)*		Installation		R

Legend for Table 13–16:
X - required.
R - recommended.

Notes:

[1] See table 13–1 for training set requirements. 2 As necessary to support assigned functions.

Table 13–17
Medical Emergency Manager Training Plan

Course or Training Set[1]		Source		
Basic NIMS & ICS		FEMA EMI (IS)		R
AEOCC	Army Emergency Operations Center Course*	Department of the Army		R
ARRC	Army Response and Recovery Course	Department of the Army		R
ABEMC	Army Basic Emergency Management Course*	Department of the Army		R
HAZWOPER HAZMAT Awareness Training Set		MEDCOM		R
E/L/G 300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ		R
Task-Specific Training2		Installation		R
IS–235.d	Emergency Planning	FEMA EMI (IS)		R
IS–775	EOC Management and Operations	FEMA EMI *(IS)*		R
Continuity Awareness Training Set		FEMA EMI (IS), EMI, or AHJ		R
E/L/G 400	Advanced ICS	FEMA EMI or AHJ		R
U.S. Army Medical Research Institute for Chemical Defense Hospital Management of CBRNE Incidents Course		MEDCOM		R
Ongoing Maintenance Training *(as required)*		Installation		R

Legend for Table 13–17:
X - required

R - recommended.
O - optional year.

Notes:

[1] See table 13–1 for training set requirements.

[2] As necessary to support assigned functions.

Table 13–18
Medical Treatment Facility First Receiver Training Plan

Course or Training Set[1]		Source		
Basic NIMS & ICS		FEMA EMI (IS)		R
AEOCC	Army Emergency Operations Center Course*	Department of the Army		R
ARRC	Army Response and Recovery Course	Department of the Army		R
HAZWOPER HAZMAT Operations Training Set		MEDCOM		R
Respiratory Protection Program		MEDCOM		R
Task-Specific Training2		Installation		R
Medical Management of Chemical and Biological Casualties		MEDCOM		R
Field Management of Chemical and Biological Casualties		MEDCOM		R
Medical Effects of Ionizing Radiation		MEDCOM		R
Ongoing Maintenance Training *(as required)*		Installation		R

Legend for Table 13–18:
X - required.
R - recommended.

Notes:

[1] See table 13–1 for training set requirements.

[2] As necessary to support assigned functions.

b. National Disaster Medical System Federal Coordinating Center requirement. Personnel assigned FCC duties under NDMS will ensure the completion of IS–1900: NDMS Federal Coordinating Center Operations Course available at https://training.fema.gov/. See NDMS Federal Coordinating Center Guide for details.

13–23. Evacuation management team

a. Requirements. All evacuation management team personnel will ensure compliance with tables 8–1 regarding NIMS training requirements as Category 5 emergency responders. Additional training requirements are included in the resource typing definitions provided in chapter 12, table 12–1.

b. Training. TRADOC, in coordination with DAMO–ODP, will develop exportable training program, such as a MTT and distance learning, for the task-specific skills required for the evacuation management team as identified in the resource type definition provided in chapter 12, table 12–1.

13–24. Mass care teams

a. Requirements. All mass care personnel, including the EFAC Team, will ensure compliance with tables 8–1 regarding NIMS training requirements as Category 5 mass care providers. Additional training requirements are included in the resource typing definitions provided in chapter 12.

b. Training. TRADOC, in coordination with DAMO–ODP, will develop exportable training program, such as a MTT and distance learning, for the task-specific skills required for mass care teams as identified in the resource type definitions provided in chapter 12.

13–25. Recovery teams

a. Requirements. All personnel assigned to recovery teams will ensure compliance with tables 8–1 regarding NIMS training requirements as Category 5 first responders. Additional training requirements are included in the resource typing definitions provided in chapter 19.

b. Training. TRADOC, in coordination with DAMO–ODP, will develop exportable training program, such as a MTT and distance learning, for the task-specific skills required for the recovery teams as identified in the resource type definitions provided for in chapter 19.

13–26. Emergency support function alignment

Whether an installation chooses to use an ESF or functional area format for the installation EM plan and/or the installation EOC, then all personnel assigned responsibilities to develop such plans, to include supporting annexes and appendixes, or execute such plans, to include the installation EOC team (see chap 11 for positions) and the JIC as well as all functional areas listed in this publication, will complete the appropriate ESF course shown in table 13–17 in addition to the existing training requirements specified in this publication.

Table 13–19
Emergency Support Function Alignment

#	ESF Title	Course #	Source	Required Participants
1	Transportation	IS–801	FEMA EMI *(IS)*	Installation emergency manager, installation EOC director, installation EOC logistics section chief + designated staff, DOL transportation office. Evacuation management team
2	Communications	IS–802	FEMA EMI *(IS)*	Installation Emergency Manager, installation EOC Director, installation EOC Operations Section Chief + Designated Staff, DPTMS and DES Representatives, installation Dispatch Center, NEC, and NEC IT support systems
3	Public works and Engineering	IS–803	FEMA EMI *(IS)*	Installation emergency manager, installation EOC Director, installation EOC operations and logistics section chiefs + designated staff, DPW, damage assessment team, structural evaluation team, debris management team(s)
4	Firefighting	IS–804	FEMA EMI *(IS)*	Installation emergency manager, installation EOC director, installation EOC operations section chief + designated staff, DES, fire and emergency services
5	Emergency Management	IS–805	FEMA EMI *(IS)*	Installation emergency manager, installation EOC director, installation EOC operations section chief + designated staff
6	Mass Care	IS–806	FEMA EMI *(IS)*	Installation Emergency Manager, Installation EOC Director, Installation EOC Operations Section Chief + Designated Staff, DFMWR, All Mass Care Teams, DPW Housing Office
7	Logistics Management and Resource Support	IS–807	FEMA EMI *(IS)*	Installation Emergency Manager, Installation EOC Director, Installation EOC Operations and Logistics Section Chief + Designated Staff, DOL, Bulk Distribution Teams
8	Public Health and Medical Services	IS–808	FEMA EMI *(IS)*	Installation Emergency Manager, Installation EOC Director, Installation EOC Operations Section Chief + Designated Staff, MTF commander, Medical Emergency Manager, Category 5 First Receivers, Installation PHEO, Fatality Management Team
9	Search and Rescue	IS–809	FEMA EMI *(IS)*	Installation Emergency Manager, Installation EOC Director, Installation EOC Operations Section Chief + Designated Staff, Airfield Operations (if assigned), Port Operations (if assigned),
10	Oil and Hazardous Response	IS–810	FEMA EMI *(IS)*	Installation Emergency Manager, Installation EOC Director, Installation EOC Operations Section Chief + Designated Staff, DES, Fire and Emergency Services, DPW Environmental Office, DPW Supply Services
11	Agriculture and National Resources	IS–811	FEMA EMI *(IS)*	Installation Emergency Manager, Installation EOC Director, Installation EOC Operations Section Chief + Designated Staff, DPW Environmental Office, Designated Agricultural Position(s)
12	Energy	IS–812	FEMA EMI *(IS)*	Installation Emergency Manager, Installation EOC Director, Installation EOC Operations Section Chief + Designated Staff, DPW Operations and Maintenance
13	Public Safety and Security	IS–813	FEMA EMI *(IS)*	Installation Emergency Manager, Installation EOC Director, Installation EOC Operations Section Chief + Designated Staff, DPTMS, DES, Law Enforcement
14	Long-term Community Recovery	IS–814	FEMA EMI *(IS)*	Installation Emergency Manager, Installation EOC Director, Installation EOC Operations
15	External Affairs	IS–814	FEMA EMI *(IS)*	Installation emergency manager, installation EOC Director, installation EOC operations section chief + designated staff, JIC staff, installation public affairs office

Notes:

[1] * Required participants list provides minimum standard. Additional positions and individuals will require training as identified in the installation EM plan, if and only if, the installation uses the ESF construct vice the functional area construct recommended by this publication. If using the Functional Area construct, then these courses become recommendations only.

13–27. Training resources

Multiple resources are available within DOD, Joint, and Army commands as well as through federal (or Host Nation), state, local, universities, colleges, NGO/FBOs, and private agencies and organizations as shown in table 13–18. This table is not meant to be all inclusive and does not represent an endorsement of a particular office, organization, or provider. The intent of this publication is to provide defined training standards from which learning objectives can be identified and fulfilled.

Table 13–20
Training Resouces1

Provider	Resource	Contact information
Army	TRADOC	https://www.tradoc.army.mil/
Army	Army Management Staff College	https://usacac.army.mil/organizations/cace/amsc
Army	Army Chemical Biological Radiological and Nuclear School	https://home.army.mil/wood/
Army	USACE	https://www.usace.army.mil/
Army	Ready Army Community Preparedness Campaign	https://ready.army.mil/
DOD	Defense Threat Reduction Agency	https://www.dtra.mil/
DOD	Defense Nuclear Weapons School	https://www.dtra.mil/DTRA-Mission/Reference-Documents/Defense-Nuclear-Weapons-School/
Air Force	U.S. Air Force Civil Engineer Center	https://www.afcec.af.mil/
Navy	U.S. Naval Education and Training Command (NETC)	https://www.public.navy.mil/netc/default.aspx
Federal	FEMA	https://www.fema.gov/
Federal	FEMA Emergency Management Institute (EMI)	https://training.fema.gov/emi.aspx
Federal	FEMA EMI IS Program	https://training.fema.gov/is/
Federal	FEMA COOP Site	https://www.fema.gov/media-library/assets/documents/72598
Federal	FEMA EMI Catalog	https://training.fema.gov/emicourses/emicatalog.aspx
Federal	FEMA Higher Education Program	https://training.fema.gov/hiedu/
Federal	FEMA Learning Resource Center	netclrc@dhs.gov 16825 South Seton Ave., Emmitsburg, Maryland 21727, 1–800–638–1821
Federal	National Earthquake Hazards Reduction Program	https://training.fema.gov/emiweb/earthquake/
Federal	USFA/National Fire Academy	https://www.usfa.fema.gov/training/nfa/
Federal	CERT	https://www.ready.gov/cert
Federal	DHS	https://www.dhs.gov/
Federal	DHHS	https://www.hhs.gov/
Federal	CDC	https://www.cdc.gov/
Federal	EPA	https://www.epa.gov/
Federal	NOAA	https://www.noaa.gov/
Federal	USGS	https://www.usgs.gov/
Federal	FCC Radio Amateur Civil Emergency Service	http://www.usraces.org/
State	State EM agencies	various
County	County EM agencies	various
Local	Local office of EM	various

Table 13–20
Training Resouces1—Continued

Host Nation	Host Nation EM agencies	various
NGO	ARC	https://www.redcross.org/
NGO	Voluntary organizations active in disasters	https://www.nvoad.org/
Private	American Heart Association (AHA)	https://www.heart.org
Private	Amateur Radio Relay League	http://www.arrl.org/
Private	NFPA	https://www.nfpa.org
Private	IFSAC	https://ifsac.org/
Private	National Professional Qualification System (ProBoard)	https://theproboard.org/
Private	International Association of Emergency Managers	https://www.iaem.org/
Private	National Emergency Management Association	https://www.nemaweb.org/
Private	State Emergency Management Associations	various
Private	Universities/Colleges	https://training.fema.gov/hiedu/collegelist/

Notes:

[1] * This table is not meant to be all inclusive and does not represent an endorsement of a particular office, organization, or provider.

Table 13–21
Command and General Staff

Course or Training Set[1]		Source		
IS–100	Introduction to Incident Command Systems	FEMA EMI (IS)	X	
IS–200	ICS for Single Resources and Initial Incidents	FEMA EMI (IS)	X	
IS–700	Introduction to National Incident Management System	FEMA EMI (IS)	X	
IS–35.17*	FEMA Safety Orientation 2017	FEMA EMI (IS)	X	
IS–100.FWa**	Intro to ICS – 100 for Federal Workers	FEMA EMI *(IS)*	X	

Legend for Table 13–21:
*Safety Officer Only
**Staff Judge Advocate

Table 13–22
Department of Public Works

Course or Training Set[1]		Source		
Basic NIMS & ICS		FEMA EMI (IS)	X	
IS–552	Public Works Role in Emergency Management	FEMA EMI (IS)	X	
IS–554	Emergency Planning for Public Works	FEMA EMI (IS)	X	
IS–556	Damage Assessment for Public Works	FEMA EMI (IS)	X	
IS–558	Public Works and Disaster Recovery	FEMA EMI (IS)	X	
IS–803	ESF3: Public Works and Engineering	FEMA EMI (IS)	X	

Table 13–23
Chemical, biological, radiological, nuclear, and yield explosives specialist

Course or Training Set[1]		Source		
Basic NIMS & ICS*		FEMA EMI (IS)	X	
IS–836	Nuclear/Radiological Incident Annex	FEMA EMI *(IS)*	X	
HazMat Tech		IAW OSHA	X	

Table 13–23
Chemical, biological, radiological, nuclear, and yield explosives specialist—Continued

HazWOPER	IAW OSHA/NFPA/American National Standards Institution	X	

Legend for Table 13–23:
*Includes all Basic NIMS Courses except IS 2900.

Table 13–24
Dispatchers

Course or Training Set[1]		Source		
IS–100	Introduction to Incident Command Systems	FEMA EMI (IS)	X	
IS–200	ICS for Single Resources and Initial Incidents	FEMA EMI (IS)	X	
IS–700	Introduction to National Incident Management System	FEMA EMI (IS)	X	
IS–144	Emergency Telecommunication Course	FEMA EMI (IS)	X	

Table 13–25
Incident commander

Course or Training Set[1]		Source		
Basic NIMS & ICS*		FEMA EMI (IS)	X	
IS–29	Public Information Officer Awareness	FEMA EMI (IS)	X	
ICS–300	Intermediate ICS for Expanding Incidents	FEMA EMI or AHJ	X	
ICS–400	Advanced ICS for Command and General Staff	FEMA EMI or AHJ)	X	
E–388	Advanced Public Information Course	FEMA EMI		R
E/L 950	All Hazards Incident Commander	FEMA EMI or AHJ	X	

Legend for Table 13–25:
*Includes all Basic NIMS Courses except IS 2900.

Table 13–26
Command emergency program coordinator

Course or Training Set[1]		Source		
IS–200	ICS for Single Resources and Initial Incidents	FEMA EMI (IS)	X	
IS–700	Introduction to National Incident Management System	FEMA EMI (IS)	X	
IS–2900	National Disaster Recovery Framework Overview	FEMA EMI or AHJ	X	
ABEMC	Army Basic Emergency Management Course	HQDA	X	

Table 13–27
Emergency coordinator

Course or Training Set[1]		Source		
IS–100	Introduction to Incident Command Systems	FEMA EMI (IS)	X	
IS–200	ICS for Single Resources and Initial Incidents	FEMA EMI (IS)	X	
IS–700	Introduction to National Incident Management System	FEMA EMI (IS)	X	
IS–2900	National Disaster Recovery Framework Overview	FEMA EMI or AHJ		R

Chapter 14
Equipment Fielding and Sustainment

14–1. Equipment acquisition, fielding, and sustainment

a. Capability development and integration. In accordance with AR 525–2, 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, and human-caused hazards. It is the responsibility of the Army EM Program to integrate these specific pre-existing response and recovery capabilities based upon common standards and compatible priorities while deconflicting resource requirements and consolidating common core capability sets identified in chapter 2 under a single organizational umbrella focused on meeting the installation commander's intent and need for comprehensive, integrated, all-hazards EM. Installations and applicable functional areas should contact their assigned program sponsor through the command that manages the installation for information regarding integration and sustainment of specific equipment fielded under the independent initiatives.

b. Functional area baseline requirements. All functional areas have required baseline capabilities established by regulation or supporting documentation in order to execute their assigned functions at the installation level. These baseline requirements remain the responsibility of the originating resource sponsor for sustainment in terms of manpower, training, equipment, and exercise costs.

c. Functional area initiatives. Multiple functional areas, including MTFs, F&ES, AT program, LE, information technology, and public works, have fielded installation-specific or program-wide initiatives applicable to multiple components of EM, especially regarding destructive weather, seismic hazards, aircraft crashes, cyber incidents, and terrorism. These individual initiatives are the responsibility of the originating resource sponsor for sustainment in terms of manpower, training, equipment, and exercise costs.

d. Emergency management equipment and systems. HQDA, under the VIPP MDEP, sustains equipment and IT systems specifically designed for emergency response and recovery. The goals of the EM programs is to "provide an effective CBRN protection, detection, identification and warning system for installation protection, ensure integration of CBRN network with existing command, control, communications, and intelligence (C3I) capabilities to provide effective information management, provide a capability that will allow for rapid restoration of critical installation operations, protect DOD civilians, contractors and other persons working or living on U.S. military installations and facilities, and equip and support civil support teams, installation support teams, regional response teams and recon/decontamination teams." The equipment and systems fielded provide commanders with the capability to manage all-hazards events, to include CBRN response and recovery. Most of the equipment was fielded under joint programs (Army Emergency First Responder Program (AEFRP) and Installation Protection Program (IPP)) and later transferred to TACOM Life Cycle Management Command (LCMC) for Total Life Cycle Systems Management (Operations & Maintenance sustainment). The most current fielding from ASA (ALT) and the Joint Program Office (JPO) and is now under TACOM LCMC for sustainment, which fell under the program called Emergency Management Modernization Program-EM2P. EM2P consisted of commercial-off-the–shelf (COTS) product and government-off-the-shelf (GOTS) products, which has been categorized as two enterprise MWNS, as a result of the Fort Hood Active Shooting events of 2009 and 2014 and the active shooter event of the Recruiting Station in Chattanooga on 16 July 2015. Additionally, HQDA directed that installations acquire a COP that was being utilized by the local EOC in order to be able to share selected information in response to an all hazards incident. These two systems are currently under sustainment managed by TACOM LCMC. TACOM LCMC is also temporarily overseeing the sustainment of 16 installations that had E911 modernized by ASA (ALT) and the JPO.

e. Total life cycle systems management and performance-based logistics. All EM programs will employ the total life cycle systems management (TLCSM) process for assigned equipment in order to ensure the maintenance and accountability of all assigned equipment, including the applicable sustainment training, certification, equipment upgrades, replacement, and expendables for all installations under their control. Acquisition policy detailed in references DODD 5000.01, DODD 5000.02, AR 70–1, and DA Pam 700–56 emphasize TLCSM and performance-based strategies for fielding and sustainment of products and services, whenever practical. The TLCSM is the implementation, management, and oversight by the designated PM of all activities associated with the acquisition, development, production, fielding, sustainment, and disposal of DOD systems throughout their life cycle. TACOM LCMC CBD Directorate was selected by the Council of Colonels back in 2008 to manage TLCSM. TACOM LCMC coordinates with the original equipment manufacturer on issues regarding extended warranty actions or with other contract logistic support vehicles to maintain a set of metrics that has been agreed to as key performance measures.

f. Sustainment integrated process team. The sustainment integrated process team (SIPT) has been formed to ensure that the institutionalizing functions metrics are met under the PBL strategy. The SIPT also addresses AEFRP sustainment issues. The SIPT is a chartered working group and JPM–IPP owns responsibility for the JPM–IPP life cycle

logistics plan, which will be updated annually and as required. The SIPT is chaired by JPM–IPP and co-chaired by DAMO–ODP. The SIPT meets monthly or as determined by the chair. The SIPT reviews transition progress and monthly reports prepared by the product systems integration team and ensure that the program metrics are being met. Team meeting minutes are prepared and distributed to the key stakeholders. The SIPT consists of the following members:

(1) DAMO–ODP (chair).
(2) TACOM product systems integration team lead or designated representative.
(3) ASA (ALT) POC.
(4) Deputy Chief of Staff, G–9 (DCS, G_9) F&E Services POC.
(5) Commands that have installations with said fielded equipment.
(6) Representatives from applicable HQDA Staff Agencies.

g. Army installation typing process. As no changes were made to these original organizational requirements and no additional resources are available to expand these capabilities at this time, the Army EM Program has developed the installation typing process as presented in chapter 2 and appendix B in order to align installations which have the inherent, resourced capabilities, and capacity to employ the equipment (in accordance with applicable laws and policy) with the material solutions provided by the ASA (ALT) JPO. This process is designed to resolve the material fielding challenges inherent between fielding equipment based upon a mission-based tier structure where the users would be assigned and a capability-based typing structure where the users actually exist.

14–2. Installation tier designations

a. Overview. The concept of installation tier designations was promulgated in the IP study report and consisted of three tier designations based solely on mission requirements. Installation tier designations were recommended by DAMO–ODP with input from the commands that manage the installations and the ASCCs via the Army staff to the Joint staff and approved by the Secretary of Defense at the beginning of the program. Installation tier designations were based upon an Army installation's mission(s) and the relative priority of those missions in relation to the national military strategy. The intent was to field and sustain the maximum capability to support mission execution within the available resource limitations. See FM 3–11.34 for details.

(1) *Tier 2 installations - advanced package.* Tier 2 provided MEFs, installation Category 5 first responders, and select Category 5 emergency responders (see app D for categories) the greatest material solutions for detecting and managing select CBRN terrorism incidents. Tier 2 was directly influenced by the criticality of an installation and assumed that the nature of the mission requires the mitigation of all risk or acceptance of minimal risk. Tier 2 assumed pre-existing technician-level HAZMAT capability on the installation. The Tier 2 material package included baseline and Tier 1 materials augmented by the following: fixed chemical detectors, fixed or portable biological collection devices, and facilities of up to 10,000 square feet in interior workspace were collectively protected to ensure mission continuity.

(2) *Tier 1 installations - advanced package.* Tier 1 focused on providing MEFs, installation Category 5 first responders, and select Category 5 emergency responders with the material solutions necessary to respond to and operate in select CBRN environments. This tier was not directly influenced by the existence of MEFs, but does provide basic continuity-related material solutions. Tier 1 assumed pre-existing technician-level HAZMAT capability on the installation. The Tier 1 material package includes Baseline materials augmented by the following: MWNSs for select MEFs, decision support tools (DSTs), select portable CBRN detection equipment, PPE for select Category 5 personnel, HAZMAT response equipment (communications, dosimeters, meteorological system), mass casualty decontamination systems, and select medical countermeasures for responder use only.

(3) *Tier 0 installations - baseline package.* Tier 0 (Baseline) established the foundation for installations to maintain a standard level of preparedness for specific CBRN incidents. This tier applied to all installations, including those without critical or strategic operational missions or capabilities, such as training bases. Baseline components primarily focused on training, planning, exercises, and supporting doctrine and policy. This effort included a focus on interoperability with local (or HN) responders. This tier assumed that the installation has limited EM capabilities and operations-level or below HAZMAT capabilities with limited EMS and installation LE capabilities. Tier 0 assumed that EM capabilities are ad hoc and not considered robust, exercised, or resourced and tier designations were only assigned for installations, facilities, and activities with greater than 300 assigned, full-time personnel.

b. Baseline capability. The baseline package was the lowest level of acceptable capability for DOD installations to respond to and recover from a select range of CBRN incidents. Awareness-level capability is the lowest common level of preparedness for installations. Training included computer-based training products for CBRN awareness for the installation population and CBRN incident response and management training for command staff, LE/ security personnel, firefighters, and medical personnel.

14–3. Equipment accountability

a. Property book. During the fielding process, LRC Supply Services will ensure that the property book officer or designated representative signs for all material from the all fielding teams. Property book records must provide a complete audit trail for all transactions in accordance with AR 710–2.

Note. Equipment with specific accountability requirements must be maintained on the installation's property book in accordance with AR 710–2 and will not be hand-receipted on a DD Form 1150 (Request for Issue//Transfer/Turn-In) or a DA Form 3161 (Request for Issue or Turn-In). All radiological detectors, detectors with radiological components, communications equipment, and computers must be tracked, maintained, and periodically inventoried for the record regardless of the threshold value for serial-numbered equipment requiring maintenance and calibration.

b. Supply actions. In accordance with AR 710–2, all property must be classified as nonexpendable, controlled, durable, or expendable within the accountability process. All property must also have an accountability tag or device attached to it, which is capable of being digitally scanned or read by appropriate information technology.

c. Table of distribution and allowances. In accordance with AR 71–32, AR 570–7, and DA Pam 708–3, all equipment required by a command for its assigned missions, functions, and tasks must be justified, documented, and approved for retention. Each installation will align their table of distribution and allowances (TDA) to incorporate installation EM Program requirements in coordination with the command that manages the installation. TDA elements should be aligned to their respective installation type designation and with the basis of allocation for material fielded, if applicable.

(1) *Process.* This publication provides an general overview of the TDA change process to reflect increased Army EM Program requirements. Commands must submit changes in their authorizations document (TDA) to their higher headquarters in accordance with command directives.

(a) Army commands, Army service component commands, and direct reporting units. These commands may receive assistance from the U.S. Army Force Management Support Agency (USAFMSA) in making the changes to their TDA and requesting an Equipment Survey, if less than the required 3-year period (see AR 570–7).

(b) Format. All equipment change requests will be submitted to USAFMSA in WinTAADS Format 9.3 version or higher, using the format listed on the USAFMSA website https://webtaads.belvoir.army.mil/usafmsa.

(c) Line item numbers. The equipment must be cataloged and have a line item number or nonspecific line item number and national stock number assigned in order for an item to be documented and included on the TDA. TACOM has been working to get most required (accountable equipment) cataloged in accordance with DA Pam 708–3.

(2) *Procedures for changing table of distribution and allowances equipment.* Check with the supporting LRC for procedures prior to submission to ensure their requirements are addressed.

(a) Table of distribution equipment change package. An installation submits a complete TDA equipment change package through the installation manpower, equipment, and documentation representative within LRC to their respective headquarters. A TDA equipment change request package consists of a memorandum of transmittal, complete any supporting forms or data required. LRC will review all requests prior to submission in order to ensure compliance with regulations. As applicable, the higher headquarters will approve, disapprove, or forward the request to USAFMSA. The initiator will be notified through the chain of command of the request status.

14–4. Supply chain management

a. Requirement. Installation will track and identify each piece of equipment that is nearing the end of its shelf life or service life. Once an installation identifies the equipment needed, they will contact TACOM Consequence Management team to have that item replaced. The website that contains all the information needed to request replacement of the out dated equipment and consumables is https://em.army.mil/.

b. Help desk. The TACOM LCMC provides a help desk number to the installation for all service and information requests. Critical help desk tickets will have a response within 3 hours with a recommend COA within 8 hours. Routine help desk tickets, including those received after normal duty hours will be handled the next business day with a recommend COA within 3 business days. The help desk logs and tracks all requests for support. A report outlining the type and nature of requests is provided to the PM for review and quality control.

14–5. Equipment turn-in procedures

a. Accountability. In accordance with AR 710–2, property book officers are relieved from accounting for property upon transfer of the property to another organization or upon turn-in of the property to a service support activity. Documentation must be maintained for 1 year as active records and another 1 year as inactive records in accordance

with AR 735–5. In accordance with AR 710–2, accountable officers must follow the turn-in procedures for commercially purchased property to the service support activity or to the local Defense Reutilization and Marketing Office (DRMO), as directed by the service support activity.

b. Additional training requirements. Accountable officers will comply with DOD 4160.21–M when preparing property for turn-in. Due to the peculiar nature of specific property or its potential influence on public health, safety, the environment, security, or private industry, some property must be disposed of in a specific manner as stated in DOD 4160.21–M. Environmentally-regulated and hazardous commodities are addressed in DOD 4160.21–M, chapter 10.

c. Procedures. The form used for turn-in is the DD Form 1348–1A (Issue Release/Receipt Document). See DOD 4000.25–M and DOD 4160.21–M for guidance on completing DD Form 1348–1A for turn-in of excess personal property to DRMO. Check with the supporting DRMO for a DRMO Customer Assistance Handbook to help guide the turn-in process. This guide will provide all the information needed to correctly turn property in to the DRMO. It will also provide information for properly submitting material requiring special processing.

14–6. Equipment standards

a. Overview. Equipment standards include both GOTS and COTS solutions to equipment requirements.

(1) *Nonmilitary-unique operations.* In accordance with DODI 6055.17 and the OASD (CBD) memorandum, dated 19 December 2003, all installation EM capabilities, functions, and tasks are nonmilitary-unique in nature and may not claim exemption from applicable OSHA regulations under 29 CFR 1960.2(i). This determination requires compliance with all applicable OSHA and applicable NIOSH 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 that will employ the same equipment standards and procedures across all user groups.

(2) *Personal protective equipment.* The PPE worn by Category 5 personnel must comply with references EO 12196, applicable OSHA regulations, and applicable NIOSH guidelines in accordance with AR 525–27, AR 385–10, AR 11–34, DODI 6055.17, DODD 4715.1E, DODI 6055.1, and DODI 6055.05. In accordance with OSHA 3151–12R, PPE selection will address:

Note. Remember that an all-hazards approach requires programs to look at all identified hazards (vice solely HAZMAT) and identify the complete requirement for PPE for each individual's assigned functions, which may include the requirement for HAZMAT PPE during one hazard and then require work gloves, steel-toed boots, eye protection, and hearing protection for another hazard

(3) *Chemical, biological, radiological, and nuclear-specific equipment.* All equipment procured, fielded, or stored for use in CBRN Defense or CBRN Terrorism incidents must be documented in the Annual CBRN Inventory for consolidation in the annual report to the U.S. Congress by DOD. This requirement includes all government-off-the shelf and COTS equipment used to detect the presence of, protect against the effects of, or remove or reduce the hazard of CBRN agents are procured, maintained, employed, and inventoried in accordance with Public Law 103–160 and applicable Joint Chemical Biological Defense Program, Joint Requirements Office for CBRN Defense, Joint Program Executive Office for CBD, and Army guidance.

(4) *DOD Chemical and Biological Defense Nonstandard Equipment Review Panel.* The DOD Chemical and Biological Defense Nonstandard Equipment Review Panel serves as a basis for the selection of CBRN–related COTS equipment. COTS equipment validation for use by military departments is completed, as required.

b. Interoperability. Installations will ensure that response and recovery equipment is interoperable to the greatest extent possible with equipment used by mutual aid partners in the local civil jurisdictions, whenever possible. Interoperability will not be used as justification for failure to meet the standards set forth in this publication.

c. Resource management. As detailed in chapter 9, all material resources will be inventoried, typed, and supported with applicable processes for activation, deployment, employment, demobilization, maintenance, and sustainment.

14–7. Category 1 personnel equipment

a. Overview. Critical operations, essential operations, and essential services have significant material requirements which are identified through the continuity planning process in addition to their baseline mission requirements. These baseline mission and continuity requirements are the responsibility of the originating resource sponsor for sustainment in terms of manpower, training, equipment, exercise, and facility costs. See chapter 10 for more details.

b. Integration. It is the responsibility of the Army EM Program to integrate these existing capabilities based upon common standards and compatible priorities while de-conflicting resource requirements and consolidating common core components under a single organizational umbrella focused on meeting the installation commander's intent and need for comprehensive, integrated, all-hazards EM.

14–8. Category 2–4 personnel equipment

a. Overview. The protected populace is not routinely provided equipment resourced by the USG. The Ready Army Community Preparedness Campaign provides detailed guidance to all assigned personnel on the development of individual/family emergency preparedness kits and associated emergency preparedness plans, which are voluntarily developed and sustained by the individual or family. Resources provided through the VIPP MDEP will not be used to procure, field, or sustain preparedness supplies maintained by individuals or families for personal use.

b. Theater-specific requirements. In specific areas, such as the central command area of responsibility and the Korean Peninsula, GCCs or theater commanders have identified additional protection requirements for some or all of the protected populace in addition to those incorporated into Ready Army or the Army EM Program overall. These additional protection requirements may include respiratory protection, individual protective equipment (IPE), or PPE as specified by the geographic combatant commander or theater commander. In some cases, the equipment provided to the protected populace may not meet the equipment standards and guidelines described below and may violate specific Federal laws, National policy, and/or Army regulations. However, the authority granted to GCCs or theater commanders operating solely within foreign locations (overseas) (see chapter 1 for terms and definitions) may extend to establishing requirements necessary to meet their assigned operational missions. It is the responsibility of the appropriate ASCC to identify these issues when they exist, develop a proposed employment and sustainment strategy, and forward this strategy and associated material and nonmaterial costs to DAMO–ODP for consideration in POM development following the established PPBES cycle. Issue of equipment by a geographic combatant commander or theater commander to Category 2–4 personnel assigned to or resident on an Army installation does not result in automatic sustainment and resourcing of associated costs until validated by the ASCC, DAMO–ODP, and the installation program executive group and resourced by DAMO–FM after Congressional approval of the Defense Authorization Act for a given fiscal year. If resourcing is not made available by DAMO–FM for these additional geographic requirements, then the supported commander may decide to directly resource these additional requirements or modify them based upon available sustainment resources.

14–9. Category 5 personnel equipment

a. Requirements. As stated above, response and recovery organizations have significant material requirements which are identified and resourced through their originating resource sponsor for sustainment in terms of manpower, training, equipment, exercise, and facility costs. It is the responsibility of the Army EM Program to integrate these existing capabilities based upon common standards and compatible priorities while de-conflicting resource requirements and consolidating common core components under a single organizational umbrella focused on meeting the installation commander's intent and need for comprehensive, integrated, all-hazards EM.

b. DOD, Joint, and Army initiatives. In order to meet the intent of their mission statements or fulfill requests by installation representatives, initiatives such as JPM–IPP and AEFRP have fielded specialized equipment to select response and recovery organizations which self-identified additional material requirements. When such equipment was fielded by JPM–IPP or AEFRP and the requirement for such equipment has been validated by HQDA G–34, DAMO–ODP and associated VIPP MDEP are responsible for resourcing the physical sustainment of the equipment and associated training and certification necessary for successful employment of such equipment over and above existing organization requirements. In these cases, the original resource sponsor for the response and recovery organization remains responsible for all manpower, baseline training and certification, baseline organizational equipment, exercise, facility, and other related costs outside of those specific to the equipment provided by JPM–IPP or AEFRP.

c. Theater-specific requirements. In specific areas, such as the U.S. Central Command area of responsibility and the Korean Peninsula, GCCs or theater commanders have identified additional protection requirements for some or all of the Category 5 personnel in addition to those incorporated into the Army EM Program overall. These additional protection requirements may include respiratory protection, IPE, or PPE as specified by the GCC or theater commander. In some cases, the equipment provided to Category 5 personnel may not meet the equipment standards and guidelines described below and may violate specific Federal laws, National policy, and/or Army regulations. However, the authority granted to GCCs or theater commanders operating solely within foreign locations (overseas) (see chapter 1 for terms and definitions) may extend to establishing requirements necessary to meet their assigned operational missions. It is the responsibility of the appropriate ASCC to identify these issues when they exist, develop a proposed employment and sustainment strategy, and forward this strategy and associated material and nonmaterial costs to DAMO–ODP for consideration in POM development following the established PPBES cycle. Issue of equipment by a GCC or theater commander to Category 2–4 personnel assigned to or resident on an Army installation does not result in automatic sustainment and resourcing of associated costs until validated by the ASCC, DAMO–ODP, and the installation program executive group and resourced by DAMO–FM after Congressional approval of the Defense Authorization Act for a given fiscal year. If resourcing is not made available by DAMO–FM for these additional

geographic requirements, then the supported commander may decide to directly resource these additional requirements or modify them based upon available sustainment resources.

d. Equipment guidelines. The following guidelines have been developed to address key differences between policy and doctrinal documents and standardize the execution of specific functions and tasks applicable to response and recovery operations. Compliance with these guidelines is mandatory. Procedures for waiver requests are detailed in chapter 3.

(1) *Guideline 1: Personal protective equipment.* Army policy is that installations will provide, employ, and maintain PPE when competent authority determines that the use of such PPE is required for life safety and that such use will lessen the likelihood of occupational injuries and/or illnesses. IEMs are responsible for ensuring that PPE procured with VIPP MDEP funding meets applicable standards and that the users have completed the required training and certification, as necessary. Functional areas with pre-existing PPE requirements remain financially and procedurally responsible for these pre-existing requirements.

Note. Where the safety and health of the contractor's employees are affected, the contractor is responsible directly to OSHA or the appropriate State office, when OSHA has approved a State OSH Plan. In accordance with AR 385–10, contractors are responsible for providing their own respiratory protection programs and respiratory protective equipment.

(2) *Guideline 2: Escape respirators.* Escape respirators or escape masks of any type will not be procured or employed by the Army EM Program or during IPP sustainment due to the significant challenges in meeting applicable OSHA and Army regulations, to include the RPP requirements in AR 11–34. Other challenges include initial and sustainment medical surveillance, respirator selection, fit testing, and associated training requirements, as well as equipment maintenance, shelf-life management, security, and accountability requirements.

(3) *Guideline 3: Respiratory protection.* All respiratory protection will meet applicable OSHA regulations and NIOSH guidelines in accordance with AR 11–34. All respirators identified for use during CBRN Incidents will be NIOSH tested and certified as approved for CBRN and list the manufacturer's limitations for use. All respirators utilized at the incident scene will be fitted respirators only. Category 5 first receivers) conducting operations at the MTF may continue to utilize hooded respirators as detailed in the OSHA best practices for the protection of hospital-based first receivers.

(4) *Guideline 4: Collective Protection.* Collective Protection of any design (fixed/installed, transportable) will not be procured or employed by the Army EM Program due to the lack of an executable concept of employment for such equipment. Barriers to successful employment include the significant challenges in meeting the applicable OSHA regulations and applicable life safety codes (see NFPA 1 and NFPA 101) coupled with the lack of networked detection systems for an effective notification period, lack of effective facility/terrain decontamination capabilities (for egress), lack of staged personnel decontamination capabilities and associated manpower, and the significant power, utility, and consumables costs.

(5) *Guideline 5: Individual protective equipment.* The procurement or use of military IPE (for example, mission-oriented protective posture gear) for the missions, functions, and tasks detailed in this publication is specifically forbidden at all domestic and foreign locations as defined in chapter 1. For the purposes of this guideline, military IPE consists of (1) Joint Service Lightweight Integrated Suit Technology or similar protective ensembles utilizing a protective fabrics or materials which do not meet the technical specifications and testing criteria identified by OSHA regulations, including 29 CFR 1910.120Q, (2) M–40, M–42, M–50, and/or MCU–2/P series protective masks, and (3) associated gloves, overboots, and related equipment. As noted in chapter 1, these guidelines do not apply to surety operations.

(a) Capabilities and limitations. As with all presumptive identification capabilities, the goal is to have the same or near identical results (within the specifications of the equipment) from 2 or more systems using at least two distinct (different) detection methodologies in order to have a strong degree of confidence in the results. This concept has guided the fielding of portable detection systems within the described programs. Each of these detection systems has a specific range of detection capabilities and the majority of these systems are capable of vapor detection only. All users must be aware that hazards may exist in vapor (or gaseous), liquid, and/or solid phases depending upon the type of material and the applicable environmental conditions. These portable detection systems do not always identify hazards down to the lethal limit or the immediately dangerous to life and health (IDLH) limits, depending upon the technology in use. The portable detection systems are often subject to prolonged cycle times and testing durations before the applicable sensor becomes saturated and provides false returns. Users must be made aware of these limitations and be provided with the resources to identify these issues, to include agent fate specifications, based upon the specific identified or presumed hazards present at the incident site.

(b) Portable radiological detection systems. Portable radiological detection systems will be constrained to gamma and beta detection capabilities beginning in FY 10. All existing neutron and alpha detection systems fielded under JPM–IPP and AEFRP to domestic locations are no longer sustained by the VIPP MDEP. The installation is responsible for operation and maintenance, if they chose to retain these systems.

(c) Confirmatory testing capabilities. Army installations are reliant on existing mission-funded DOD, Joint, and Service capabilities as well as the CDC's Laboratory Response Network for confirmatory testing related to HAZMAT. The Army has pre-coordinated laboratory capabilities to perform confirmatory testing on installation samples. The Army EM Program will not procure or sustain field-level, portable confirmatory testing capabilities (such as, HAPSITE, SENSIR IR, or RAPIDS) to Army installations.

(6) *Guideline 7: Fixed Detection Systems.* The fixed detection systems fielded to Army installations under the ASA (ALT) JPO are for presumptive identification only. Users of these detection systems must be certified to the HAZMAT operations level (or technician level, as required by the concept of employment) as defined by table 13–1 and require new equipment training on each piece of detection equipment for which they are responsible for employing. As with the portable detection systems above, these fixed detection systems have the same capabilities and limitations which must be addressed in developing and executing the concept of employment for each system and included in applicable training.

(a) Power and utilities. Specific fixed detection systems require power, data communications, and other utilities in order to operate correctly. The cost burden of the sustained use of these utilities is the responsibility of the installation and will not be resourced by DAMO–ODP and the associated VIPP MDEP.

(b) Fixed chemical detection systems. All fixed chemical warfare agent (CWA) detection systems (such as the M–22 ACADA system) fielded under the ASA (ALT) JPO Tier 2 equipment packages to domestic locations are no longer sustained by the VIPP MDEP. The installation is responsible for operation and maintenance, if they chose to retain these systems.

(c) Fixed biological detection systems. All fixed biological detection systems (such as portal shield and Joint Biological Agent Detection System) fielded under the ASA (ALT) JPO Tier 2 equipment packages to domestic locations are no longer sustained by the VIPP MDEP. This capability has been replaced with portable biological agent detection for transient fielding in accordance with the concept of operations provided by JPM–IPP.

(d) Fixed radiological detection systems. All fixed radiological detection systems (such as radiation portal systems) fielded under the ASA (ALT) JPO Tier 2 equipment packages to domestic locations are no longer sustained by the VIPP MDEP. The installation is responsible for operation and maintenance, if they chose to retain these systems.

(7) *Guideline 8: Decontamination Systems.* All decontamination systems employed under the Army EM Program will use water alone or soap and water together as the sole decontaminant solutions for skin decontamination. The TSWG Decon Guide will be utilized as the standard reference for the conduct of casualty decontamination operations.

(a) U.S. Environmental Protection Agency waiver. EPA 550–F–00–009 provides for limitations on the environmental liability for wastewater run-off occurring during mass casualty decontamination operations conducted by Category 5 first responders when life safety is at risk.

(b) Chemical decontaminants. The procurement or use of chemical decontaminants, such as Super Tropical Bleach, DS–2 decontamination foam Reactive Skin Decontamination Lotion, or calcium hypochlorite, for the missions, functions, and tasks detailed in this publication is specifically forbidden at all domestic and foreign locations as defined in chapter 1. These chemical decontaminants are not used in the Army EM Program based upon the lack of an effective, legal, and safe concept of employment for these materials due to the inability of available detection systems to validate the efficacy of such decontamination procedures, the requirement for identification (in most cases) of the specific HAZMAT prior to use, the exposure hazards to both users and victims with use of such materials, and the results of multiple DOD and Service decontamination studies.

(c) Equipment, terrain, and facility decontamination. As identified in chapter 19, the procurement or use of equipment, terrain, and facility decontamination systems for the missions, functions, and tasks detailed in this publication is specifically forbidden at all domestic and foreign locations as defined in chapter 1. These procedures are not used in the Army EM Program based upon the lack of an effective, legal, and safe concept of employment for these systems due to the inability of available detection systems to validate the need or efficacy of such decontamination procedures and the results of multiple DOD and Service agent fate and decontamination studies.

(8) *Guideline 9: Warehousing, storage, and transport.* Warehousing, storage, and transport of equipment provided by the ASA (ALT) JPO are addressed with each installation during the fielding process. Additional requirements should be identified to the command that manages the installation for further coordination with DAMO–ODP for potential out-year resource support. Requirements should identify costs associated with facilities, trailers, and containers as well as operating costs, utility costs, power management, generator issues, and access control.

14–10. Equipment requirements

a. Overview. Detailed equipment requirements for specific functions and teams will be incorporated into Resource Typing definitions. A consolidated summary of equipment requirements is under development by DAMO–ODP and will be provided to all stakeholders once completed and approved by HQDA G–34 Protection Division.

b. Command, control, and communications capabilities. Details on fielding, maintenance, and sustainment responsibilities for C3 systems are included in chapter 11.

Chapter 15
Exercise and Evaluation

15–1. 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 to prevent, protect, mitigate, respond to and recover from an major event or disaster occurring on an Installation; familiarize Category 1–5 personnel with roles and responsibilities; Improve interagency coordination and communications; Identify capability gaps and resource needs; and Identify opportunities for improvement.

b. Concept. Exercises are an instrument to practice response and recovery capabilities in a low-risk environment. Exercises do not supplant proper training and certification processes; exercises serve to evaluate the effectiveness of collective training efforts. Exercises logically progress from seminars to drills to TTXs to FEs to to an Integrated Protection Exercise (IPE) to a full scale exercises (FSEs). 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. All EM exercise and evaluation activities will adhere to Army policy as stated in AR 350–28.

c. Periodicity. An annual exercise cycle is not ideal considering the amount of planning, coordination, and complexity of EM exercises and pushes the installation to continually exercise with little time for corrective action and capability improvement. A full series of TTXs, FEs, and a FSE will be completed every 18–24 months with at least one FSE, as described in table 15–2, completed within every 24–month period. To that extent, completion of an "Integrated Protection Exercise" is sufficient to meet the annual requirements put forth by DODI 6055.17 and ARs 525–2 and 525–27 as long as the installation adheres to the exercise process and cycle described in this chapter..

d. Common capability sets. It is vital that installation commanders 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, HAZMAT incidents, and related hazards as shown in appendix F. These multi-agency, multi-jurisdictional emergencies are the result of increased interdependence with local civil jurisdictions, population expansion into traditional hazard-prone areas, and the growing rise of dependent populations reliant on the jurisdiction's leadership and support to effectively address their needs during an emergency. The EM Program focuses on the development of six capability sets common to the response to and recovery from all emergencies, regardless of cause. These core EM capabilities include but are not limited to: (1) C3, (2) MWN, (3) community preparedness, (4) first and emergency responders, (5) public health and medical services, and (6) mass care. All EM exercises will include one or more objectives specifically related to each of these core EM capabilities.

e. Capability development. Training and experience for personnel qualification are acquired through: (1) course-based knowledge development, (2) low-risk practical application through an effective exercise program, and (3) on-the-job-training, such as job shadowing, planned events, and incident management experiences at smaller Type 5 Incidents of increasing complexity and difficulty. Once trained, it is vital that assigned personnel practice their skills during exercises, are evaluated by trained and experienced evaluators, and demonstrate their skills by effective incident management of small-scale emergencies. No capability exists solely due to completion of a training course. Capability is achieved through training, exercises, evaluation, and real life experience with a proven ability to successfully execute, vice recite, procedures.

f. Homeland Security Exercise and Evaluation Program. In accordance with DODI 6055.17 establishes HSEEP as the standard EM exercise and evaluation program for all DOD components and Services and meets all requirements set forth by AR 525–2. Army installations will utilize the process and tools provided by HSEEP with the following modifications:

(1) Exercise scenarios will utilize an all-hazards approach with scenarios based upon the results of the risk management process.

(2) Coordination with Federal, State, tribal, other service, local, and private (or HN) response and recovery partners is required, but DOD is exempt from the reporting, scheduling, and coordination mandates in HSEEP, especially the submission of AARs and IPs to DHS ODP as stated in HSEEP, Volume I.

g. Program comparisons. HSEEP is the established National standard for Emergency Management and Homeland Security exercises and evaluation. As shown in figure 15–1, the HSEEP exercise process is very similar to the process established in XX. The reason for using the terminology and tools provided in HSEEP is to (1) integrate with local civil jurisdictions, (2) to exercise established EM (vice warfighting) missions, functions, and tasks, and (3) to evaluate based upon common standards and objectives across all Army installations. To clarify, the Army continues to utilize Army mission essential tasks under the EM mission area while using the HSEEP process and tools.

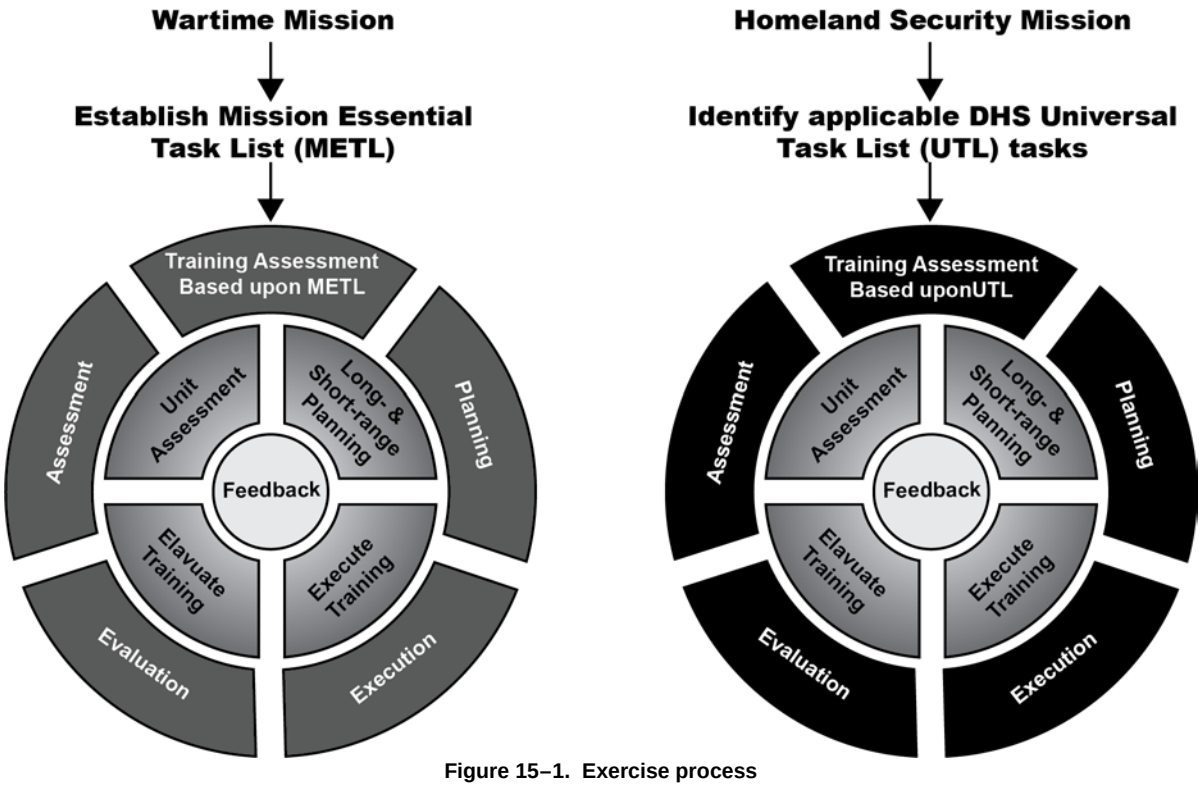

Figure 15–1. Exercise process

15–2. Exercise types

a. Homeland Security Exercise and Evaluation Program. HSEEP, Volume I provides details on each exercise type. A summary is provided below for user reference.

b. Discussion-based exercises. Discussion-based exercises are normally used as a starting point in the building block approach to the cycle, mix, and range of exercises. These types of exercises typically highlight existing plans, policies, procedures, and support agreements. These types of exercises are exceptional tools for familiarizing Category 1 and 5 personnel with current or expected jurisdictional capabilities. Discussion-based exercises typically focus on strategic, policy-oriented issues, and operations-based exercises tend to focus more on tactical response- and recovery-related issues. Facilitators and presenters usually lead the discussion, keeping participants on track while meeting the objectives of the exercise.

(1) *Orientation seminar.* An orientation seminar is an overview or introduction. The purpose is to familiarize participants with roles, plans, procedures, or equipment. Seminars can also be used to resolve questions of coordination and assignment of responsibilities. A seminar is often led by a designated seminar leader.

(2) *Workshops.* A workshop is focused on a specific product, plan, or policy and involves more participant interaction than seminar. Workshops are often used for working through complex procedures in a risk-free environment, producing SOPs and support agreements, and developing exercise components, such as the master scenario events list (MSEL).

(3) *Tabletop exercises.* A TTX is a facilitated analysis of an emergency incident in an informal, stress-free environment. It is designed to elicit constructive discussion as participants examine and resolve problems based on existing plans, identify where those plans need to be refined, and identify resource management issues and needs. There are basic and advanced TTXs as described in HSEEP, Volume I.

(4) *Games.* A game is a scenario-based simulation of an incident that often involves two or more teams competing towards a common set of defined objectives. This category of discussion-based exercises includes all computer-based model, simulation, and game environments.

c. Operations-based exercises. Operations-based exercises represent the next iteration of the exercise cycle. These types of exercise are used to validate the plans, policies, procedures, and support agreements solidified in discussion-based exercises. Operations-based exercises clarify roles and responsibilities, identify gaps in resources needed to implement plans and procedures, and improve individual, team, unit, and command performance. Operations-based exercises are characterized by actual response, mobilization of apparatus and resources, and commitment of personnel, usually over an extended period of time. Within the Army EM Program, the specifics of a FE and a FSE have been modified to provide perspective on exercise requirements.

(1) *Drill.* A drill is a coordinated, supervised exercise activity, normally used to test a single functional area or specific operation. With a drill, there is no attempt to coordinate organizations or fully activate the installation EOC. The role of drills are to practice and perfect one part or components of the installation EM plan and prepare for more extensive exercises, in which multiple functional areas will be coordinated and tested.

(2) *Functional exercise.* A FE is a fully interactive exercise that exercises and evaluates the capabilities of 1 or more functional areas to respond to and/or recover from a specific scenario. The FEs may consist of exercises at a designated exercise site or involve the movement of actual personnel or equipment to one or more additional exercise sites. These exercises occur across all functional areas identified in the installation EM plan. A FE is a coordinated response to or recovery from a situation in a time-pressured, realistic exercise, without the larger integrated involvement of additional functional areas.

Note. Examples of FE include installation EOC activation exercises, F&ES exercises, AT exercises, MTF exercises, and evacuation and mass care exercises.

(3) *Full scale exercise.* A FSE scenario simulates a real event as closely as possible. It is an exercise designed to evaluate the integrated EM capabilities of the EM System in a highly stressful environment that simulates actual response and recovery conditions. To accomplish this realism, FSEs always require the mobilization and actual movement of Category 1 and 5 personnel, equipment, and resources. The FSE should test and evaluate most functions of the installation EM plan as identified in exercise goals below. An individual or unit should never employ procedures or physically employ equipment for the first time during a FSE; that is the role of drills and FEs.

15–3. Exercise goals and requirements

a. Overview. 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, mitigate the potential effects of, respond to, and recover from all natural, technological, and human-caused hazards, including terrorism threats or incidents 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.

Note. When authorized post-event by the command that manages the installation, actual management of a real-life emergency may meet some or all of the EM exercise requirements within this chapter.

b. Drill goals. Each functional area must regularly run drills on specific equipment or procedures to remain proficient.

c. Functional exercise goals. Many of the exercises currently conducted on Army installations in support of specific functional areas, such as F&ES, AT program, and MTFs, are actually large, complex field training exercises that do not meet the requirements of a FSE within EM. These FE provide a real-time scenario with movement of personnel and equipment in support of a single-agency and/or single-hazard set of requirements. These FE are critical to the successful implementation of the relevant supporting plans and the FAAs in the installation EM plan as they work to ensure that each functional area is proficient and capable at their assigned functions and tasks. All functional areas to be exercised in an upcoming FSE should complete one or more drills and FE to: (1) validate their specific capabilities, (2) gain proficiency in the use of their assigned equipment and apparatus, and (3) identify resource requirements and processes to meet those resource needs. This is especially true for the installation EOC, which requires regular drills

and FE to ensure the capability to rapidly activate and operate the installation EOC, to include applicable SOPs and systems specific to their positions.

(1) *Mass warning and notification system.* MWNS FE will be conducted no less than 2 times per year. A MWNS FE will consist of a scenario-based warning to the populace, notification of one or more MEFs (if assigned), and notification of three or more Category 5 personnel requiring specific actions to evaluate effectiveness. The recommended action is a warning/notification which requires a designated unit, office, or individual to call the installation dispatch center and report that they heard and understood the message. Those installations with interactive community notification systems may utilize the interactive features available in these systems (such as "Push 1 if you understand and will comply") to validate effectiveness. Exercises may be combined with the conduct of a functional exercise of one or more other functional areas. For example, MWN may be exercised as part of an AT, F&ES, or similar functional exercise or an EM FSE.

(2) *Evacuation and mass care requirements.* Per AR 608–1, a complete review of Emergency FAC operations will be exercised and evaluated no less than annually. The exercise will be based on a typical critical situation or incident for the installation. The extent of this exercise will be the determination of the installation commander. The exercise may be combined with the conduct of a functional exercise of 1 or more other functional areas. For example, it is recommended that the EFAC team be exercised at the same time as the local safe haven management teams.

(a) Evacuation management team.
(b) EFAC team.
(c) Local safe haven management teams.
(d) Remote safe haven management team.
(e) Rapid needs assessment team.
(f) Mass feeding teams.
(g) Bulk distribution teams.
(h) Small animal sheltering team.
(i) Volunteer management team.
(j) Donations management team.
(k) Call center team.

(3) *Shelter-in-place requirements.* The SIP functional exercises will be conducted no less than 2 times per year. One or more facilities must conduct an actual SIP operation of no less than 10 percent of their assigned personnel with a no-notice initiation by the installation dispatch center through the MWNS. Any of the SIP options identified in the Ready Army Community Preparedness Campaign materials may be exercised and must be consistent with the scenario. Exercises may be combined with the conduct of a functional exercise of one or more other functional areas. For example, SIP may be exercised as part of an AT, F&ES, or similar functional exercise.

(4) *Continuity requirements.* Continuity plans should be exercised in conjunction with the EM exercise cycle. Tables 15–1 and 15–2 include continuity plan exercises based upon the semiannual exercise requirement identified in DODI 6055.17. Commands should tailor their exercise requirements to meet AR 500–3.

(5) *Support agreements.* Support agreements must be exercised and validated to ensure that these agreements meet the needs of the receiving jurisdiction and that the NIMS resource management procedures, including reimbursement process, work effectively. Per AR 525–27 all support agreements will be exercised or evaluated at least annually.

(a) Mutual Aid Agreements and Support Contracts will be evaluated for effectiveness of their implementation and ability to resolve identified resource gaps and shortfalls. Evaluation criteria may include:

1. Support Agreement activation procedures.
2. Readiness, training, and credentialing of response personnel.
3. Interoperability of communications and equipment.
4. Accounting and reimbursement procedures, if applicable.
5. Demobilization of support personnel.

(b) Exercising support agreements require early coordination with the supporting agency and may require specific funding lines to be established during the exercise planning process to ensure that reimbursement occurs for the provided services. Although, 31 USC 1342 provides an exemption for voluntary services during emergencies, the design team is encouraged to discuss the impact of exercising NGO and/or FBO capabilities during the exercise cycle and whether reimbursement is required for this type of support.

d. Full scale exercise goals. An EM FSE will focus on multi-agency, multijurisdictional emergencies resulting from identified hazards. The goal of an EM FSE is to evaluate the common core components of the EM Program within a specific hazard or multi-hazard scenario. An EM FSE must meet the criteria shown in table 15–1.

Table 15–1
Emergency management full-scale exercise requirements

Criteria	Description	Chapter
Type III or higher (Type I–2)	1) Scenario may be any hazard identified during the risk management process. 2) Recommend stepping up in complexity	2
MWNS	1) Activation throughout scenario (start, during, end). 2) Employment as stated in functional exercise requirements above.	11
Activation of notification protocols	1) Internal: See MWNS requirement above. 2) External: Establish voice or data communications with 2 or more points of contact from the following list: Local civil jurisdiction (dispatch center, emergency manager, EOC). State EOC (or province and/or territory equivalent). Nearby DOD installation (dispatch center, duty officer). Supported ASCC (watch	11
Activation of the installation EOC to Activation Level 3 (partial) or higher	1) Must include at least one shift rotation (either during exercise or as 2-part exercise series). 2) Establish geospatially referenced common operating picture (computer-based or manual). 3) Maintenance of an event log. 4) Exchange of 1 or more requests or status updates to a response partners off the installation (computer-based or via fax). 5) Activation of 1 or more support agreements with associated resource manage-	11
Activation of 3 or more Category 5 first responders for all sudden onset hazards	1) Activation by installation dispatch center. 2) Movement to one or more incident scenes. 3) Establishment of incident command. 4) Conduct one or more responder accountability roll calls. 5) Conduct one or more resource requests to the installation dispatch center.	11
Establishment of incident command for all sudden onset hazards	1) Must include at least 1 shift rotation (either during exercise or as 2-part exercise series). 2) Written IAP. 3) Staffing of at least 2 section chief posi-	11
Activation of 1 or more continuity plans by a MEF	(If assigned) 1) Employment as stated in functional exer-	10
Activation of one or more business continuity plans by a tenant business	1) Notification by installation dispatch center via mass warning and notification system. 2) Communication of warning message throughout tenant organization within 10 minutes of receipt (survey or spot check to ensure coverage). 3) Activation of one or more SIP and/or evacuation wardens, if assigned. 4) Review of SOPs and resource requirements. 5) Demobilization.	10

Table 15–1
Emergency management full-scale exercise requirements—Continued

Activation of 1 or more tenant EAPs by a tenant command	1) Notification by installation dispatch center via mass warning and notification system. 2) Communication of warning message throughout tenant organization within 10 minutes of receipt (survey or spot check to ensure coverage). 3) Activation of one or more SIP and/or evacuation wardens, if assigned. 4) Review of SOPs and resource requirements. 5) Demobilization.	6
Physical movement (evacuation) of no less than 10–20 simulated evacuees	1)	
Physical movement (evacuation) of no less than 10–20 simulated evacuees	1 - Must employ at least 50 percent of the identified evacuation management team. 2 - Must include 1 or more people from the following vulnerable populations: Category 2TR population. Category 2SN population. Category 2AN population. Category 2SC population. 3 - Must include 1 or more non-English-speaking person. 4 - May be volunteer participants vice actual residents or tenants. 5 - May be evacuated on foot or by vehicle. 6 - May include activation of 1 or more collection points, depending upon the scenario. 7 - Must be returned to original location when directed by installation EOC. 8 - Demobilize evacuation management team.	12
Initiation of personnel accountability procedures using ADPAAS	1) Activation of the personnel accountability staff. 2) Minimum of one report to the installation EOC. 3) Demobilize personnel accountability staff.	12

Table 15–1
Emergency management full-scale exercise requirements—Continued

Activation of 1 or more local safe havens	1) Activation of 1 or more local safe haven management teams. 2) Activation of one or more facilities. 3) Reporting activation to the installation EOC. 4) Receipt and registration of no less than 10 personnel. 5) May be volunteer participants. 6) Demobilize local safe haven management team.	12
And all of the following requirements, which may be conducted at the end of real-time portion of the FSE, but within 96 hours of the FSE real-time component:		
Activation of EFAC team	1) Activation of EFAC team. 2) Activation of facility. 3) Report activation to the installation EOC. 4) Receipt and registration of no less than 10 personnel.	12
Activation of one or more Mass Feeding	1) Activation of one or more mass feeding teams. 2) Activation at 1 or more mass feeding stations.	12
Activation of 1 bulk distribution team	1) Activation of one bulk distribution team. 2) Establishment of 1 Type III POD. 3) Review SOPs and resource requirements.	12
Activation of 1 damage assessment team Activation of 1 debris management team	1) Activation of 1 damage assessment team. 2) Conduct initial damage assessment survey of 1 installation zone. 3) Written report for installation EOC. 4) Review SOPs and resource requirements. 5) Demobilize.	19
	1) Activation of 1 debris management team. 2) Identification of at least 1 debris staging area.	19

15–4. Exercise planning

a. Annual Exercise Plan Workshop. The purpose of the exercise plan workshop (EPW) is to review and update the Multiyear Exercise Plan, which consists of exercise status updates, exercise goals and objectives for the coming years, exercise methodology, exercise activity cycle, and multiyear exercise timeline (3-year recommended; as shown in table 15–2). The EPW should be conducted in coordination with local civil jurisdictions, when possible, or with local representatives if held separately.

b. Exercise planning. The exercise planning process includes 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. See HSEEP, Volume III for additional information on the planning process.

c. Exercise Planning Team. In accordance with HSEEP, Volume III, the exercise planning team is responsible for designing, developing, conducting, and evaluating all aspects of an exercise. The planning team determines exercise design objectives, tailors the scenario to jurisdictional needs, and develops documents used in exercise evaluation, control, and simulation. Planning team members also help with developing and distributing pre-exercise materials and

conducting exercise briefings and training sessions. Due to this high level of involvement, planning team members are ideal selections for controller and evaluator positions during the exercise itself.

(1) *Composition.* The exercise planning team is managed by an exercise planning team leader (also referred to as the exercise director). The team should be a manageable size and include a representative from each major participating jurisdiction (installation, city, county, and private) and each functional area. The membership of an exercise planning team should be modified to fit the type or scope of an exercise. For example, an operations-based exercise may require more logistical coordination than a discussion-based exercise.

(2) *Process.* In accordance with HSEEP, Volume III, a successful exercise planning team:

(a) Uses an ICS structure.

(b) Employs project management principles.

(c) Clearly defines roles, responsibilities, and functional area skills.

(d) Highlights leadership and team work.

(e) Follows a standardized exercise design and/or development process.

(f) Calls on the support of the installation commander and senior officials.

d. Types of exercise planning conferences. As detailed in HSEEP, Volume III, there are different planning meetings and conferences in support of exercise planning and development. These include the following:

(1) Concept and objectives (C&O) meeting.

(2) Initial planning conference (IPC).

(3) Mid-term planning conference (MPC).

(4) MSEL workshop.

(5) Final planning conference (FPC).

15–5. Exercise design

a. Overview. Building on the exercise foundation, the design and development process should focus on identifying objectives, designing the scenario, creating documentation, coordinating logistics, planning exercise conduct, and selecting an evaluation and improvement methodology.

Note. Log into https://hseep.dhs.gov to access the HSEEP design and development system, which is a computer-based exercise design process to guide the Exercise Planning Team Leader through the development process.

b. Objectives. Exercise objectives define specific goals, provide a framework for scenario development, guide individual organizational objective development, and provide exercise evaluation criteria. Generally, planners will limit the number of exercise objectives to enable timely execution, facilitate design of a reasonable scenario, and adequately support successful completion of exercise goals.

c. Scenario. A scenario provides the backdrop and story line that drive an exercise. Exercise scenarios should be realistic and address the full range of hazards identified from chapter 5.

d. Venue. The next step is to determine the venue (physical location) that the scenario will affect. Venue selection should be based on the hazards utilized within the scenario.

e. Participation. EM exercise design should include appropriate representatives from Federal, State, Tribal, Other Service, Local, and Private (or HN) agencies and departments, whenever possible.

15–6. Exercise documentation

a. Exercise documentation. As detailed in HSEEP, Volume I, the following documentation is utilized in exercise design, execution, and evaluation. Templates of these materials are available at HSEEP toolkit available at https://hseep.dhs.gov

Note. This is a secure server and you must request an account.

(1) Situation manual.

(2) Exercise plan.

(3) Controller and evaluator handbook.

(4) MSEL.

(5) DHS Exercise Evaluation Guides (EEGs).

Note. As detailed in HSEEP, Volume I, the following documentation is utilized in exercise design, execution, and evaluation. Templates of these materials are available at HSEEP Toolkit available at https://hseep.dhs.gov (note that this is a secure server and you must request an account).

(6) Situation manual.

(7) Exercise plan.
(8) Controller and evaluator handbook.
(9) MSEL.
(10) DHS EEGs.

b. Maintenance requirement. The installation EM will maintain a copy of all exercise documentation, either electronically or in hard copy, for a period of no less than 5 years as a valuable development tool and an audit trail for assessment purposes.

15–7. Exercise roles

As detailed in HSEEP, Volume I, the following exercise staff and participants are involved in operations-based exercises at various levels within the installation. Templates for briefing these participants are available at HSEEP Toolkit available at https://hseep.dhs.gov.

a. Controllers: control exercise flow through interaction with participants.

b. Evaluators: evaluate completion of exercise objectives based upon professional experience/expertise and use of EEGs; do not interact with participants.

c. Observers: observe exercise flow; do not interact with participants.

d. Participants/players: members of the team(s) or agency being exercised based upon their actual roles, responsibilities, and capabilities.

e. Simulators: personnel who act on behalf of an agency/organization unable to participate.

f. Actors: volunteers or paid personnel who act out a specific role based upon assignment, task, or mock injury.

15–8. Exercise evaluation

a. Performance-based evaluation. In accordance with HSEEP, Volume II, facilitators and controllers guide exercise play in both discussion- and operations-based exercises. During a discussion-based exercise, the facilitator is responsible for keeping participant discussions on track with the exercise design objectives and making sure all issues and objectives are explored as thoroughly as possible despite operating under time constraints. In an operations-based exercise, controllers plan and manage exercise play, set up and operate the exercise incident site, and possibly take the roles of response individuals and agencies not actually participating in the exercise. Controllers give key data to players and may prompt or initiate certain player actions (as listed in the MSEL or procedural flow) to ensure that objectives are met and the exercise maintains its anticipated pace or schedule. Controllers are the only participants who should provide information or direction to the players. All controllers should be accountable to one senior controller. If conducting an exercise requires more controllers or evaluators than are available, a controller may serve as an evaluator; however, this typically is discouraged. Evaluators are selected from various agencies to evaluate and comment on designated functional areas of the exercise. Evaluators are chosen based on their expertise in the functional areas they will review. Evaluators have a passive role in the exercise and only note the actions/decisions of players; they do not interfere with exercise flow. Evaluators should use the EEGs provided in HSEEP, Volume II to record observations and notes. Commands should use EEGs provided in HSEEP as basis to standardize evaluation criteria to meet command's assurance of demonstrated performance to a designated standard of all exercised capabilities.

b. Installation exercise evaluation team. Each installation will develop an IEET. The IEET will have sufficient personnel and resources to conduct evaluation of EM exercises and validate EM capabilities. The IEET should be a multidisciplinary team consisting of representatives from DPTMS, DES, DPW, LRC, DFMWR, DPW environmental office, ISO, installation IRACO, and PAIO. Realizing that most installations do not have three or four personnel in a given specialty (2–3 for the actual team assignments plus one to evaluate), it is highly recommended that the IEET include representatives from local civil jurisdictions (local EM, local fire chief), NGO/FBO partners (Red Cross, Salvation Army), regional representatives, and/or local DOD or Federal installations (Navy, Air Force, DLA, U.S. Coast Guard (USCG), DHS, federal LE). Commands should establish quality exercise evaluation programs to ensure exercises are evaluated with qualified subject matter experts, are evaluated to an established standard, and that all evaluators complete the Army Exercise Evaluator Course to include demonstrated performance as an evaluator prior to participating as an evaluator for an FSE. The best practice includes exchange of IEETs with another DOD installations in the local geographic area ie IAW established external evaluation programs to ensure objective evaluations are conducted to an established standard. External evaluation is the requirement for all Type I, II, and III Installations. .

15–9. Exercise analysis

a. After action report. As detailed in HSEEP, Volume II, exercises provide a process for continuous improvement. Evaluation is the cornerstone of exercises; it documents strengths and opportunities for improvement in an installation's EM capabilities and are the first step in the improvement process. The evaluation process for all exercises includes a formal exercise evaluation, integrated analysis, and an AAR. After the exercise is completed, a hot-wash is conducted with exercise participants in order to capture immediate feedback and comments related to the exercise. Often, the hotwash is conducted by functional area and is facilitated by the lead controller for that functional area, but may be held together for smaller exercises. A debrief is conducted post-exercise with facilitators, controllers, and evaluators to provide feedback on the conduct and outcomes of the exercise and should be facilitated by the exercise director. As the facilitators, controllers, and evaluators submit the EEGs and feedback forms, the information is consolidated into a comprehensive AAR. The AAR is used to provide feedback to participating installations and jurisdictions on their performance during the exercise. The AAR summarizes what happened and analyzes performance of the tasks identified through the planning process as critical and the demonstrated capacity to accomplish the overall exercise goal. The AAR includes recommendations for improvements based on the analysis, which will be addressed in the IP. An AAR will be prepared for each TTX, game, drill, FE, and FSE conducted under the EM Program with a summary report prepared for workshops and seminars. To prepare the report, the exercise evaluation team will analyze data collected from the hot-wash and debrief, participant feedback forms, and other sources (for example, plans and procedures) and compare the actual results with the intended outcome. The level of detail in an AAR reflects the exercise type and size. AARs describe the exercise scenario, player activities, preliminary observations, major issues, and recommendations for improvement. The AAR is approved by the installation commander for EM exercises and by the designated authority for exercises completed by supporting functional areas.

Note. For all full-scale exercises and larger FE, an after action conference should be conducted with representatives from all evaluated functional areas prior to approval of the draft AAR.

b. Lessons learned. Lessons learned are key outputs of the AAR and reflect best practices, consistent challenges/ issues, and recommended solutions based upon exercise evaluation. Installations will establish or integrate FSE lesson's learned program to ensure capability for broad exchange of lessons learned across the Command. Installations are encouraged to submit appropriate lessons learned to the Center for Army Lessons Learned.. In addition, installations are encouraged to engage with the lessons learned information sharing initiative and associated web portal run by DHS at https://www.hsdl.org/c/llis-in-the-hsdl/ (note that this is a secure server and you must request register for an account). Posting of lessons learned on the lessons learned information sharing portal is permitted if approved by the installation commander after a legal review by the CLO.

c. Improvement plan. The IP converts lessons learned from the exercise into concrete, measurable steps that result in improved EM capabilities. It is developed by the exercise planning team and specifically details the actions that will be taken to address each recommendation presented in the AAR, who or what agency will be responsible for taking the action, and the timeline for completion. This information may be derived from an after action conference conducted after the draft AAR is completed.

d. Corrective action plan. Once the IP has identified recommendations and action items and responsibility and due dates have been assigned, the installation must ensure that each action item is tracked to completion. Each installation must develop a CAP to track and assess progress on enhancing preparedness and incorporating the information into the emergency planning process. This process may identify needs for additional coordination, plans, procedures, organization, manning, training, equipment, and exercises, which can be addressed through the multiyear exercise plan. The CAP must include incorporation of recommendations into updates to the risk management process and annual revision of the installation EM plan in accordance with DODI 6055.17. The CAP is closed out when improvements have been implemented and validated through subsequent exercises.

e. Maintenance requirement. The installation EM will maintain a copy of all AARs, summary reports, IPs, and CAPs for a period of no less than 5 years as a valuable source of lessons learned and an audit trail for assessment purposes.

15–10. Exercise cycle

a. Exercise cycle. The EM exercise and evaluation program incorporates a continual improvement process of exercises with increasing complexity and integration over a multiyear cycle. This cycle consists of all elements identified in table 15–2 over an 18–36 month timeline. Installation commanders may compress the timeline and speed-to-execution, but are reminded not to bypass the steps in the process.

b. Exercise periodicity. The EM Program will be exercised on a multiyear basis. In every cycle, installations will conduct one complete cycle of EM exercises in coordination with supporting functional areas as shown in table 15–2.

Installations will exercise EM functions as part of the annual integrated protection exercise in accordance with AR 525 – 2. 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. EAPs will be exercised annually.

c. Exercise coordination and integration. Table 15–2 is an example of a multiyear exercise timeline to provide a point of reference and sample of integration opportunities. The designation of 1 to 3 years is for sequencing only and the four columns below the years are quarter divisions. In this example, EM has coordinated its functional exercise for the installation EOC EFAC and the JIC with the annual Integrated Protection exercise, which happens to include a chemical terrorism scenario (going up to release and initial response only). Other functional areas and the local civil jurisdiction have incorporated their functional exercise and FSE requirements into the EM FSE.

Table 15–2
Multiyear exercise timeline (example) Emergency management exercise timeline (example)

Component	Year 1				Year 2				Year 3			
Annual EPW	X						X					
C&O meeting[1]	X						X					
Orientation seminar	X						X					
Workshops[2]	X	X					X	X				
System tests[3]	MWNS											
Drills[4]	X	X	X	X	X	X	X	X	X	X	X	X
IPC	X							X				
FPC		X						X				
Tabletop exercise		TTX						TTX				
IPC			X									
MPC			X						X			
MSEL Workshop			X						X			
FPC				X					X			
Functional exercises				FE					FE			
Installation dispatch center				Dispatch		Dispatch			Dispatch			Dispatch
Installation EOC				EOC		EOC			EOC			EOC
Joint Information Center				JIC		JIC			JIC			JIC
AT Program				AT		AT			AT			AT
F&ES			Aircraft rescue firefighting	HAZMAT		F&ES			HAZMAT			F&ES
EMS				EMS		EMS			EMS			EMS
Environmental OHS Response		OHS				Recovery			OHS			Recovery

Table 15–2
Multiyear exercise timeline (example) Emergency management exercise timeline (example)—Continued

Component	Year 1				Year 2				Year 3			
Medical treatment facility				MTF		MTF			MTF			MTF
Other functional areas[5]												
MWN				MWNS system		MWNS			MWNS			MWNS
Evacuation and Mass Care	Evac					Evac			Evac			Evac
Mass Care	Rapid Needs	Safe Haven	Mass feeding		Bulk Distro	Mass Care			Safe Haven			Mass Care
Sheltering-in-Place		SIP				SIP						SIP
Emergency FAC			X					X	X	X		
Continuity Programs			Continuity			Continuity			Continuity			Continuity
IPC										X		
MPC										X		
MSEL Workshop											X	
FPC						X					X	
Installation EM FSE						FSE						FSE
Local City EM FSE[6]						FSE						FSE
After Action Report						X						X
After Action Conference						X						X
Improvement Plan						X	X					X
Corrective Action Plan						X	X					X

Notes:

[1] Often held at the same time as the Exercise Planning Workshop.

[2] Workshops are held, as needed.

[3] System tests are conducted monthly. Can be coordinated with FE for maximum effectiveness.

[4] Drills are conducted regularly by all functional areas to maintain proficiency.

[5] Other functional areas include EOD and/or bomb squad units.

[6] Local civil jurisdiction has coordinated with installation for simultaneous exercises in this example.

15–11. Best practices

a. Integration with Federal, State, local, and other Service exercises. Adoption of HSEEP and common civilian standards and terminology opens many opportunities for collaboration with Federal, State, tribal, other Service, local, and private exercise participants.

(1) Log into the HSEEP Toolkit available at https://hseep.dhs.gov for access to the National Exercise Program, which includes schedules for all National-level exercises.

(2) Contact your State EMA or Homeland Security department to coordinate with ongoing State exercise programs under HSEEP. See HSEEP, Volume I for more information.

(3) Coordinate exercise requirements and plans with the local (city, township, county, parish) OEM to maximize participation and coordination with local partners.

(4) Contact your supported ASCC for information on GCC exercises and venues. Invite applicable ASCC representative to serve as a liaison officer in an upcoming EM FSE.

(5) Coordinate with other Federal programs and DOD Services in the local geographic area, to include: U.S. Air Force, U.S. Navy, U.S. Marines Corps, DLA, USCG, EPA, FBI, Joint Terrorism Task Force, State Emergency Response Commission, LEPC, Urban Area Security Initiative locations, and Metropolitan Medical Response System.

b. Exercise from the individual level up to the command level. Highly recommend that installations do not attempt a complete EM full scale exercise until after their first full exercise cycle at lower levels of complexity. For example, in the first year, run two TTXs and one larger functional exercise. In the next cycle, increase integration while increasing capability.

c. Resources. DHS runs a number of valuable online resources.

(1) HSEEP Toolkit – https://preptoolkit.fema.gov/web/hseep-resources.

(2) LLIS Portal – https://www.hsdl.org/c/llis-in-the-hsdl/.

(3) DHS ODP Portal – access granted through State EMA.

Chapter 16
Mitigation Activities

16–1. Mitigation concept

a. 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. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. 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. Mitigation efforts in local civil jurisdictions are often closely tied to grant funding requirements established by references Stafford Act and 44 CFR 201. Within Army installations, mitigation phase activities are a requirement under DODI 6055.17 and a key component of the all-hazards risk management process.

b. Coordination. The task presented to IEMs is the coordination of these efforts through the installation EMWG under an integrated strategy to ensure effective coordination of effort and resources. These mitigation activities are executed by the applicable functional leads. Examples of mitigation activities include the following:

(1) Installation EM mitigation efforts such as responder, community, and individual preparedness, to include training on evacuation and sheltering procedures, as well as analyses of floodplain and other hazard-related data to determine where potential hazard impacts, where to open safe havens in emergencies, and where to locate temporary housing during recovery operations.

(2) Public Works mitigation efforts such as facility design and construction, dam and levee maintenance, flood control, floodplain abatement, roof repair and strengthening, structural anchoring, and transportation network maintenance and signage.

(3) Information technology mitigation efforts such as system/network redundancy, data storage and backup, recovery procedures, and service support contracts, and/or procedures.

(4) F&ES mitigation efforts such as pre-incident fire planning, fire protection inspections, and burn bans.

(5) AT program mitigation efforts such as UFC 4–010–01 for structural protection against explosive devices and additional efforts, to include barrier plans, environmental security engineering, and standoff distances.

(6) Medical treatment facility (or hospital) mitigation efforts such as facility design and construction.

16–2. Mitigation strategy

The installation EMWG will develop and promulgate an installation mitigation strategy to reduce the impact of identified hazards. The installation EMWG will promulgate the installation mitigation strategy through the development and maintenance of an installation mitigation plan as a supporting plan to (or plan element/component of) the installation EM plan. The installation mitigation plan will be used to guide the combined mitigation efforts of all relevant functional areas. The best practice is to identify a mitigation committee of select members of the installation EMWG to perform this function.

16–3. Mitigation planning

a. Requirement. Mitigation planning will be conducted at the installation level. Mitigation planning is conducted by the installation EMWG with the technical direction of the IEM and in coordination with the installation ATWG and installation DPW and NEC representatives. Mitigation plans will describe the physical, information technology, and nonmaterial mitigation strategies associated with hazards identified during the risk management process described in chapter 5. Mitigation plans will also 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. Resources. Mitigation phase activities draw from a large number of resources established by Federal and private sources. Many of these resources are available at FEMA's Mitigation website at https://www.fema.gov/what-mitigation and FEMA's Building Science website at https://www.fema.gov/building-science.

(1) *Federal Emergency Management Agency design guides.* Table 16–1 identifies some of the recommended design guides and technical bulletins available from the FEMA Bookstore (1–800–480–2520). Additional titles are available from FEMA on a regular basis and at no cost to the installation. For more information, see catalog of FEMA's flood and wind publications and training courses.

Table 16–1
Federal Emergency Management Agency mitigation publications (recommended)

Publications	
Resource #	Title
FEMA 386–1	Getting Started: Building Support for Mitigation Planning
FEMA 386–2	Understanding Your Risks: Identifying Hazards and Estimating Losses
FEMA 386–3	Developing the Mitigation Plan: Identifying Mitigation Actions and Implementation Strategies
FEMA 386–4	Bringing the Plan to Life: Implementing the Hazard Mitigation Plan
FEMA 386–7	Integrating Manmade Hazards into Mitigation Planning
Design Guides	
FEMA 55	Coastal Construction Manual
FEMA 550	Recommended Residential Construction for the Gulf Coast
FEMA 361	Design and Construction Guidance for Community Shelters
FEMA 388	Safe Room and Community Shelter Resource CD
FEMA 259	Engineering Principles and Practices for Retrofitting Flood prone Residential Buildings
FEMA 424	Design Guide for Improving School Safety in Earthquakes, Floods, and High Winds
FEMA 543	Design Guide for Improving Critical Facility Safety from Flooding and High Winds
FEMA 577	Design Guide for Improving Hospital Safety in Earthquakes, Floods, and High Winds
Technical Bulletins	
FEMA	Residential sheltering: In-residence and standalone shelters (for tornadoes)

Notes:

[1] This course is mandatory for all members of the Mitigation subcommittee, if established.

(2) *Federal Emergency Management Agency mitigation courses.* Table 16–2 identifies some of the recommended mitigation courses currently available from FEMA and select State Emergency Management Agencies. Additional courses may be available at the State and local levels and at the FEMA Emergency Management Institute (EMI) in Emmitsburg, MD. IS courses are available for free online at https://training.fema.gov/is/crslist.aspx.

Table 16–2
Federal Emergency Management Agency mitigation courses

Resource #	Title
IS–393A	Introduction to Hazard Mitigation[1]
IS–279	Engineering Principles and Practices for Retrofitting Flood-Prone Residential Buildings
IS–386	Introduction to Residential Coastal Construction
FEMA 312	Multi-Hazard Mitigation Design Considerations
FEMA 550	Intro to Coastal Foundation Design and Construction for Local Officials/Design Professionals (2 versions)
FEMA E386	Retrofitting Flood-Prone Residential Buildings

Table 16–2
Federal Emergency Management Agency mitigation courses—Continued

FEMA 543	Design Guide for Improving Critical Facility Safety from Flooding and High Winds

Notes:

[1] This course is mandatory for all members of the Mitigation sub-committee, if established.

16–4. Public works

a. Requirement. Each IEM will meet on no less than a semi-annual basis with the supporting DPW representatives to ensure that public works projects, to include new building construction (military construction (MILCON)) and refurbishment or repairs of existing facilities, support the construction standards established in references UFC 4–010–01 and 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.

b. Issues. Key areas of concern regarding mitigation activities should be identified through the processes identified in chapters 4 and 5. These areas include the following:

(1) Utility systems, especially power distribution and water treatment/distribution.

(2) Dams and levees.

(3) Lightning and power surge protection.

(4) Landslide and mudslide containment structures.

(5) Earthquake retrofit requirements, especially in light of EO 12699 (take FEMA online course IS–8A for additional information).

Note. Protection and consolidated operation of HVAC systems is identified throughout this publication as a key concern with regards to SIP operations. HVAC protection should also address hazard-specific temporary measures, to include screen and filter additions for volcanic ash fall incidents and for restoration of HVAC systems post-flooding incidents.

16–5. Information management

Each IEM will meet on no less than a semi-annual basis with the supporting NEC representatives to ensure that information technology requirements necessary to include support MWNSs, 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. These issues require careful, consistent, and constant coordination with the mission owners (for continuity issues), facility owners, and the applicable installation EMWG representatives to ensure that capabilities exist instead of solely wiring and hardware, to include training and exercising of personnel on new systems. These systems include failover, failback, and remote storage and access capabilities for designated continuity programs, as well as, the installation EOC and secondary EOC location.

16–6. Tenant organizations and commercial businesses

Each IEM will meet on no less than a semiannual basis with the supporting tenant organization and commercial business representatives of the installation EMWG to ensure that these tenants are addressing mitigation needs in their facilities and structures. Proper business mitigation efforts support the overall mitigation strategy by reducing the risk of facility damage due to fire, flooding, destructive weather, seismic events, and other identified hazards. A best practice for this process is the use of a pre-coordinated mitigation committee session focused on this issue.

16–7. Infrastructure coordination

a. Critical infrastructure. Each critical infrastructure risk manager should meet on no less than a semiannual basis with the owners of critical infrastructure, such as specific utility, transportation, or other related providers or responsible agencies, to identify mitigation efforts being taken by these responsible agencies, including a review of applicable mitigation plans, if permitted by these responsible agencies. A best practice for this process is to coordinate this effort with existing regionally-based government and/or sector coordinating councils established under NIPP, when available. Critical infrastructure risk managers will ensure that their efforts are coordinated with the IEMs.

b. Utility coordination. Each IEM will meet on an as-needed basis with owners of external utilities, such as power, communications, water, waste management, and sewer/wastewater companies, to identify mitigation efforts being taken by these utility owners, including a review of applicable mitigation plans, if permitted by these providers. A best practice for this process is the use of a pre-coordinated Mitigation Committee session focused on this issue.

c. Technological hazards coordination. The same requirements exist for owners of specific technological hazards, such as dams, levees, airfields, rail transportation, mass transit systems, ferry systems, (petro) chemical facilities and related manufacturing, storage, or transportation systems, with the potential or historical impact to the Army installation. A best practice for this process is to coordinate these activities with the emergency managers of local civil jurisdictions as well as attend the LEPC meetings, where many of these agencies are represented.

Chapter 17
Prevention Activities

17–1. Prevention concept

a. Overview. Prevention activities are designed to avoid an incident or to 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; and, as appropriate, 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 program, and, for FHP issues, the U.S. Army Medical Command (MEDCOM).

b. Coordination. The task presented to IEMs is the coordination of these efforts into an integrated strategy to ensure effective coordination of effort and resources. Examples of prevention activities include the following:

(1) AT program, LE, and physical security prevention activities as described in references AR 525–13 and AR 190–13 to include crime prevention, terrorism prevention, surveillance detection, counter-surveillance, and community policing.

(2) MTF (or hospital) prevention activities such as vaccinations, immunizations, syndromic surveillance, vector control, and preventive health procedures.

(3) F&ES prevention activities such as fire investigation and fire safety education.

(4) Information technology prevention activities such as Information Assurance and user training efforts.

17–2. Prevention strategy

The installation EMWG will develop and promulgate an installation prevention strategy to reduce the human causes and consequences of identified hazards in close coordination with the installation ATWG, information assurance (IA) staff, and the MTF commander. The installation EMWG will coordinate with the existing installation ATWG and the MTF commander to ensure that the comprehensive, integrated prevention goals are addressed in existing plans and procedures. The best practice is to identify a prevention committee of select members of the installation EMWG and installation ATWG to perform this function.

17–3. Prevention planning

Prevention planning is conducted by the installation ATWG and the supporting MTF commander. Prevention plans, such as the installation AT plan, installation physical security plan, IA Plan, and associated medical response plans, will describe the prevention strategies associated with hazards identified during the risk management process described in chapter 5. Prevention plans will also consider prevention 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.

17–4. Antiterrorism program

a. Requirement. Each installation ATWG is highly encouraged to include the IEM as a designated core member of the working group.

b. Issues. Key areas of concern regarding all-hazards prevention activities should be identified through the processes identified in chapters 4 and 5. These areas include the following:

(1) Jurisdictional boundaries and associated restrictions.

(2) Integration of AT risk management process, results, and products into all-hazards risk management process.

(3) MEVA identification process.

(4) Alignment and coordination with FPCON levels.

(5) Access control procedures and requirements.

(6) Support agreements with other DOD installations and local civil jurisdictions.

(7) Terrorist incident response procedures.
(8) Resource management coordination.
(9) Existing additional duty manpower assignments in support of AT and physical security requirements (resource management issue).
(10) Evacuation management and mass care security requirement.
(11) Resource typing process.
(12) Integration of technology and data systems, to include security cameras, alarm systems, and detection systems across all-hazards and in support of installation dispatch center and installation EOC requirements.
(13) EM Program support of Standard 20 and 21 requirements of DODI 2000.16.
(14) Coordination regarding CVAMP process, especially prioritization of needs.
(15) Coordination and support of assessment and assistance visits, including DOD IVA (DOD IVA, formerly Joint Service Installation Vulnerability Assessment, FPATs, HHATs, and SAVs as described in chapter 20.

17–5. Integration of prevention and response phases

Prevention phase activities include active, ongoing operations to deter, detect, and defend Army installations from terrorism and criminal threats on a daily basis. There is no clear line of demarcation between many of these activities, such as entry control points, maintaining the installation perimeter, intrusion detection, monitoring cameras and alarms, and other such functions, as these activities do not end solely because response operations are underway in one or more installation zones. Such activities are essential to a successful response as they provide vital information to the installation dispatch center and installation EOC as well as down to the incident commander and provide for access and direction to external mutual aid responders while coordinating outbound and inbound movement of evacuation traffic and mass care resources. It is best to consider the challenge as integration of existing prevention activities as a supporting component of response and recovery operations through pre-incident preparedness and coordination. The scale and complexity of these response operations range from Type 5 incidents (least complex) to Type 1 incidents (most complex) as shown in chapter 2, figure 2–1. The establishment of either of the following systems is the clearest possible indication that the installation has begun response operations:

a. ICS activation by qualified, trained, certified, and experienced LE, F&ES, environmental OHS spill response team, environmental OSC, or public works.

b. MACS activation (pre-ICS activation) by (a) the installation commander or the commander's designated representatives, to include the garrison commander and the staff duty officer, or (b) predetermined installation dispatch center SOPs.

Chapter 18
Response Operations

18–1. Response overview

a. Response operations. 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, and human-caused hazards impacting or with the potential to impact the jurisdiction, supported mission, the protected populace, or supporting critical and routine infrastructure until the transition to the recovery phase as described below.

(1) *Transition to response phase.* The scale and complexity of these response operations range from Type 5 incidents (least complex) to Type 1 incidents (most complex) as shown in chapter 2, figure 2–1. As identified in chapter 17, the establishment of either of the following systems is the clearest possible indication that the installation has begun response operations:

(a) ICS activation by qualified, trained, certified, and experienced LE, F&ES, environmental OHS spill response team, environmental OSC, or public works.

(b) MACS activation (pre-ICS activation) by: (a) the installation commander or the commander's designated representatives, to include the garrison commander and the staff duty officer, or (b) predetermined installation dispatch center SOPs.

(2) *Response phase goals.* The goal of all functional areas is to employ effective, safe, legal, and environmentally sound response procedures in order to do the following:

(a) Provide comprehensive protection for all personnel against all natural, technological, and human-caused hazards.

(b) Sustain critical operations during an emergency.

(c) Maintain and/or restore essential operations and essential services post-incident.

b. Resilient community. As stated in chapter 2, successful response operations begin with a resilient Army community that is actively engaged in the Ready Army Community Preparedness Campaign. The majority of any installation's available resources during response operations exist in the individuals, families, tenants, and businesses that work, live, and operate on the installation on a daily basis. These residents and tenants decide early on how well response operations will succeed or fail in meeting the goals of the Army EM Program (see chap 1 for vision, mission, and goal information). It is these residents that will recognize a hazard, notify the installation dispatch center via 911 (or the local emergency number), and take the initial protective actions in accordance with their instincts, experience, and training (Ready Army), to include evacuating, sheltering-in-place, treating the wounded, and providing critical information to first and emergency responders. These residents will take these actions well before the MWNS is activated or the first unit is on the scene. Once the MWNS is activated, past engagement through the Ready Army Campaign will have helped build the level of trust, knowledge, confidence, and aptitude to follow the protective action recommendations quickly and effectively. This consistent, positive messaging prior to an emergency extends to building the trust base required for effective EPI throughout the response and recovery phases.

c. Continuity at all levels. As stated in chapter 2, successful response operations require continuity at all levels from the highest levels of government (continuity of government) to all critical or essential operations (COOP) to essential services, headquarters and staff functions, tenant organizations, and commercial businesses (business continuity). The reason for the installation's existence is to enable mission execution in support of the national military strategy. The MEFs necessary to perform these missions reside in all manner of information, expertise, capabilities, and facilities. It is not operationally or financially possible to sustain all MEFs all of the time in an all-hazards environment. However, it is possible to mitigate the potential effects of these hazards to these MEFs through a comprehensive, integrated continuity program. The same applies to all of the headquarters, staff, and business functions that organize and maintain all of the necessary elements of operational readiness and community life on the installation. All of these supporting functions make up the "normalcy" that the installation is striving to achieve during the recovery phase. The sooner these functions are restored to normal operations, then the sooner the protected populace can return to a semblance of normal, daily life after an emergency. This speed to recovery is enabled first and foremost by an aggressive continuity program at every level.

d. Capabilities-based planning. As stated in chapter 6, the EM Program employs a capabilities-based emergency planning process to effectively develop, employ, and sustain EM capabilities applicable across all identified hazards. These EM capabilities must be flexible enough for use in all emergencies, including unforeseen incidents, yet detailed enough to provide a COA for installation commanders to proceed with preplanned responses to any incident.

e. Core components. As stated in chapter 6, these EM capabilities will consist of 6 core components common to the Response to all emergencies, regardless of cause. These core EM capabilities include: (1) C3, (2) MWN, (3) community preparedness, (4) first and emergency responders, (5) Public Health and Medical Services, and (6) mass care. A capability is not deemed to exist until it is properly organized, manned, trained, equipped, exercised, evaluated, maintained, and sustained. See table 2–2 for additional information.

18–2. Operational environment

a. Defining the operational environment. As identified in chapter 1, the operational environment in which the EM Program is employed is diverse and cannot effectively be condensed into a single description. The operational environment includes a wide array of political and geographic environments, each having a unique mix of natural, technological, and human-caused hazards. In order to ensure a common reference point within incident management discussions, it is important to define the operational environment as best as possible so that the concepts described below may be put in an agreed-upon scope and context understood by all parties.

b. Shared capabilities. Each jurisdiction maintains some or all of the EM Capabilities required to successfully execute the jurisdiction's EM plan. Many of these resources may be unique to only 1 or 2 jurisdictions (such as Hospitals, HAZMAT Response capabilities, or EOD/bomb squad capabilities) yet may be required by neighboring jurisdictions should an emergency occur. Response capabilities may be organic, external, or shared resources.

c. Compatibility and interoperability. The goal of the Army EM Program is to develop common standards, common terminology, and common processes for meeting the compatible priorities of the Army and the surrounding jurisdictions through the established and commonly understood processes of EM. At its core, this compatibility is achieved through mutual adoption and integration of the principles and procedures identified in NIMS. Each of these jurisdictions have their own distinct incident management requirements, but they must be able to effectively communicate and operate together at the local level, including the ability to use common terminology, exchange data across disparate information systems, and mutually support the efforts of other jurisdictions while maintaining necessary services and capabilities for their own jurisdiction. The ability to plan individually for every eventuality in an all-hazards environment does not exist within Army installations or local civil jurisdictions and both communities have

therefore adopted the concept of comprehensive, integrated EM in order to develop, exercise, and maintain those common NIMS principles.

d. Response timeline. As Category 5 first responders initially assess the incident and make a determination that the magnitude will overwhelm installation and local resources, the installation commander may deem it necessary to request assistance from higher levels. Type I - III installation commanders must be prepared to address response operations for Type 1–5 Incidents for a minimum of 4–6 hour while waiting for additional local, Army, State, tribal, Joint, DOD, and/or Federal (or HN) assistance. Type IV installations will be reliant upon Federal, State, and local (or HN) assistance immediately.

Note. As defined within chapter 1, there are two basic geographical groups of installations; foreign locations (overseas) and domestic locations. Installations may be further defined by their location relative to local civil jurisdictions and supporting resource providers Remote installation is a term used to define an installation, which due to its remote location in relation to other U.S. or HN response assets, may require additional capability to adequately respond to and recover from an emergency. In some cases, this remote nature may actually decrease the risk of specific incidents occurring, but in most cases this remote nature increases the time that the installation (or region) may have to survive independently of outside assistance, especially qualified assistance trained to equivalent standards. In these cases of remote installations, additional EM capabilities may be required in order to ensure successful response and recovery operations. Type V installations should align their response times with Type III installations.

e. Time considerations. An emergency may occur anywhere, at any time. Therefore, it is important to keep in mind the limitations of Category 5 personnel, especially those personnel that do not maintain a 24 hour/7 day a week (24/7) presence onboard the installation (for example, installation EOC team, most medical personnel, public works, evacuation management, and mass care). In addition, many Category 1 personnel do not maintain a 24/7 presence at their operating location and may require immediate guidance and/or transportation to specific locations within the installation in order to perform or complete their assigned MEFs and/or activate their continuity plans. Another variable is represented by the protected populace (Category 2–4), especially those personnel with residences onboard the installation, which varies greatly depending on time of day, day of the week, and local events.

(1) *Dispersion and effects modeling.* This factor is very noticeable within the available dispersion and effects modeling systems described in chapter 11. These models, when providing potential effected population figures, often utilize night-time census figures and do not currently have the ability to incorporate a moving population base due to work requirements.

(2) *Access control.* The FPCON Delta problem is a unique time constraint to terrorist incidents as references AR 525–13 and DODI 2000.16 call for securing or strictly limiting entry and exit from an installation post-incident. As the gates close, the movement of both unaffected and effected personnel comes to a halt. The movement restriction includes the mutual aid response community as well as evacuation from one or more installation zones.

18–3. Responder safety

a. Responder accountability. Accountability of all responders during an incident is essential and a significant part of ICS. In accordance with AR 420–1, NFPA 1561, NFPA 1500, and NFPA 472 address the need for establishing an accountability system. They recommend that the incident management system used by the department include a standard personnel identification system to maintain accountability for each individual engaged in activities at a scene through a Responder Accountability System. It is the responsibility of the incident commander and supporting staff to have a constant and accurate knowledge of where assigned personnel are operating. A Responder Accountability System that tracks personnel both by location and function is absolutely vital to the safety of the high demand/low density resources. The system needs to have the ability to provide a rapid accounting of all individuals at the scene at all times. The system also needs to be able to track movement of personnel such as those entering and leaving control zones where special protective equipment is required.

(1) *Personal Alert Safety System.* In addition, every Category 5 individual using a self-contained breathing apparatus (SCBA) is required to have a PASS device. This device needs to be activated when the individual is involved in firefighting, rescue, or other hazardous duties. PASS devices are designed to set off an audible alarm when the user becomes motionless for 30 seconds. The alarm is manufactured so that any movement by the user resets the alarm and that the PASS device can be manually activated by the user whenever assistance is required. These devices are not designed to be heard outside a building, but they are intended to alert nearby personnel that someone is missing, lost, or trapped.

(2) *Personnel accountability reports.* Another important part of the accountability system includes periodical accountability checks ("roll call") known as personnel accountability reports (PAR). This is a reporting system that enables the incident commander to perform status checks of all personnel at designated times and intervals during the

incident. Examples include conducting surveys at major milestones during the incident (for example, after evacuation) and at set, predetermined, times to ensure all downrange personnel are accounted for. Along with a verbal communication, written documentation must coincide each time a PAR survey is completed. The accountability function is assigned to the safety officer, who needs to ensure completion of a PAR sheet, which includes the name of the accountability officer, a list of the command teams and personnel names, as well as the number of teams and their duties, the time of the PAR survey, if all personnel are accounted for, and any other relevant information. This ICS-mandated PAR concept should not be confused with the larger Personnel Accountability requirements for Category 2–4 personnel as identified in chapter 12.

(3) *Incident scene evacuation signal.* An audible evacuation system is also required that notifies all Category 5 personnel to evacuate an area where an imminent hazard condition exists. An emergency evacuation is ordered when an extremely serious emergency has occurred or is about to happen. Examples of such emergencies are missing responders, explosions, and structural collapse. Unlike a withdrawal, an emergency evacuation requires that responders leave behind all equipment and the incident commander ensures conduct of a roll call. An emergency evacuation is a rare event in emergency response, and thus confusion and delay often occur when it is ordered in multi-agency, multijurisdictional emergencies. For this reason, a pre-arranged audible signal should be sounded to alert downrange personnel of an emergency evacuation. All assigned Category 5 personnel who are assigned downrange assignments should be trained to evacuate the designated incident scene at the sound of the signal. Examples of signals include a special tone on the radio channel or horn blasts or sirens from various apparatus. Once the signal sounds, a radio message describing the emergency would follow and then personnel should gather with their team where a PAR survey would follow to ensure all team members are accounted for after the evacuation.

b. Personal protective equipment. PPE, to include respiratory protection, is addressed in chapter 14.

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

d. Confined space entry. All confined space entries will be conducted in accordance with applicable portions of AR 385–10. Entry into a confined space will not be performed during any response operations without the order of the incident commander. The incident commander will not order such an entry except in the case of an imminent loss of life or a MEF and, whenever possible, will consult with the confined space PM prior to making the decision to send personnel into a confined space.

e. Secondary hazards. All emergencies may have one or more secondary hazards associated with the initial incident. These secondary hazards may include explosive devices, improperly or inadequately stored hazardous materials, and HAZMAT off-gassing by combustion of common, residential appliances as well as other hazards. In addition to HAZMAT secondary to an initial incident, keep in mind that structural hazards, such as falling debris, and health hazards, such as molds, mildew, and disease, exist secondary to any significant emergency.

Note. Terrorist and criminal incidents may include secondary devices especially designed to target responder, media, or bystanders or response and recovery-related infrastructure. All responders should assume that a secondary device will be present on the scene of a terrorist or criminal incident. The primary responsibility for secondary device management lies with LE with support from EOD/bomb squad units, whenever available.

18–4. Incident notification

a. Overview. The incident notification process utilized by the EM Program is based on satisfying the requirements set forth by Federal, DOD, Joint, and Army policy while enabling rapid access to the installation's response partners in the local civil jurisdictions. NIMS describes the operational components of the notification process for civilian authorities, while the NRF provides the incident management framework for all Federal, State, tribal, and local response partners. The key requirements for notification of the military chain of command of a potential or actual incident are derived from AR 190–45 and applicable GCC and ASCC guidance.

b. Event triggers. An initial event or series of events results in a "trigger" that sets in motion a series of response actions. Triggers may be the result of: (1) recognition of a physical hazard by members of the community or Category 5 units at a post or on patrol, (2) a warning received from information sources (such as LE, public health, and meteorology agencies), or (3) an alarm or signal received from access control, detection equipment, or syndromic surveillance systems. See the medical response section below for additional information on medical responsibilities.

18–5. Incident reporting

The existing operational report (OPREP–3) guidance contained in Chairman Joint Chiefs of Staff 3150.05D and AR 525–1 and the serious incident report policy contained in AR 190–45 provide detailed incident reporting procedures for installation commanders.

Note. Nothing within these procedures is intended to override existing event-specific reporting procedures or requirements, especially in the areas of medical incidents and chemical, biological, radiological, and/or nuclear accident/incident response.

18–6. Incident management

a. National Incident Management System. NIMS provides applicable guidance on incident management systems and processes. See chapter 11 for additional information on C3 capabilities at the installation-level.

b. National Response Framework. The NRF provides applicable guidance on incident management structure and practical applications within domestic locations. See chapter 11 for additional information on C3 capabilities at the installation-level.

18–7. Response organization

a. Overview. Chapter 2 identified by installation type the required resources necessary for effective response and recovery operations. Chapters 10–12, 16–17, and 19 guided development and alignment of specific resources (continuity, C3, evacuation, mass care, recovery) requiring new task-organized capabilities. This chapter focuses on the coordination, integration, and alignment of existing response capabilities with additional task-organized team requirements only when gaps have been identified through exercise AARs, lessons learned, and applicable assessment results.

b. Hazard-specific guidance. All capabilities are designed to support the common core components applicable to all emergencies. No 2 emergencies are completely identical and the installation EMWG is tasked to develop HSAs as part of the installation EM plan to identify specific requirements during preparedness activities, to the extent possible. As functional areas develop their supporting FAAs and these FAAs are coordinated through the installation EMWG, functional areas may identify necessary changes to recommend resource typing definitions and should make appropriate changes at the local level. If such changes appear to have applicability across multiple installations, then the installation will promote the identified best practice to DAMO–ODP via their supported region.

18–8. Law enforcement and physical security

a. Requirement. In order to provide LE and physical security functions to the Army community as required by AR 525–13, AR 190–13, AR 190–24, AR 190–56, DODI 2000.16, AR 525–27, and DODI 6055.17, all EM programs will coordinate with DES on the capabilities and capacity of assigned LE and Physical Security resources, including Security Guards. LE and Physical Security units will organize, train, equip, and exercise response capabilities consistent with the guidelines established in references AR 525–13 and AR 190–13. The employment of these response capabilities supports both the routine LE and physical security requirements on Army installations and the requirements identified within this publication in order to respond effectively to a Type 3–5 Incident impacting or with the potential to impact an Army installation. LE and physical security will contribute to the LE and physical security FAA and develop supporting SOPs based upon assigned functions and tasks identified within the installation EM plan. LE and physical security personnel will be designated in writing by the installation EMWG as Category 5 (first responders) during the community profile process (see chap 4). Nothing in this publication requires the development of new or additional capabilities in this functional area; just the coordination and integration of existing organic capabilities with existing external capabilities resident in local civil jurisdictions, other DOD installations, and other external response partners.

(1) *Considerations.* Considerations regarding authorities and duties of Army LE personnel include, but are not limited to:

(a) The authority of DA civilian police and security guard personnel to perform LE and security functions is prescribed in AR 190–56 and restricted by reference 18 USC 1385.

(b) Military police have the authority to enforce laws and provide security as directed by installation commanders and make apprehensions in accordance UCMJ, Art. 7 302(b)(1).

(c) Use of Army LE and physical security personnel outside the boundaries and authorities for the installation's legal jurisdiction is prohibited in accordance with Law, DOD policy, and Army policy

(2) *Contract Guard Force.* Considerations regarding the use of Contract Guard Force personnel (authorized by Title 10, Section 2465) include, but are not limited to the following:

(a) Statement of work and applicable contract documents and specifications must reflect the decision to assign contractors to work in hazardous environments, if determined necessary by DES.

(b) If contractors are assigned responsibilities requiring specialized PPE, to include respiratory protection, then these responsibilities come with associated physical conditioning, RPP enrollment and participation, training, equipment, exercise, evaluation, maintenance, and sustainment requirements and costs.

(c) It is highly recommended that contract guard force personnel be utilized in cold zone operations, such as ECP, TCP, evacuation collection points, and mass care facilities, to the maximum extent possible as an alternative to issuing specialized PPE with the associated cost burden.

b. Services. LE and physical security units organic to the Army installation may have a range of capabilities with varying capacity depending upon local conditions, past and current funding, and historical incidents. For the purposes of this publication and in keeping with AR 525–13 and AR 190–13, the LE and physical security functional area includes the following:

(1) Dispatch operations conducted either independently or in collaboration with other Category 5 first responders, to include F&ES.

(a) Assumes LE and physical security dispatchers are trained, certified, and maintained as DOD Telecommunicator I or II depending upon assignments in accordance with DOD 6055.06–M and NFPA 1061.

(b) Assumes bilingual or multilingual capabilities at foreign locations (overseas) and at select domestic locations.

(c) Functions typically include the following:

1. Emergency call-taking (911 or local emergency number).
2. Alarm monitoring.
3. Security camera monitoring and/or access.
4. Receiving external notifications (medical, public health).
5. Operating the MWNS.

(2) LE and physical security operations. Functions typically include the following:

(a) Conduct patrol operations.

(b) Conduct fixed post and/or station operations.

(c) Maintain entry control point (ECP) access control.

(d) Establish incident command (depending upon incident).

(e) Support incident commander as LE branch director within the ICP operations section.

(f) Comply with responder accountability requirements.

(g) Conduct and/or support scene assessment.

(h) Establish incident site cordon and/or perimeter.

(i) Establish and/or support incident site entry and/or exit control procedures.

(j) Conduct search for secondary devices and hazards, as directed.

(k) Establish procedures to permit entry of mutual aid responders into the installation during increased FPCON levels.

(l) Establish and/or support traffic control points (TCPs) and safe routes for evacuation and for ingress of emergency vehicles.

(m) Support continuity program security requirements.

(n) Provide security for ICP, staging area(s), EOC, JIC, MTF, evacuation collection points, and mass care facilities.

(o) Conduct scene/evidence preservation (all environments).

(p) Conduct evidence collection, as directed (non-contaminated environments).

(q) Ensure chain of custody procedures are implemented and maintained.

(r) Conduct and/or support criminal investigations, as directed.

(s) Provide special reaction teams, as directed.

c. Process. LE and physical security units are Category 5 first responders to emergencies as identified in installation dispatch center SOPs. LE and physical security units will be activated by the installation dispatch center through the emergency communications system and as identified in the installation EM plan through the MWNS with a team-specific recall group assignment, to include off-duty personnel as specified by DES.

d. Concept of employment. The concept of employment for LE and physical security personnel is divided into 5 components: hot zone, warm zone (casualty decontamination team), warm zone (warm zone-cold zone cordon), cold zone or non-contaminated environments (ICP/staging areas), and cold zone/non-contaminated environments (other areas).

(1) *Cold zone operations or non-contaminated environments (other areas).* LE and physical security personnel solely conducting operations in the cold zone will employ normal patrol uniform with associated service equipment. No PPE or respiratory protection is normally required unless directed by the incident commander or installation EOC. These include the recommended assignments for all DOD contractors and additional duty personnel conducting physical security functions. See table 18–1 for more information.

(2) *Cold zone operations or non-contaminated environments (incident command post/staging areas).* LE and physical security personnel solely conducting operations in the cold zone will employ normal patrol uniform with

associated service equipment. No PPE or respiratory protection is normally required unless directed by the incident commander. See table 18–1 for more information.

(3) *Warm zone operations (warm zone-cold zone cordon personnel).* LE and physical security personnel establishing and maintaining the security cordon along the warm zone-cold zone boundary will employ Level C PPE with approved NIOSH CBRN-certified APR. See table 18–2 for more information.

(4) *Warm zone operations (casualty decontamination team members).* LE and physical security personnel conducting security of the casualty decontamination corridor and responsible for the preservation of evidence within the warm zone (for example, personal belongings) will employ Level C PPE with approved NIOSH CBRN-certified PAPR. See table 18–3 for more information.

(5) *Hot zone operations.* LE and physical security personnel will not operate in an unknown contaminated environment requiring Level A PPE. LE personnel who are organized, trained, certified, credentialed, equipped, and maintained with DOD IFSAC HAZMAT operations plus additional task-specific competencies as required to perform assigned functions and tasks may operate in no greater than Level C PPE with approved NIOSH CBRN-certified APR or PAPR with the specific authorization of the incident commander and in coordination with the HAZMAT branch director.

e. Location and/or infrastructure. LE and physical security units will be located in appropriate facilities as determined and resourced by DES. LE and physical security assets, to include structures, apparatus, pre-designated areas, and posts/stations, will be geo-coded in the installation EOC's IMS for rapid identification and resource management.

f. Management. LE units are staffed with paid professional personnel as determined and resourced by DES. Physical security units, depending upon local conditions and policy, may be staffed with a mix of uniformed personnel, DA civilians, and DOD contractors with optional augmentation by predesignated additional duty personnel.

g. Equipment. LE and physical security units are equipped with appropriate equipment and rolling stock as determined and resourced by the LE chief and the DES.

h. Army resource typing definitions. As detailed in chapter 9, Army installations primarily develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. In the case of LE and physical security, existing capabilities on Army installations do not meet existing NIMS Tier One asset minimum requirements. If local definitions are used, then these resource typing definitions should be frequently socialized with local civil jurisdictions (and HNs). Army installations may align to local standards given the same service output and performance objectives. Report local resource typing definitions and variations to the supported installation owning command for consolidation and forwarding to DAMO–ODP. As LE is an existing capability with existing requirements regarding assigned LE and physical security operations and capabilities, tables 18–1 through 18–3 only identifies the training and equipment requirements of those existing personnel assigned to support specific functions identified in AR 525–27 and DODI 6055.17. Additional tables will be developed in coordination with the OPMG and provided to the field once approved for release.

Table 18–1
Law enforcement and physical security resource type definitions: personnel solely assigned to cold zone operations

Resource	**Law enforcement cold zone personnel**			
Category	Law enforcement		Kind	Personnel[1]
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Training requirements				
DOD IFSAC HAZMAT Awareness	NFPA 472	ALL	ALL	ALL*
Supporting equipment capabilities				
None (Patrol Uniform/Equipment)	—	—	—	—

Legend for Table 18–1:
* If assigned.
X - required minimum capability as fielded by JPM–IPP and AEFRP Tier 2 and Tier 1 material packages.
"-" - not required.

Notes:

[1] Manpower must be organized, trained, certified, credentialed, equipped, exercised, evaluated, maintained, and sustained as specified in this publication.

Table 18–2
Law enforcement and physical security resource type definitions: personnel enforcing warm zone-cold zone cordon — Continued

Resource	Law enforcement warm zone-cold zone personnel			
Category	Law enforcement		Kind	Personnel[1]
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Training requirements				
DOD IFSAC HAZMAT operations[2]	NFPA 472	ALL	ALL	—
DOD IFSAC HAZMAT awareness	NFPA 472	ALL	ALL	ALL*
OSHA RPP training	29 CFR 1910.134	ALL	ALL	—
RPP enrollment	29 CFR 1910.134	ALL	ALL	—
Supporting equipment capabilities				
Level C PPE ensemble	Per person	X	X	—
APR[3]	Per person	X	X	—
Voice amplifier (APR)	Per person	X	X	—
Gear bag	Per person	1	1	—

Legend for Table 18–2:
* If assigned.
X - required minimum capability as fielded by JPM–IPP and AEFRP Tier 2 and Tier 1 material packages.
"-" - not required.

Table 18–3
Law enforcement and physical security resource type definitions: personnel supporting casualty decontamination team

Resource	Law enforcement warm-zone-cold zone personnel			
Category	Law enforcement		Kind	Personnel[1]
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Training requirements				
DOD IFSAC HAZMAT operations[2]	NFPA 472	ALL	ALL	—
DOD IFSAC HAZMAT awareness	NFPA 472	ALL	ALL	—
OSHA RPP training	29 CFR 1910.134	ALL	ALL	—
RPP enrollment	29 CFR 1910.134	ALL	ALL	—
Supporting equipment capabilities				
Level C PPE ensemble	Per person	X	X	—
PAPR[3]	Per person	X	X	—
Voice amplifier (PAPR)	Per person	X	X	—
Gear bag	Per person	1	1	—

Legend for Table 18–3:
* If assigned.
X - required minimum capability as fielded by JPM–IPP and AEFRP Tier 2 and Tier 1 material packages.
"-" - not required.

Notes:

[1] Manpower must be organized, trained, certified, credentialed, equipped, exercised, evaluated, maintained, and sustained as specified in this publication and NFPA 472.

[2] NFPA 472 (2008 Edition) includes specific competencies for LE personnel. Role of assigned personnel (this is not the entire force, only select personnel) is to establish LE presence at head of decontamination line inside the warm zone to collect belongings by individual victim and maintain chain of custody for contaminated evidence, if applicable.

[3] All respiratory protection to meet applicable NIOSH CBRN standards.

18–9. Explosive ordnance disposal or bomb squad response

a. Requirement. All EM programs will coordinate with tenant EOD teams, other DOD installations, and local civil jurisdictions on the capabilities and capacity of available EOD/Bomb Squad units. EOD/bomb squad units are not an integral, organic part of the installation organization and are therefore shared resources with 1 or more mission commanders, (2) 1 or more DOD installations within the geographic area, (3) 1 or more local civil jurisdictions, and/or (4) 1 or more Federal or state agencies. EOD/bomb squad functions may be conducted by operational mission personnel if previously coordinated with, approved, and authorized by their supported mission commander. Regardless of organic resources, it is the responsibility of all installations to identify 2 or more EOD/bomb squad resources outside of the installation and in the geographic area and identify and document procedures to request these resources, to include an estimate of deployment/travel times. Support agreements will be established with one or more providers to provide a reasonable expectation of 24/7 availability of EOD/bomb squad functions, if possible given the geographic location and local civil jurisdiction participation.

Note. Nothing in this publication requires the development of new or additional capabilities for EOD and/or bomb squad units regarding this functional area; just the coordination and integration of existing organic capabilities with existing external capabilities resident in local civil jurisdictions, other DOD installations, and other external response partners.

b. Services. EOD and/or bomb squad units have a range of reconnaissance, identification, and render safe procedures (RSP), and disposal capabilities with varying capacity depending upon local conditions and requirements. For the purposes of this publication and in keeping with AR 75–15 and FEMA 508–6, EOD/bomb squad units provide the following services:

(1) Device localization.
(2) Incident scene reconnaissance.
(3) Device identification.
(4) Device neutralization.
(5) RSP.
(6) Recovery and exploitation.
(7) Disposal.

c. Process. EOD and/or bomb squad units are the first responders to emergencies involving explosive or incendiary devices, as well as, CBRN devices with a suspected or actual explosive component. When required based upon the hazards present at the incident scene, the supported incident commander may request EOD and/or bomb squad units either as a first alarm or follow-on resource. Upon arrival at the incident scene, the arriving EOD and/or bomb squad unit checks in with the incident commander as an available resource. In coordination with the ICP operations section chief, the team conducts localization procedures in order to establish a complete tactical picture of the downrange environment. The team then leader assists the incident command staff with recommended COAs based upon the available information and proposes a plan for execution of the approved COA, including a neutralization plan. After the completion of RSP, the team leader reviews the situation and recommends a final disposal of the device as well as any applicable component recovery and exploitation requirements. All recovery is conducted in support of the criminal investigation related to the attempted use of an explosive device and will be conducted in accordance with applicable chain of custody procedures in place.

Note. Identified EOD and/or bomb squad units should be integrated into the installation EMWG and the emergency planning process to the greatest extent possible. Designated representatives should review all elements of the installation EM plan regarding the potential or actual use of explosive and incendiary devices, to include the supporting SOPs and the bomb threat plan. Identified units should conduct a site survey of the installation and requests should be made by the installation for classes or orientation seminars on bomb threat search procedures and device/incident recognition, if possible.

d. Army resource typing definitions. EOD and/or bomb squad units are Nationally-typed Tier One assets as detailed in chapter 9. See FEMA 508–6 for additional information on EOD/bomb squad functions and capabilities.

18–10. Fire and emergency services

a. Requirement. In order to provide F&ES functions to the Army community as required by AR 420–1, DODI 6055.6, DOD 6055.06–M, AR 525–27, and DODI 6055.17, all EM programs will coordinate with DES on the capabilities and capacity of assigned F&ES units. These services may be provided by regional or other external providers. F&ES will organize, train, equip, and exercise response capabilities consistent with the guidelines established in AR 420–1, DODI 6055.6, and DOD 6055.06–M. The employment of these response capabilities supports both the routine

F&ES requirements on Army installations and the requirements identified within this publication in order to respond effectively to a Type 3–5 incident impacting or with the potential to impact an Army installation. F&ES will contribute to the F&ES FAA and develop supporting SOPs based upon assigned functions and tasks identified within the installation EM plan. F&ES will be designated in writing by the installation EMWG as Category 5 first responders during the community profile process (see chapter 4). Nothing in this publication requires the development of new or additional capabilities in this functional area; just the coordination and integration of existing organic capabilities with existing external capabilities resident in local civil jurisdictions, other DOD installations, and other external response partners. Regardless of organic resources, it is the responsibility of all installations to identify 2 or more F&ES resource sets (for example, fire suppression, technical resource operations) outside of the installation and in the geographic area and identify and document procedures to request these resources, to include an estimate of deployment/travel times.

b. Services. F&ES units supporting Army installations may have a range of capabilities with varying capacity depending upon local conditions, past and current funding, and historical incidents. For the purposes of this publication and in keeping with reference AR 420–1, the F&ES functional area includes the following:

(1) Dispatch operations conducted either independently or in collaboration with other Category 5 First Responders, to include LE.

(a) Assumes F&ES dispatchers are trained, certified, and maintained as DOD Telecommunicator I or II depending upon assignments in accordance with DOD 6055.06–M and NFPA 1061.Assumes bi-lingual or multilingual capabilities at foreign locations (overseas) and at select domestic locations.

(b) Functions typically include the following:

1. Emergency call-taking (911 or local emergency number).
2. Alarm monitoring.
3. Receiving external notifications (medical, public health).
4. Operating the MWNS.
5. May include security camera monitoring/access, depending upon local conditions.

(2) Fire prevention, fire suppression, and firefighting operations, to include aircraft rescue and firefighting (crash rescue) when supporting airfield operations.

(a) Assumes F&ES units meet travel and response times in accordance with DODI 6055.6.

(b) Functions typically include the following:

1. Establish incident command (depending upon incident).
2. Ensure responder accountability.
3. Conduct scene assessment.
4. Direct establishment of incident cordon.
5. Direct establishment of entry and/or exit control procedures.
6. Conduct fire suppression operations.
7. Conduct technical rescue operations.
8. Conduct victim rescue operations.
9. Conduct patient extrication operations.
10. Conduct initial triage (depending on provision of EMS).
11. Conduct fire ground overhaul operations.
12. Conduct fire investigations.

(c) HAZMAT response (see HAZMAT response functional area).

(d) EMS operations (see EMS functional area).

(e) Technical rescue capabilities in the areas of vehicle extrication and light structural collapse rescue. Unit-specific capabilities may include: swift water rescue, high and low angle rescue, trench collapse rescue, wilderness SAR, urban SAR, and similar specialties.

c. Process. F&ES are first responders to emergencies as identified in installation dispatch center SOPs. F&ES units will be activated by the installation dispatch center through the emergency communications system and as identified in the installation EM plan through the MWNS with a team-specific recall group assignment, to include off-duty personnel as specified by the F&ES chief.

d. Location and/or infrastructure. F&ES units will be located in appropriate facilities as determined and resourced by the F&ES chief and the DES. F&ES assets, to include structures, apparatus, predesignated areas (for example, fire control rooms or equivalent in high occupancy buildings), fire mains, and hydrants will be geo-coded in the installation EOC's IMS for rapid identification and resource management.

e. Management. F&ES units are staffed with paid professional personnel as determined and resourced by the F&ES chief and the DES.

f. Equipment. F&ES units are equipped with appropriate equipment and rolling stock as determined and resourced by the F&ES chief and the DES.

g. Army resource typing definitions. As detailed in chapter 9, Army installations primarily develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. Unlike most other functional areas, F&ES may be typed as NIMS Tier One or NIMS Tier Two assets depending upon existing capabilities. F&ES is responsible for conducting all resource typing regarding their organic capabilities and external needs and will be referred to reference FEMA 508–4 for resource typing guidance. If local definitions are used, then these resource typing definitions should be frequently socialized with local civil jurisdictions (and HNs). Army installations may align to local standards given the same service output and performance objectives. Report local resource typing definitions and variations to the command that manages the installation for consolidation and forwarding to DAMO–ODP. As F&ES is an existing capability, this publication solely provides examples of existing resource typing definitions for the following resources: See table 18–4, table 18–5, and table 18–6. Additional tables may be developed in coordination with DCS, G–9 F&ES PM and provided to the field once approved for release.

Table 18–4
Fire engine (pumper) resource typing definitions

Resource		**Engine, fire (pumper)**				
Category		Fire and emergency services		Kind	Equipment	
Minimum capabilities		Type I	Type II	Type III	Type IV	Other
Component	Metric					
Personnel	Total	4	3	3	2	2
Equipment[1]	FEMA 508 – 4					
Equipment[1]	Pump capacity	1000 GPM	500 GPM	120 GPM	70 GPM	50 GPM
Equipment[1]	Tank capacity	400 gal	400 gal	500 gal	750 gal	500 gal
Equipment[1]	Hose, 2.5 inch	1200 ft	1000 ft	-	-	-
Equipment[1]	Hose, 1.5 inch	400 ft	500 ft	1000 ft	300 ft	300 ft
Equipment[1]	Hose, 1 inch	200 ft	300 ft	800 ft	300 ft	300ft

Notes:

[1] Typing based upon FEMA 508–4. Additional typing definitions to be developed.

Table 18–5
Fire truck (aerial) resource typing definitions

Resource		**Fire truck - aerial (ladder or platform)**				
Category		Fire and emergency services		Kind	Equipment	
Minimum capabilities		Type I	Type II	Type III	Type IV	Other
Component	Metric					
Personnel	Total	4	4	-	-	-
Equipment[1]	FEMA 508 – 4					
Equipment[1]	Aerial	75 ft	50 ft	-	-	-
Equipment[1]	Elevated stream	500 GPM	500 GPM	-	-	-
Equipment[1]	Ground ladders	115 ft	115 ft	-	-	-

Notes:

[1] Typing based upon FEMA 508–4. Additional typing definitions to be developed.

Table 18–6
Water tender (tanker) resource typing definitions

Resource		**Water tender (tanker)**				
Category		Fire and emergency services		Kind	Equipment	
Minimum capabilities		Type I	Type II	Type III	Type IV	Other
Component	Metric					
Equipment[1]	FEMA 508 – 4					
Equipment[1]	Tank capacity	2000 gal	1000 gal	1000 gal	-	-
Equipment[1]	Pump capacity	300 GPM	120 GPM	50 GPM	-	-

Notes:

[1] Typing based upon FEMA 508–4.

18–11. Hazardous materials response

a. Requirement. In order to provide HAZMAT response functions to the Army community, all EM programs will coordinate with DES on the capabilities and capacity of assigned F&ES units. F&ES will be the lead department in providing the HAZMAT response functional area and personnel performing these functions will be designated in writing by the installation EMWG as Category 5 first responders during the community profile process (see chapter 4). Nothing in this publication requires the development of new or additional capabilities for F&ES regarding this functional area; just the coordination and integration of existing organic capabilities with existing external capabilities resident in local civil jurisdictions, other DOD installations, and other external response partners. F&ES will contribute to the HAZMAT response FAA and develop supporting SOPs based upon assigned functions and tasks identified within the installation EM plan. Regardless of organic resources, it is the responsibility of all installations to identify 2 or more HAZMAT response resource sets (HAZMAT entry team, casualty decontamination teams) outside of the installation and in the geographic area and identify and document procedures to request these resources, to include an estimate of deployment/travel times.

b. Services. F&ES units organic to the Army installation may have a range of HAZMAT response capabilities with varying capacity depending upon local conditions, past and current funding, and historical incidents. For the purposes of this publication and in keeping with AR 420–1, F&ES provides the following HAZMAT response services:

(1) HAZMAT response as described by NFPA 472. Typically, the highest level of organic HAZMAT response competencies will be at either the technician-level or operations-level, though some locations may have HAZMAT specialist-level capabilities. Functions typically include the following:

(a) Support the incident commander.
(b) Serve as HAZMAT branch director position within the ICP operations section.
(c) Comply with responder accountability requirements.
(d) Support scene assessment process.
(e) Use of dispersion modeling guides and/or systems.
(f) Recommend establishment of contamination control zones.
(g) Recommend establishment of entry and/or exit control procedures.
(h) Conduct victim rescue operations.
(i) Conduct atmospheric monitoring and detection.
(j) Conduct environmental sampling to determine type and level of contamination.
(k) Conduct technical team (responder) decontamination.
(l) Conduct casualty decontamination of ambulatory and non-ambulatory patients.

(2) All F&ES personnel assigned to active fire suppression duties are assumed to have been trained, certified, and maintained at the DOD IFSAC HAZMAT operations-level competencies in accordance with DOD 6055.06–M.

(3) Assumes that all F&ES battalion and departmental chiefs are trained, certified, experienced, and maintained at the DOD IFSAC HAZMAT incident commander level.

c. Process. F&ES are first responders to emergencies as identified in installation dispatch center SOPs. When required based upon the hazards present at the incident scene, the supported incident commander may request HAZMAT response either as a first alarm or follow-on resource. In the case of a Type I installation, the personnel performing these functions may already be on-scene in the assigned F&ES roles or may be on the installation and respond based upon an additional alarm as activated by the installation dispatch center. In the case of Type II installations, the initial F&ES units perform operations-level functions while awaiting the activation and arrival of additional organic and external resources (activated with support agreements) to provide the quantity and quality of personnel required for HAZMAT technician-level functions. In the case of Type III installations, there may or may not be an organic F&ES capability. If present, the engine company will identify that a hazardous environment exists during scene assessment and then request activation of external HAZMAT response capabilities though existing support agreements while taking protective actions to protect bystanders and contain casualties.

Note. Identified HAZMAT response units should be integrated into the installation EMWG and the emergency planning process to the greatest extent possible. Designated representatives should review all elements of the installation EM plan regarding the potential or actual use of HAZMAT, to include terrorist use of CBRNE agents or materials, to include the supporting SOPs and supporting plans. Identified units should conduct a site survey of the installation and requests should be made by the installation for classes or orientation seminars on HAZMAT response and recovery procedures and device/incident recognition, if possible.

d. Location and/or infrastructure. See F&ES functional area.

e. Management. See F&ES functional area.

f. Equipment. See F&ES functional area.

g. Army resource typing definitions. As detailed in chapter 9, Army installations primarily develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. In the case of HAZMAT response, existing capabilities on Army installations do not meet existing NIMS Tier One asset minimum requirements. If local definitions are used, then these resource typing definitions should be frequently socialized with local civil jurisdictions (and HNs). Army installations may align to local standards given the same service output and performance objectives. Report local resource typing definitions and variations to the supported installation-owning command for consolidation and forwarding to DAMO–ODP. As F&ES is an existing capability with existing requirements regarding HAZMAT entry team capabilities, table 18–7 identifies the applicable target capabilities, preparedness requirements, and performance objectives by generic resource type instead of providing the specific resource typing information necessary when developing or organizing new capabilities. As casualty decontamination team capabilities are not organized as an inherent part of the HAZMAT entry team, table 18–8 identifies the applicable target capabilities, preparedness requirements, and performance objectives by generic resource type necessary for developing or organizing new capabilities. Additional tables will be developed in coordination with DCS, G–9 F&ES PM and provided to the field once approved for release.

Table 18–7
Hazardous materials resource type definitions: entry team

Resource	**HAZMAT Entry Team**			
Category	HAZMAT response		Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Target capability	NFPA 472	Technician	Operations	Operations[1]/Awareness[2]
Performance objectives[3]	DHS TCL			
Assess a HAZMAT Incident	DHS TCL	Ensure the ability to assess a HAZMAT incident by responding with personnel possessing HAZMAT Operations-level competency in less than 15 minutes following the initial response.	Ensure the ability to assess a HAZMAT incident by responding with personnel possessing HAZMAT Operations-level competency in less than 10 minutes following the initial response.	Ensure the ability to assess a HAZMAT incident by responding with personnel possessing HAZMAT Awareness-level competency in less than 10 minutes following the initial response.
Manage HAZMAT Response	DHS TCL	Ensure the ability to manage a HAZMAT rescue operation by responding with a branch director in less than 45 minutes using responders with HAZMAT Technician-level training and mission-specific competencies for HAZMAT rescue and up to Level A PPE with SCBAs.	Ensure the ability to manage a HAZMAT rescue operation by responding with a branch director in less than 60 minutes using responders with HAZMAT Operations-level training and mission-specific competencies for HAZMAT response and up to Level C PPE with APRs.	No organic ability to manage HAZMAT Response operations or operate in a contaminated environment. Ensure the ability to manage a HAZMAT rescue operation by requesting a branch director with HAZMAT Operations-level (or greater) competency and a response time of less than 90 minutes.
Rescue Victims	DHS TCL	Ensure the ability to respond to a HAZMAT incident with HAZMAT trained and equipped personnel between 10 and 30 minutes that can rescue and physically remove 150 non-ambulatory victims in a non-immediately dangerous to life, and health environment.	Ensure the ability to respond to a HAZMAT incident with HAZMAT Operations-level trained and equipped personnel between 10 and 30 minutes that can rescue and physically remove 60 non-ambulatory victims in a non-immediately dangerous to life and health environment.	No organic ability to rescue contaminated casualties.

Table 18–7
Hazardous materials resource type definitions: entry team — Continued

Control the Hazard	DHS TCL	Ensure the ability to control the hazard at a HAZMAT incident by arriving to the incident with at least one Army Type I HAZMAT Response Team in less than 60 minutes upon request and have access to at least one additional Army Type I HAZMAT Response Team (or local equivalent).	Ensure the ability to control the hazard at a HAZMAT incident by arriving to the incident with at least one Army Type II HAZMAT Response Team in less than 90 minutes upon request and have access to at least one Army Type I HAZMAT Response Team (or local equivalent).	No organic ability to control the hazard except through evacuation of personnel-at-risk.
Conduct Monitoring and Sampling Operations	DHS TCL	TBD	TBD	TBD
Personnel[4]	NFPA 472			
HAZMAT Incident Commander	NFPA 472	1	1	0
HAZMAT Safety Officer	NFPA 472	1	1	0
HAZMAT Technicians	NFPA 472	7	0	0
HAZMAT Operations	NFPA 472	5	4	0
HAZMAT Awareness	NFPA 472	ALL	ALL	ALL*
EMS basic life support (BLS) with transport capability	NFPA 472	2	2	0
Training Requirements[5]	NFPA 472			
DOD IFSAC HAZMAT Incident Commander	NFPA 472	R (I/C)	R (I/C)	-
DOD IFSAC HAZMAT Specialist	NFPA 472	O	-	-
DOD IFSAC HAZMAT Technician	NFPA 472	R (Technicians)	-	-
DOD IFSAC HAZMAT Operations	NFPA 472	ALL	ALL	ALL*
DOD IFSAC HAZMAT Awareness	NFPA 472	ALL	ALL	ALL*
OSHA RPP Training	29 CFR 1910.134	ALL	ALL	ALL*
RPP Enrollment	29 CFR 1910.134	ALL	ALL	ALL*
Supporting equipment capabilities[6]				
PPE[6,7]				
Vapor-protective chemical protective clothing		X	-	-
Chemical-biological protective option for vapor-protective		X	-	-
Flash fire protective option for vapor-protective chemical protective clothing		X	-	-
Liquid splash-protective chemical protective clothing		X	X	-
Level A PPE		X	-	-
Level B PPE		X	-	-
Level C PPE		X	X	-
Respiratory protection[6,8]				
SCBA		X	-	-
Supplied air respirator with escape[9]		O	-	
PAPR[10]		X	X	-
APR[10]		X	X	-
Field testing[6]				
Presumptive identification - chemical		X	X	-
Presumptive identification - biological		X	-	-
Presumptive identification - spec. chemicals[6]		R	-	-
Radiation monitoring[6]				
Survey - Gamma		X	X	-
Survey - Beta		X	-	-
Survey - Alpha		R	-	-

Table 18–7
Hazardous materials resource type definitions: entry team — Continued

Survey - Neutron	-	-	
Personal dosimeters	X	X	-
Radio-isotope identification device	-	-	
Air monitoring[6]			
Atmospheric monitoring - oxygen	X	X	-
Atmospheric monitoring - explosive gas	X	X	-
Atmospheric monitoring - carbon monoxide	X	X	-
Atmospheric monitoring - H2S	X	X	-
Atmospheric monitoring - flammable gas diff.[6]	X	-	-
Atmospheric monitoring - identify toxic industrial chemical[6]	X	-	-
Atmospheric monitoring - identify con- centration[6]	X	-	-
Sampling[6]			
Sampling - Solid	X	-	-
Sampling - Liquid	X	-	-
Sampling - Air/Vapor	-	-	-
Special capabilities[6]			
Specialized equipment based upon local risk	R	-	-
Heat sensing capability	O	-	-
Light amplification capability	O	-	-
Digital imaging documentation capability	X	-	-
Intervention[6]			
Dike, dam, and absorption capability	X	X	-
Liquid leak intervention	X	-	-
Neutralize, plug, and patch capability	X	-	-
Vapor leak intervention	X	-	-
Advanced intervention capabilities[6]	R	-	-
Team (responder) decontamination[6]			
Team (responder) decontamination[11] Known and unknown agents	X	X	-
Retention basin	1	1	
Waste water bladders (250 gallon)	1	1	
Flash water heater	-	-	
Communications[6]			
Voice amplifier (SCBA/PAPR/APR)	X	R	
In-suit, wireless voice	X	-	-
Wireless data	-	-	-
Secure wireless voice	-	-	-
Technical references[6]			
Printed and electronic	X	X	X
Dispersion modeling with map overlays	X	-	-
Other			
Trailer or deployment container	X	-	-
Sustainability[6]			
3 entries within 24–hour period	X	-	-
Less than 3 entries within 24–hour period	N/A	-	-
No technician-level entries	N/A	X	X

Legend for Table 18–7:
* If assigned.
X - required minimum capability as fielded by JPM–IPP and AEFRP Tier 2 and Tier 1 material packages.
R - when required by position or local conditions.
O - optional capability determined and resourced by provider (F&ES).
"-" - not required.
N/A - not applicable.

Notes:

[1] The lowest accepted capability level for F&ES personnel is DOD IFSAC HAZMAT operations competencies.

[2] If F&ES is not resident on the installation, then the lowest possible certification of fire department personnel within the U.S. is HAZMAT awareness under 29 CFR 1910.120Q.

[3] Performance objectives based upon draft DHS response capability for WMD/HAZMAT rescue target capabilities list, dated 17 February 2009.

[4] Manpower must be organized, trained, certified, credentialed, equipped, exercised, evaluated, maintained, and sustained as specified in this publication and NFPA 472.

[5] Training requirements in accordance with DOD 6055.06–M.

[6] Supporting equipment capabilities and subcategories in accordance with FEMA 508–4 (20 July 2005) format and definitions.

[7] PPE list represents combination of (a) Level A–C PPE fielded as part of JPM–IPP and AEFRP fielding programs and (b) Chemical protective clothing requirements based upon NFPA 1991 and in alignment with reference FEMA 508–4 HAZMAT Entry Team typing definitions. Chemical protective clothing includes the complete ensemble (suit, boots, gloves) and may incorporate various configurations (encapsulating, non-encapsulating, jumpsuit, multi-piece) depending upon the level of protection required.

[8] All respiratory protection to meet applicable NIOSH CBRN standards.

[9] SAR option (with escape bottle) listed, but it has no corresponding NIOSH CBRN Standard. SAR is permitted for specific chemical environments as approved by NIOSH.

[10] Fitted and full face piece respirators only. No hooded respirators permitted due to operationally significant decrease in respiratory protection factor (RPF) from fitter to hooded systems.

[11] Preferred system is TVI USAR 3-line decontamination system fielded by JPM–IPP and AEFRP.

Table 18–8
Hazardous materials resource type definitions: casualty decontamination team

Resource	**HAZMAT casualty decontamination team**			
Category	HAZMAT response		Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Target capability	NFPA 472	Operations[1]	Operations[1]	Awareness[2]
Performance objectives[3]	DHS TCL			
Decontaminate casualties	DHS TCL	Ensure the ability to decontaminate 300 victims from a HAZMAT incident by responding with HAZMAT operations-level trained and equipped personnel between 10 and 60 minutes.	Ensure the ability to decontaminate 120 casualties from a HAZMAT incident by responding with HAZMAT operations-level trained and equipped personnel between 10 and 90 minutes.	No organic ability to decontamination casualties.
Personnel[4]	—	25 total	15 total	N/A
Team leader	—	1	1	N/A
Decontamination specialists[5] Shift [1]	—	10	6	N/A
Decontamination specialists[5] Shift [2]	-	10	6	N/A
LE[5]	-	4	2	N/A
Training requirements[6]	NFPA 472			
DOD IFSAC HAZMAT operations	NFPA 472	ALL	ALL	N/A
DOD IFSAC HAZMAT awareness	NFPA 472	ALL	ALL	N/A
OSHA RPP training	29 CFR 1910.134	ALL	ALL	N/A
RPP enrollment	29 CFR 1910.134	ALL	ALL	N/A
Supporting equipment capabilities[6]				
PPE[6,7]				
Liquid splash-protective chemical protective clothing	DHS TCL	X	X	N/A
Level C PPE	DHS TCL	X	X	N/A
Respiratory protection[6,8]				
PAPR[9]	DHS TCL	X	X	N/A
Radiation monitoring[6]				
Personal dosimeters	DHS TCL	X	X	N/A
Casualty decontamination[6]				
Casualty decontamination[10] known and unknown agents	DHS TCL	X	X	N/A
Retention basin	DHS TCL	1	1	N/A
Waste water bladders (250 gallon)	DHS TCL	4	2	N/A
Flash water heater	DHS TCL	R	—	N/A
Communications[6]				

Table 18–8
Hazardous materials resource type definitions: casualty decontamination team — Continued

Voice amplifier (SCBA/PAPR/ APR)	DHS TCL	X	X	N/A
Radio (with charger, spare battery, lapel mic)	DHS TCL	1 (Team leader)	1 (Team Leader)	N/A
Technical references[6]				
Printed (TSWG decontamination guide)	TSWG	X	X	N/A
Other				
Trailer or deployment container	DHS TCL	X	X	N/A
Service output		Type I	Type II	Type III
Component	Metric			
Ambulatory casualties Decontaminated[6]	DHS TCL (scaled to installation)	225/incident	80/incident	N/A
Non-ambulatory casualties decontaminated[6]	DHS TCl (scaled to installation)	75/incident	40/incident	N/A
Equivalency	DHS TCL (scaled to installation)	1 Type I = 2 Type II	2 Type II = 1 Type I-	N/A

Legend for Table 18–8:
* - If assigned.
X - required minimum capability as fielded by JPM–IPP and AEFRP Tier 2 and Tier 1 material packages.
R - when required by position or local conditions.
O - optional capability determined and resourced by provider (F&ES).
"-" - not required.
N/A - not applicable.

Notes:

[1] The lowest accepted capability level for F&ES personnel is DOD IFSAC HAZMAT operations competencies.

[2] If F&ES is not resident on the installation, then the lowest possible certification of fire department personnel within the U.S. is HAZMAT awareness under 29 CFR 1910.120Q.

[3] Performance objectives based upon draft DHS response capability for WMD/HAZMAT rescue target capabilities list, dated 17 February 2009.

[4] Manpower identified in addition to HAZMAT entry team requirement and must be organized, trained, certified, credentialed, equipped, exercised, evaluated, maintained, and sustained as specified in this publication and NFPA 472.

[5] Training requirements in accordance with DOD 6055.06–M

[6] Supporting equipment capabilities and subcategories in accordance with FEMA 508–4 (20 July 2005) format and definitions.

[7] PPE list represents combination of (a) Level A–C PPE fielded as part of JPM–IPP and AEFRP fielding programs and (b) Chemical protective clothing requirements based upon NFPA 1991 and in alignment with FEMA 508–4 HAZMAT entry team typing definitions. Chemical protective clothing includes the complete ensemble (suit, boots, gloves) and may incorporate various configurations (encapsulating, non-encapsulating, jumpsuit, multi-piece) depending upon the level of protection required.

[8] All respiratory protection to meet applicable NIOSH CBRN standards.

[9] Fitted full face piece respirators only. No hooded respirators permitted due to operationally significant decrease in respiratory protection factor (RPF) from fitter to hooded systems.

[10] Preferred system is TVI USAR 3-line Decontamination System fielded by JPM–IPP and AEFRP.

18–12. Emergency medical services

a. Requirement. In order to provide EMS functions to the Army community, all EM programs will coordinate with DES and the MTF commander on the capabilities and capacity of assigned EMS units. Due to local conditions, EMS may be provided by: (1) F&ES, (2) MTF, (3) external civil jurisdiction providers, (4) external contract providers, or (5) a combination of these services. Once it is determined how EMS functions are provided for the Army installation, EMS providers will be designated in writing by the installation EMWG as Category 5 first responders during the community profile process (see chapter 4). Nothing in this publication requires the development of new or additional capabilities in this functional area; just the coordination and integration of existing organic capabilities with existing external capabilities resident in local civil jurisdictions, other DOD installations, and other external response partners. F&ES and the MTF will contribute to the EMS FAA and develop supporting SOPs based upon assigned functions and tasks identified within the installation EM plan. Regardless of organic resources, it is the responsibility of all installations to identify two or more EMS resource sets at each level (basic life support (BLS), advanced life support (ALS)) outside of the installation and in the geographic area and identify and document procedures to request these resources, to include an estimate of deployment/travel times.

b. Services. EMS providers organic to the Army installation may have a range of capabilities with varying capacity depending upon local conditions, past and current funding, and historical incidents. For the purposes of this publication and in keeping with AR 420–1, the EMS functional area includes:

(1) Dispatch operations conducted either independently or in collaboration with other Category 5 first responders, to include LE and F&ES. This service assumes EMS dispatchers are trained, certified, and maintained as DOD Telecommunicator I or II depending upon assignments in accordance with DOD 6055.06–M and NFPA 1061.

(2) EMS in coordination with the supporting MTF or civilian hospitals. EMS roles may be divided into: (1) an initial triage, treatment, and stabilization role or divided into (2) a transport capacity as the operators of EMS vehicles (ambulances) depending upon local conditions and agreements.

(3) EMS capabilities aligned with National, State, and county (if applicable) (or HN) licensing and/or certification requirements aligned to the following model:

(a) BLS.

(b) ALS.

c. Location and/or infrastructure. See F&ES or medical response functional area depending upon sponsorship.

d. Management. See F&ES or medical response functional area depending upon sponsorship.

e. Equipment. See F&ES or medical response functional area depending upon sponsorship.

f. Army resource typing definitions. As detailed in chapter 9, Army installations primarily develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. Unlike most other functional areas, EMS may be typed as NIMS Tier One or NIMS Tier Two assets depending upon existing capabilities. The program sponsor for EMS functions on each Army installation is responsible for conducting all resource typing regarding their organic capabilities and external needs and will be referred to reference FEMA 508–3 for resource typing guidance. If local definitions are used, then these resource typing definitions should be frequently socialized with local civil jurisdictions (and HNs). Army installations may align to local standards given the same service output and performance objectives. Report local resource typing definitions and variations to the supported installation-owning command for consolidation and forwarding to DAMO–ODP. As F&ES is an existing capability, this publication solely provides examples of existing resource typing definitions for the following resources: See table 18–9 and additional tables may be developed in coordination with MEDCOM and DCS, G–9 F&ES PM and provided to the field once approved for release.

Table 18–9
Ambulances (ground) resource typing definitions

Resource	**Ambulances (Ground)**					
Category	Emergency medical services		Kind	Equipment		
Minimum capabilities		Type I	Type II	Type III	Type IV	Other
Component	Metric					
Team[1]=	Care provided	ALS	ALS	BLS	BLS	Non-Transport BLS
Personnel[1]	Minimum staff	2	2	2	2	1
Certification level[1]	Minimum certification	1 Paramedic, 1 Emergency medical technician (EMT)–Basic	1 Paramedic, 1 EMT–Basic	2 EMT–Basic	2 EMT–Basic	EMT–Basic
Specialized Training[1]	NFPA 473					
EMS/HM Level II - Operations	NFPA 473	X	-	X	-	-
EMS/HM Level I - Awareness	NFPA 473	X	-	X	-	-
Specialized Immunizations[1]	Per MEDCOM	Core Adult Immunizations plus specific threat agents				
Equipment[1]	FEMA 508 – 4					
Minimum transport capacity	(Litter patients)	2	2	2	2	0
Supplies	Per local jurisdiction	ALS	ALS	BLS	BLS	BLS

Legend for Table 18–9:
X - required minimum capability as fielded by JPM–IPP and AEFRP Tier 2 and Tier 1 material packages.
"-" - not required.
ALS - advanced life support.
BLS - basic life support.
EMT - emergency medical technician.

Notes:

[1] Typing based upon FEMA 508–4.

[2] Typing based upon FEMA 508–4 with variation.

18–13. Medical response

a. Requirements. In order to provide medical response functions to the Army community as required by DODI 6055. 17, DODI 6200.03, AR 525–27, and MEDCOM OPLAN 13–01, all EM programs will coordinate with the MTF commander, the Director of Health Services, the medical emergency manager, and the installation PHEO on the capabilities and capacity of the supporting MTF or clinic. Due to local conditions, the nearest supporting provider may be a civilian hospital, in which case the EM Program will coordinate with the supporting Hospital with the support and guidance of a medical liaison provided by the nearest DOD MTF. Medical response will be integrated into all relevant aspects of the installation EM plan and supporting annexes, appendices, and SOPs. Medical treatment will—

(1) Be provided as a seamless continuum of care in accordance with established policies and guidance for standards of triage as well as primary, secondary, and tertiary care.

(2) Be administered in the closest safe area for the level of care required.

(3) Be supported by additional health care resources, established by support agreements and support contracts.

(4) Include plans for CS operations.

(5) Be procedurally compliant and interoperable with NIMS.

(6) Adopt hospital incident command system as the incident management system for all MTFs in order to ensure medical interoperability.

(7) Be procedurally compliant and interoperable with EM standards established by the Joint Commission and the CDC.

(8) Coordinate planning, preparedness, and response operations with the advisement of the installation PHEO and the Director of Health Services.

(9) Have the capability, through preexisting policies and support agreements, to surge assets and capacity as needed based upon the incident.

(10) Designated MTF personnel will be designated in writing by the installation EMWG as Category 5 First Receivers during the community profile process (see chap 4). The MTF does not deploy teams or units to the incident scene unless: (a) providing EMS functions or (b) specifically requested by the incident commander (or the installation EOC in coordination with the incident commander). Regardless of organic resources, it is the responsibility of all installations to identify 2 or more public health and medical services resources outside of the installation and in the geographic area and identify and document procedures to request these resources, to include an estimate of deployment/travel times. MTFs are managed, organized, and resourced as directed in AR 40–4. Nothing in this publication requires the development of new or additional capabilities in this functional area; just the coordination and integration of existing organic capabilities with existing external capabilities resident in local civil jurisdictions, other DOD installations, and other external response partners.

b. Medical planning. In accordance with DODI 6055.17, DODI 6200.03, MEDCOM OPLAN 13–01, and MEDCOM OPORD 08–08, medical response providers will develop and maintain plans, procedures, programs, and systems necessary to support EM Program requirements. The medical emergency manager is responsible for developing a coordinated, comprehensive, and integrated medical response plan as well as an associated medical treatment facility FAA to the installation EM plan and supporting SOPs. The medical response plan and the associated FAA will detail the processes and procedures for coordinated response and recovery operations between the installation's designated Category 5 (First Responders and Emergency Responders) with the MTF's designated Category 5 (First Receivers). See chapter 6 for mass prophylaxis planning integration with the installation EM plan. At a minimum, these procedures will address the following capabilities:

(1) Roles and responsibilities of the medical emergency manager.

(2) Ready Army Community Preparedness Campaign integration.

(3) NIMS implementation.

(4) Capabilities of civilian hospitals and other DOD MTFs in the geographic area.

(5) Applicable support agreements and support contracts.

(6) Facility evacuation, SIP, and mass care procedures, to include personnel accountability.

(7) Syndromic Surveillance procedures.

(8) Medical Surveillance procedures.

(9) MTF EOC operations, including recall procedures.

(10) Coordination with the supporting installation dispatch center(s).

(11) Emergency Communications capabilities and procedures.

(12) MWNS integration.

(13) EMS (in coordination with F&ES).

(14) Emergency department operations, to include triage procedures.

(15) Public health and preventive medicine operations, including the role and responsibilities of the installation PHEO.

(16) Pharmaceutical management (in support of F&ES and EMS).

(17) Incidents resulting in mass casualties.

(18) Casualty management and/or tracking.

(19) Medical information operations.

(20) Facility access control procedures (lockdowns), including LE and security support requirements from the installation.

(21) Management and/or decontamination of self-referred casualties.

(22) Decontamination bypass procedures for decontaminated patients arriving via EMS.

(23) Inter-facility transfer of noncritical patients to increase bed availability.

(24) Healthcare system evacuation procedure

(25) Select fatality management procedures for those casualties received/admitted into the MTF who then die under a healthcare provider's care.

c. Medical surveillance. The MTF commander has specific responsibilities regarding medical surveillance according to DODI 6055.17, DODI 6200.03, MEDCOM OPLAN 13–01, and MEDCOM OPORD 08–08.

(1) *Syndromic (health threat) surveillance.* The installation PHEO, in coordination with the MTF commander, is responsible to (a) identify all medical and public health information needs, (b) provide all-hazards force health protection for the protected populace (Category 1–5 personnel), (c) ensure laboratory support to confirm and identify hazardous substances in the affected environment, and (d) integrate and monitor syndromic surveillance systems operations. The installation PHEO is responsible for assessing the health impacts of identified public health threats on personnel and the environment.

(2) *Medical surveillance.* The installation PHEO, in coordination with the MTF commander, is responsible to (a) monitor the health status of predesignated Category 1 and 5 personnel, to include medical surveillance pre- and post-incident and (b) monitor the health status post-incident of Category 2–4 personnel exposed to hazards during an emergency.

(3) *Medical intelligence.* The installation PHEO and designated medical representatives, with the direction of the MTF commander, receives, extracts, and/or collects information from available medical sources, provides medical information to local organizations and private sector partners, where appropriate, and works to sustain information-gathering activities necessary for assessing and/or reassessing emerging health threat information prior to, during, and after an incident.

d. Hospital-based care. MTF will coordinate, manage, and provide—

(1) Health services, to include Category 5 First Receiver capabilities.

(2) Emergency medical care, to include mass casualty care and triage.

(3) Patient movement (intrafacility, interfacility, and, if providing EMS, transport from the incident site to the MTF).

(4) Psychological support, to include support of Disaster Mental Health requirements detailed in chapter 19.

(5) Pharmacy services, to include pharmaceutical management of chemical pharmaceutical countermeasures and related stockpiles.

(6) Dental services.

(7) Veterinary services, if assigned.

e. Pharmaceutical management. The supporting MTF is responsible for pharmaceutical management in support of the EM Program.

(1) *Chemical pharmaceutical countermeasures.* The installation will coordinate a Chemical Pharmaceutical Countermeasures program and associated concept of employment with the supporting MTF and integrate policy, planning, and preparedness activities both pre- and post-exposure in order to ensure that Category 5 first responders are protected against the effects of select chemical, biological, and radiological agents through access to select chemical pharmaceutical countermeasures.

(2) *Stockpile access.* The installation will coordinate development of procedures for emergency access to medical chemical biological defense material, other DOD contingency stockpiles, and the SNS. Details will be included in the installation EM plan, the Public Health Emergency Support Annex, the installation PHEO FAA, and the medical response plan in addition to a specific SOP on the activation of the SNS. SNS activation SOP will address request procedures, coordination with the applicable State and Federal authorities, primary and alternate receiving sites, supporting logistics and security (including the bulk distribution team requirements), accounting requirements, and the role of the installation commander, the installation EOC, and the MTF in receiving and distribution operations.

18–14. National response

a. Stafford Act. The Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93–288) outlines how the Federal government will assist State and local governments when a disaster or emergency overwhelms their ability to respond effectively to save lives; protect public health, safety, and property; and restore their communities. The Stafford Act provides the authority for the Federal government to respond to disasters and emergencies in order to provide assistance to save lives and protect public health, safety, and property. Under the Stafford Act, the President is authorized to do the following:

(1) Establish a program of disaster preparedness that uses services of all appropriate agencies.

(2) Make grants to States, upon their request, for the development of plans and programs for disaster preparedness and prevention.

(3) Ensure that all appropriate Federal agencies are prepared to issue warnings of disasters to State and local.

(a) Title III: Disaster Assistance Administration. The Stafford Act gives the President the authority to declare that an emergency or a major disaster exists, provided that the governor of the affected State(s) has requested a declaration. Title III of the Stafford Act also sets forth authorized forms of assistance to be given in a major disaster or emergency area. Title III of the Stafford Act authorizes the President to do the following:

1. Direct any Federal agency, with reimbursement, to use its available personnel, equipment, supplies, facilities, and other resources in support of State and local disaster assistance efforts.

2. Appoint a Federal coordinating officer to operate in the affected area.

3. Form emergency support teams of Federal personnel to be deployed in an area affected by a major disaster or emergency to assist the Federal coordinating officer.

(b) Title IV: Federal Disaster Assistance Programs. The Stafford Act allows the President to authorize any Federal agency to repair or reconstruct any Federally-owned facility that is damaged or destroyed by any major disaster. The President may:

1. Make contributions to State or local governments to help repair or reconstruct public facilities, as well as issue grants to help repair or reconstruct private nonprofit educational, utility, emergency, medical, and custodial care facilities.

2. Provide, either by purchase or lease, temporary housing for those who require it as a result of a major disaster.

3. Provide assistance on a temporary basis in the form of mortgage or rental payments to, or on behalf of those who, as a result of financial hardship caused by a major disaster, have received written notice of dispossession or eviction.

4. Make grants to states for the purpose of State-issued grants to individuals or families to meet disaster-related necessary expenses or serious needs.

5. Make loans to any local government that suffers a substantial loss of tax and other revenues as a result of a major disaster, has demonstrated a need for financial assistance, as well as sets forth the procedures for administration of such loans.

Note. Additional programs for major disaster areas including distribution of food coupons and food commodities, relocation assistance, legal services, crisis counseling assistance and training, emergency communications, emergency public transportation, and fire suppression grants also are provided for under the Stafford Act.

(c) Title V: Economic Recovery for Disaster Areas. A State governor may request assistance from the President for economic recovery under the Stafford Act, provided that the governor designates a Recovery Planning Council for such area. The purpose of this council is to provide cooperative planning for development, restoration of employment base, and continued coordination of Federal aid programs for long-range restoration and rehabilitation of normal commercial, industrial, and other economic activities. The Stafford Act authorizes the President to provide funds to any Recovery Planning Council as well as authorizes the appropriation of not in excess of $250 million to carry out the provisions of this title.

(d) Title VI: Miscellaneous. The Stafford Act authorizes the President to prescribe such rules and regulations as may be necessary and proper to carry out any of the provisions of the Stafford Act.

(e) Stafford Act Amendments. Amendments to the Stafford Act streamline Federal disaster assistance, devolve some Federal program administration and management to states, authorize pre-disaster mitigation, and increase mitigation funds for States that have approved State and local mitigation plans.

b. Post Katrina Emergency Management Reform Act. PKEMRA amends the Stafford Act with a National Disaster Recovery Strategy, a National Emergency Family Registry and Locator System, and a temporary housing strategy among other changes. PKEMRA addresses a wide array of planning, preparedness, and training issues along with staff issues at the Federal level. PKEMRA also addresses prevention of fraud, waste, and abuse during emergencies, to include a contingency contracting corps, a registry for debris contractors, and additional verification measures and

contracting options. PKEMRA is the legal codification of NIMS and the central legal mandate for addressing the needs of vulnerable populations, such as special needs (Category 2SN) personnel.

c. Pandemic and All-Hazards Preparedness Act. This act focuses on improving Federal, State, and local public health and medical preparedness. The Pandemic and All Hazards Preparedness Act directs the development of a National Health Security Strategy and guides the development of syndromic surveillance capabilities, medical credentialing, and the acquisition of medical countermeasures.

d. National Response Framework. In accordance with HSPD 5, NRF presents the guiding principles that enable all response partners to prepare for and provide a unified National response to disasters and emergencies. It establishes a comprehensive, National, all-hazards approach to domestic incident response. The National Response Plan was replaced by the NRF effective 22 March 2008. It defines the principles, roles, and structures that organize how Federal, State, tribal, and local governments respond to multi-agency, multijurisdictional emergencies. The NRF—

(1) Describes how local communities, tribes, states, the Federal government, private-sector, and NGO partners work together to coordinate National response.

(2) Describes specific authorities and best practices for managing incidents.

(3) Builds upon NIMS, which provides consistent principles for managing all incidents, regardless of cause.

Note. The NRF organizes the support from multiple Federal departments under the ESF concept as discussed in appendix G. Information on the NRF including documents, annexes, references, briefings, and training can be accessed from the NRF Resource Center at https://training.fema.gov/nrfres.aspx. For an overview of the NRF, complete the FEMA IS course IS–800B online at https://training.fema.gov/emicourses/emicatalog.aspx, which is part of the Basic NIMS training requirement. See the NRF for additional information.

e. National Preparedness System. In accordance with reference PPD 8, the National Preparedness System establishes goals and an "all-of-the-Nation" approach to preparedness. The National Preparedness System will replace the existing National Preparedness Guidelines established under HSPD 8. The following 3 key elements of the National Preparedness Guidelines continue to exist until replaced by new guidance from DHS:

(1) The 15 NPS, which collectively depict the broad range of natural, technological, and human-caused hazards facing the Nation and guide overall homeland security planning efforts at all levels of government and with the private sector. The NPS forms the basis for National planning, training, investments and exercises needed to prepare for emergencies of all types.

(2) The universal task list, which is a menu of some 1,600 unique tasks that can facilitate efforts to prevent, protect against, mitigate the potential effects of, respond to, and recover from the major incidents that are represented by the NPS. Although no single entity will perform every task, the universal task list presents a common language and vocabulary that supports all efforts to coordinate National preparedness activities.

(3) The TCL, which defines 37 specific capabilities that states and communities and the private sector should collectively develop in order to respond effectively to disasters.

f. National Infrastructure Protection Plan. The NIPP provides the unifying structure for the integration of a wide range of efforts for the enhanced protection and resiliency of the Nation's Critical Infrastructure and Key Resources (CIKR) into a comprehensive, integrated National program. The overarching goal of the NIPP is to build a safer, more secure, and more resilient America by preventing, deterring, neutralizing, or mitigating the effects of deliberate efforts by terrorists to destroy, incapacitate, or exploit elements of our Nation's CIKR and to strengthen National preparedness, timely response, and rapid recovery of CIKR in the event of an emergency resulting from all natural, technological, and terrorism hazards. The 2009 NIPP replaces the 2006 version and reflects changes and updates to program elements and concepts. It captures the evolution and maturation of the processes and programs first outlined in 2006 without changing the underlying policies. The revised NIPP integrates the concepts of resiliency and protection, and broadens the focus of NIPP-related programs and activities to an all-hazards environment. For an overview of the NIPP, complete FEMA IS–860A online at https://training.fema.gov/emicourses/emicatalog.aspx. See the NIPP for additional information.

g. National Contingency Plan. Officially known as the National Oil and Hazardous Substances Pollution Contingency Plan, (reference 40 CFR 300) was created by the EPA to put into effect the response powers and responsibilities created by CERCLA and the Clean Water Act. The NCP was developed to ensure the resources and expertise of the Federal Government would be immediately available for those OHS incidents requiring National or Regional response. The plan provides a framework for efficient management of cleanup activities. Three activities are required by the NCP: planning and coordination, on-scene operations, and communications. EPA and U.S. Coast Guard share the responsibility of pollution cleanup activities in the inland and coastal zones, respectively. Federal planning and coordination are conducted at the national, regional, and local levels. Each level is required to develop and maintain OHS pollution contingency plans for their areas of responsibility. The NRF integrates, but does not supersede elements

of the NCP. See reference 40 CFR 300 and the EPA's Office of Land and Emergency Management https://www.epa.gov/aboutepa/about-office-land-and-emergency-management for additional information.

(1) *National Response System.* The NRS is a component of the NCP (see above). The NCP ensures that the resources and expertise of the Federal government are available immediately for oil or hazardous substance releases that are beyond the capabilities of Local and State responders. The NCP provides the framework for the NRS and establishes how it works. The NRS responds to a wide range of OHS releases. It is a multilayered system of individuals and teams from local, State, and Federal agencies, industry, and other organizations that share expertise and resources to ensure that oil spill control and cleanup activities are timely and efficient, and that they minimize threats to human health and the environment.

(2) *National Response Center.* The NRC is the sole Federal POC for reporting all hazardous substances and oil spills. The NRC receives all reports of releases involving hazardous substances and oil that trigger the Federal notification requirements under the NCP and applicable environmental laws. Reports to the NRC activate the NCP and the Federal government's response capabilities. It is the responsibility of the NRC staff to notify the predesignated OSC assigned to the area of the incident and to collect available information on the size and nature of the release, the facility or vessel involved, and the party or parties responsible for the release. The NRC maintains reports of all releases and spills in a national database. The NRC is also the entry point for the CBRNE Incident hotline. The NRC receives basic incident information and links the caller to DHS, DOD, and FBI CBRNE and terrorism specialists. Federal agencies can be accessed within a few minutes to provide technical assistance during a potential CBRNE incident. The NRC also serves as an emergency resource for first responders to request technical assistance during an incident. The hotline's intended users include trained responders, including MTF providers and the installation EOC team. The NRC Hotline is 1–800–424–8802 and can be reached at https://nrc.uscg.mil/.

h. National search and rescue plan (NSP). The NSP coordinates all civil search and rescue operations within the U.S. and in support of the International Convention on Maritime Search and Rescue (ICMSR). The NSP establishes the National Search and Rescue Committee under which the DHS, being represented by the USCG for maritime SAR and FEMA for urban SAR, Transportation (DOT), DOD, Commerce, and Interior as well as the FCC and the National Aeronautics and Space Administration coordinate Federal SAR requirements and capabilities. The NSP also designates specific geographic SAR regions and assigns 3 SAR coordinators; U.S. Air Force for CONUS, U.S. Pacific Command for Alaska, and the USCG for all other U.S. aeronautical and maritime SAR regions, to include Hawaii and all navigable waterways within the U.S. A copy of the NSP is available at https://www.dco.uscg.mil/portals/9/cg-5r/manuals/national_sar_plan_2016.pdf.

i. National Emergency Communications Plan. The NECP is the Nation's first strategic plan to improve emergency response communications and complements overarching homeland security and emergency communications legislation, strategies, and initiatives. In order to strengthen emergency communications capabilities Nationwide, the NECP focuses on technology, coordination, governance, planning, usage, training, and exercises at all levels of government. This approach recognizes that communications operability is a critical building block for interoperability; emergency officials first must be able to establish communications within their own agency before they can interoperate with neighboring jurisdictions and other agencies.

(1) The NECP defines three goals that establish a minimum level of interoperable communications and a deadline for Federal, State, tribal, and local authorities:

(a) By 2010, 90 percent of all high-risk urban areas designated within the Urban Areas Security Initiative can demonstrate response-level emergency communications within one hour for routine incidents involving multiple jurisdictions and agencies.

(b) By 2011, 75 percent of non-Urban Areas Security Initiative jurisdictions can demonstrate response-level emergency communications within 1 hour for routine incidents involving multiple jurisdictions and agencies.

(c) By 2013, 75 percent of all jurisdictions can demonstrate response-level emergency communications within three hours of a significant event, as outlined in the DHS NPS.

(2) A copy of the NECP is available at https://www.dhs.gov/publication/2014-national-emergency-communications-plan.

j. National Disaster Medical System. NDMS establishes a single integrated national medical response capability for assisting local and State authorities in dealing with the health effects of major domestic natural disasters and terrorist incidents and providing support to the DOD and Department of Veteran Affairs (DVA) medical systems in caring for casualties evacuated back to the U.S. from overseas armed conflicts. As a cooperative asset-sharing program, NDMS brings together Federal government agencies (DHHS, DOD, FEMA, and DVA), local and State governments, and private businesses and civilian volunteers.

(1) *Activation.* NDMS may be activated under the NRF a civil emergency or by the Office of the Assistant Secretary of Defense for Health Affairs (ASD (HA)) for a military contingency in which military casualties are expected to exceed the capability of DOD and DVA medical systems.

(2) *Functions.* Medical response is federalized upon NDMS activation. DHHS has the lead for medical response that includes the following:

(a) Assessment of health and medical needs.

(b) Health/medical equipment and supplies.

(c) Medical care personnel, largely composed of private citizens, to include the following:

1. Disaster Medical Assistance Teams are community-based volunteer groups affiliated with NDMS. Each consists of approximately 100 persons, including medical professionals and support staff, who possess a variety of health and/or medical skills. DMATs perform triage and provide austere medical care, casualty clearing and/or staging at the disaster site, and patient reception at the local NDMS reception area.

2. Disaster mortuary teams work under the guidance of local authorities to provide technical assistance and personnel to recover, identify, and process fatalities. Disaster Mortuary Teams establish temporary morgue facilities, identify victims, conduct forensic dental pathology and forensic anthropology, and process, prepare and transfer remains.

3. Veterinary medical assistance teams work under the guidance of local authorities to provide technical assistance and veterinary services.

4. National medical response teams-WMD. Three level–1 DMATs have been configured into highly specialized, nationally deployable subunits. They deploy to a HAZMAT environment to provide medical and decontamination services, and to assist Federal agencies. The National medical response teams-WMD is configured to travel by ground or air and is fully self-contained except for the water required for decontamination purposes.

(3) *Roles.* DOD has the lead responsibility for patient evacuation during an emergency or disaster involving NDMS. This responsibility involves providing patient movement from the disaster area using all types of transportation, although patient evacuation will primarily rely on aeromedical evacuation. The DOD and DVA have Joint lead on providing definitive medical care under NDMS. NDMS when Primary Receiving Centers (PRCs) are activated. PRCs are MTFs or VA Medical Centers (VAMCs) designated to RECEIVE sick and wounded military personnel returning from overseas armed conflict or national emergency. PRCs are designated in accordance with the VA-DoD Contingency Hospital System under 38 USC, Section 81104.

(4) *Federal coordinating centers.* FCCs are responsible for a geographic area, usually 50 miles in radius or greater, with at least 200 hospital beds, a major airport, a Federal medical facility to provide support, and adequate transportation for patient reception and distribution. The NDMS FCC Guide describes the FCC's role in the planning, exercising, and operations of a local plan to receive and provide definitive care to casualties evacuated to the area as part of NDMS.

k. Urban search and rescue task forces. The National Urban SAR Response System, established under the authority of FEMA, is a framework for structuring local responders into integrated disaster response task forces. These task forces, complete with tools, equipment, required skills, and techniques, can be deployed by FEMA for the rescue of victims of structural collapse. There are 28 FEMA Urban SAR Task Forces within the U.S. and are typed as shown in reference FEMA 508–8. Each team is trained and equipped by FEMA to handle structural collapse and urban search and rescue operations. Urban SAR involves the location, rescue (extrication), and initial medical stabilization of victims trapped in confined spaces. Structural collapse is most often the cause of victims being trapped, but victims may also be trapped in transportation accidents, mines and collapsed trenches. Urban search-and-rescue is considered a multi-hazard discipline, as it may be needed for a variety of emergencies or disasters, including natural disasters, technological accidents, terrorist activities, and HAZMAT releases. See https://www.fema.gov/urban-search-rescue for additional information.

Chapter 19
Recovery Operations

19–1. Recovery concept

Recovery is the effort to restore infrastructure and the social and economic life of a community to normal, but it should incorporate mitigation as a goal. For the short term, recovery may mean bringing necessary lifeline systems (for example, power, communication, water and sewage, and transportation) up to an acceptable standard while providing for basic human needs (for example, food, clothing, and shelter) and ensuring that the societal needs of individuals and the community are met (for example, maintain the rule of law, provide crisis counseling, demonstrate that people do care and that help is becoming available). Once some stability is achieved, the installation can begin recovery

efforts for the long term, restoring economic activity and rebuilding community facilities and family housing with attention to long-term mitigation needs. The EM Program establishes common recovery standards for Category 5 personnel as required by NIMS, AR 525–27, DODI 6055.17, and NFPA 1600. Recovery operations must be consistent with existing OSHA regulations, DHS guidance and NFPA standards. In accordance with AR 200–1, representatives will ensure that all recovery efforts are in compliance with NEPA, CERCLA, EPCRA and applicable EPA guidelines. Recovery efforts may quickly exhaust installation EM capabilities and require the capabilities of Federal, State, local, other Service, and/or private (or HN) EM, public works, environmental, and mass care-related agencies and departments. Special attention and planning must be focused on the fiscal and logistical impact of recovery efforts, especially those incidents requiring long-term displacement of the population, decontamination, restoration, and/or environmental remediation of affected areas. For catastrophic incidents, the NRF and its catastrophic incident supplement will be activated and will remain in effect until the majority of recovery efforts have been concluded.

19–2. Recovery strategy

a. Strategy. The focus of recovery is on restoring mission capability and essential public and government services interrupted by the event. It is assumed that Federal, State, private, HN and other outside agencies 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 post-incident, after life safety operations have subsided, to ensure efficient restoration of lifelines, critical operations, essential operations, and essential services.

b. Roles and responsibilities. The role of the installation EM within the recovery phase is to establish strategic objectives through the EOC and sustain resource management and coordination efforts for the duration of the recovery operations. EM programs should concentrate on the coordination between different recovery functional areas and specialties, to include public works, environmental, safety, medical, and mass care, vice attempting to develop expertise in these specialty areas. Table 19–1 provides a prioritized list of principal recovery tasks associated with a moderate-to large-scale event. For the short term, the incident commander will review the event and the situation report for actions that responders can take to mitigate the consequences of the event. The area will have been sealed off and access control points established by the security personnel. Public works should institute measures to mitigate physical structure damages in the short term if the threat exists. If circumstances warrant, medical personnel should issue health advisories in accordance with the circumstances surrounding the event. Public affairs should be prepared to advise the general public to communicate risk and provide information on measures being taken by the installation commander to address the situation and individual needs. Public works should also ensure continued and/or increased access to debris and trash removal services as well as restoration of sewage treatment and removal, water treatment and provision of water services to both recovery efforts and the community, and power generation and distribution to both recovery efforts and the community.

c. Recovery functions. Recovery functions include the following:

(1) Eliminate life-threatening conditions.
(2) Sustain and/or restore critical operations.
(3) Restore essential operations.
(4) Restore essential services.
(5) Provide EPI to the Army community.
(6) Provide community planning and development.
(7) Provide for public health and safety.
(8) Provide suitable housing conditions.
(9) Building codes, permits, and inspection process.
(10) Provide and/or manage financial assistance to all sectors of the Army community.
(11) Resume normal economic and social activity within the Army community.
(12) Return personnel to normal work schedules and assignments.

19–3. Recovery priorities

The installation commander will establish recovery priorities consistent with the installation's supported missions. Consideration will be given to operation mission priorities and re-establishment of the normal operating environment. In order to assist the installation commander with this process, the Army EM Program employs the following standard priority list based upon the FEMA Recovery from Disaster course (L270.4) which the installation commander may modify as local conditions warrant.

Table 19–1
Recovery priorities—Continued

Priority	Functions	Timeline
1	Sustain critical operations	Continuous
	Sustain critical infrastructure	Continuous
	Restore and/or maintain essential operations	Continuous
	Restore and/or maintain essential services	Continuous
	Transportation (short-term)	Days 1 – 4 to 1 month+
2	Communications	Days 1 – 2 to 2 months+
	Casualty management	Days 1 – 15
	SAR	Days 1 – 15
	Local safe haven management	Days 5 – 7
3	Remote safe haven management	Days 1 – 14+
	Family Assistance Center	Days 1 – 15+
	Mass feeding and bulk distribution	Days 1 – 15+
	Special needs management	Days 1 – 15+
	Public health and mental health	Ongoing to 6 months+
	Damage assessment	Days 1 – 2 (Rapid) to 2 weeks
4	Fatality management	Day 4 to 1 month
	Animal needs management	Day 5 to 1 month
	Temporary housing	Day 5 to 6 months+
	Temporary facilities	Ongoing to 6 months+
	Supplemental funding requests	Ongoing to 6 months+
	Debris management	Ongoing to 6 months+
5	Utility reconstruction	1 – 6 months+
	Building code review and permits	1 – 6 months+
	Transportation (long-term)	1 – 6 months+
	Housing and/or facility construction	1 month to multiple years
	Community reconstruction	1 – 5 years
6	Environmental remediation	1 – 5 years
	Business reconstruction	1 – 5 years
	Mental health and/or counseling services	Ongoing
	Recovery plan review	Ongoing

19–4. Recovery organization

a. Recovery working group. The installation commander will establish a RWG early in the recovery phase of every emergency where recovery operations require coordination in the judgment of the installation commander. The RWG is a task-organized working group focused on the evaluation, prioritization, and coordination of recovery requirements.

(1) *Composition.* The RWG will consist of the following representatives at a minimum. The installation 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. Unless otherwise directed by the installation commander, DPW will serve as the chairperson of the RWG. See table 19–2 for a list of representatives necessary for successful execution of the installation RWG's assigned duties. Column A consists of a list of core representatives, Column B consists of a list of representatives for specific elements of the RWG's assigned functions, and Column C consists of a list of representatives required for specific elements of the RWG's assigned functions if available at a particular installation (or available via teleconference or other virtual means). Table 19–2 will remain in effect until DAMO–ODP establishes an Army resource type definition for the RWG.

Table 19–2
Installation recovery working group membership

A: Core membership	B: Task-specific	C: If available
Chair: DPW	DHR	DHR
Installation commander's rep	DFMWR	CACO coordinator
Garrison commander's rep	Command ombudsman	DPTMS
DPTMS	NAF programs	Airfield operations
IEM	Recreation services	Port operations
Installation PHEO	Child and youth services	Tenant organization Reps
DPW	DPW	ARNG tenants
Environmental office	Housing office	Reserve component tenants

Table 19–2
Installation recovery working group membership—Continued

Engineering office	NEC	DOD school
Ops and maintenance	IA	DOD childcare/daycare
Master planning	RSO (Chaplain)	AAFES/DeCA
LRC	IRACO (Audit)	
Transportation office	Tenant organization reps	
Supply services	General tenants	
DES	Liaisons	
LE	FSTLOSP (HN) liaisons	
F&ES	LEPC liaison	
DFMWR	NGOs/FBOs	
ACS	Humane Society	
Emergency Family Assistance Center	Citizen/Community Groups	
NEC		
IT Systems Support		
Public Affairs Office		
Installation legal office (ILO) (Legal)		
ICO (Contracting)		
ISO (Safety)		
Medical Emergency Manager		
Tenant Organization Reps		
Utility Providers Commercial Businesses		

(2) *Role of the recovery working group.* The RWG serves as an advisory subcommittee under the installation EMWG in order to provide coordination and oversight of the recovery process. The RWG is responsible for conducting recovery planning, developing reconstruction policies, establishing recovery and reconstruction priorities, identifying mitigation opportunities within the recovery process, developing policies for redevelopment, recommending modifications to building codes and permitting processes, and developing policies for temporary housing and associated long-term mass care operations.

(3) *Unmet needs committee.* An optional subcommittee of the RWG is the unmet needs committee. The purpose of the unmet needs committee is to (a) coordinate and access resources at the community level and (b) consider community needs that are not being addressed or have been denied by other resources. If established, then the unmet needs committee will be chaired by DFMWR ACS or another DFMWR representative as determined in coordination with the installation commander. Typical areas of involvement include the following:

(a) Individual assistance such as emergency repairs, building supplies, and essential furniture needs.

(b) Coordination and disbursement of donated monies in coordination with DFMWR Army Emergency Relief.

(c) Advocacy issues in coordination with command ombudsman to provide information, promote investigation of complaints, and assist with community dispute resolution.

(d) Donations management redistribution (connecting existing donations with those in need of those donated it).

b. Recovery planning. Recovery planning will be conducted at the installation level. Recovery planning is conducted by the RWG formed post-incident and is conducted with the technical direction of the Director of Public Works with the advice and counsel of the installation commander's representative and the IEM. While the installation EM plan facilitates response and initial recovery, the recovery plan provides the detailed, incident-specific process and procedures for successful long-term recovery based upon the recovery priorities established above. The goals of recovery planning are to define a phased, measurable recovery program with a sequenced priority of work specific to the incident requirements.

c. Disaster Recovery Center. The equivalent function of the civilian Disaster Recovery Center is the EFAC established in chapter 12.

19–5. Emergency public information

The requirement for EPI does not end immediately after the response phase of an emergency has been terminated by the installation EOC. There is a continued need to exchange information with the full range of affected public during the recovery phase. Installations will continue communication during recovery operations by providing pertinent information such as conveying impacts and analyses of the incident. Additionally, installations will provide opportunities for stakeholders to provide information on community impacts, lesson learned, and other relevant information from the community, supporting local, State, and Federal agencies, the media, and members of the general public. One possible venue is the coordination of Town Hall meetings with leadership participation.

19–6. Public safety considerations

Public safety during the recovery phase is the responsibility of DES LE personnel as noted in appendix E. In addition to ongoing prevention phase activities, such as ECP access control, additional public safety considerations include—

a. Enforcing reentry procedures, to include reentry permitting.

b. Establishing and enforcing curfews, if necessary.

c. May be required due to lack of public infrastructure, such as lighting and signals along transportation routes, and hazardous conditions, such as sinkholes and debris piles.

d. Establishing and maintaining animal control, if necessary.

19–7. Occupational safety considerations

a. Safety considerations. As noted in chapter 18, all emergencies may have one or more secondary hazards. This issue becomes more pronounced during the Recovery Phase. Secondary hazards exist at multiple levels throughout the damage assessment, debris management, rebuilding and repair, and environmental remediation processes described below. 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. Safety during the recovery process is crucial to successful operations. Recovery personnel will be equipped with appropriate respiratory protection as determined by the incident commander with the advice of the ISO medical authority (installation preventive medicine or industrial hygiene office), and/or DPW environmental office depending upon the incident. See chapter 14 and AR 11–34 for specific respiratory protection guidance.

e. Personal protective equipment. Recovery personnel dealing with incident debris, construction and demolition debris, and hazardous substances/waste, to include CBRN contaminants, will be equipped with appropriate PPE as determined by the incident commander with the advice of the ISO, medical authority (installation preventive medicine or industrial hygiene office), and/or DPW environmental office depending upon the incident. Because of the difficulty in performing recovery operations in some levels of PPE, the incident commander must plan for work-rest rotation of recovery personnel and the need to request for additional resources required in sustaining recovery operations. See chapter 14 for specific PPE guidance.

19–8. Public health considerations

a. Public health considerations. The public health of the protected populace is of the utmost concern to the installation commander. Lack of access to safe drinking water and reliable assurance of safe foodstuffs can severely disrupt the recovery process. Other public health considerations include:

(1) Establishing sanitary conditions for workers and residents.

(2) Establishing vector control of mosquitoes, rats, and other disease vectors.

(3) Management of mold and mildew assessment and removal operations necessary for housing reoccupation.

(4) Management of public health issues resulting from lack of water treatment facilities, wastewater pumping and treatment, solid waste collection, and disposal.

(5) Continuing syndromic surveillance operations.

(6) Continuing medical surveillance of designated Category 1 and 5 personnel and expanding coverage to include personnel injured or exposed to hazardous conditions during response and recovery operations.

b. Resources. See DODI 6200.03, MEDCOM OPLAN 13–01, and MEDCOM OPORD 16–26 for specific guidance. The CDC provides public health outreach materials for community distribution at www.cdc.goc/nceh/publichealth. These materials include prevention guides regarding public health advice after floods, tropical cyclones (hurricanes and tropical storms), tornadoes, and earthquakes.

19–9. Environmental considerations

a. Environmental considerations. Reference AR 200–1 guides environmental actions during the recovery phase.

b. Debris operations. Environmental considerations include site planning and permitting for debris collection sites, guiding the separation of OHS, to include household hazardous and toxic waste, from the debris stream, identification of recycling and reuse options and opportunities, and guiding debris issues related to historic or protected structures.

c. Decontamination and remediation operations. Environmental considerations include all aspects of equipment, facility, and terrain decontamination and remediation, as well as, all aspects of retrograde movement regarding contaminated or potentially contaminated environments.

19–10. Psychological considerations

a. Concept. The Recovery process depends upon the psychological recovery of the Army community as much as the physical and structural reconstruction of the installation. The provision of counseling services to all personnel (Category 1–5 populations) is a key component of a successful recovery and return to normalcy. The provision of counseling services should follow pre-existing professional guidelines and practices regarding disaster mental health. Establishment of mental health capabilities and the provision of conventional counseling services to the Army Community is the responsibility of the designated MTF provider.

b. Requirement. All EM programs will coordinate with the supporting MTF on the availability of disaster mental health capabilities and the provision of 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, MEDCOM OPORD 08–08, and MEDCOM OPORD 17–26 for specific medical guidance. Where sufficient capabilities are not available organically, the installation emergency manager, in coordination with the DFMWR or RSO, will arrange for the required level of services through execution of a coordinated, valid support agreement.

Note. DAMO–ODP will ensure that the OTSG recognizes this requirement and prepares to support such requests from the impacted installation commander.

c. Process. Counseling services will be coordinated through the EFAC 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.

19–11. Damage assessment

a. Concept. Damage assessment and impact analysis are essential to determining the magnitude, scope, scale, and extent of an emergency. Damage assessment results will guide the determination of priorities, identification of required resources, and justification for Higher Headquarters assistance and DOD supplemental funding requests. The damage 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 continue throughout the recovery phase.

b. Requirement. All EM programs will coordinate with the Director of Public Works on the establishment, activation, and management of one or more damage assessment teams on the installation when requested by the installation EOC or activated as identified in the installation EM plan. Task-organized damage assessment teams will be typed through the resource typing system. Damage assessment teams are usually activated immediately after an incident occurs in order to conduct initial and follow-on damage assessment and impact analysis for the installation commander and the RWG.

Note. DAMO–ODP will coordinate with USACE to standardize damage assessment procedures and cost estimating process.

c. Services. Damage assessment teams will provide the following services tailored to the installation needs and the specific emergency being addressed:

(1) Conduct initial damage assessment by installation zone.
(2) Completion of damage survey reports by installation zone.
(3) Geo-coding of damage survey reports for entry by the installation EOC GIS manager.
(4) Conduct secondary damage assessments by installation zone (or as directed).

d. Process. Damage assessment teams will be activated by the installation EOC or as identified in the installation EM plan through the MWNS with a team-specific recall group assignment. Activation will detail when, where, and for how long the team is to be activated (which may be modified by the installation EOC's discretion). Upon assembly at their designated staging area, the damage assessment team will conduct an initial damage assessment via provided transportation or on foot, depending on local conditions. The preliminary damage assessment will be conducted by installation zone and consist of written damage survey reports and digital imagery of damage (select examples at the discretion of the team leader) submitted to the installation EOC upon completion. The initial damage assessment should be initiated as soon as the hazardous conditions have passed or ended with a target completion of 12–24 hours post-incident (conditions permitting). After a rehabilitation period and augmentation of required specialists (if required), the damage assessment team then begins the secondary damage assessment, which progresses from the hardest impacted installation zone outwards with detailed assessment by building, structure, and infrastructure, including

utilities, focused on restoration or replacement requirements and cost estimation. Secondary damage survey results are submitted to the installation EOC or the RWG as directed by the installation EM plan. Damage assessment teams may be demobilized by the installation EOC, when required.

e. Management. Damage assessment teams consist of public works personnel, including one or more structural or civil engineers, additional duty personnel, and volunteers, as needed. The team organization and composition will be identified in the installation EM plan, will be categorized as Category 5 first responders, and will be issued appropriate identification regarding their assignment. It is the responsibility of the installation EMWG to ensure that issues regarding access control, transportation, pay, and/or compensation are addressed pre-incident during the preparedness phase. The damage assessment teams are typed resources as indicated below.

f. Training. All members of the damage assessment teams are Category 5 first responders and are required to complete the NIMS requirements stated in chapter 8, tables 8–1, the relevant task-specific training necessary to perform their assigned functions, and completion of IS 708: Rapid damage assessment available at https://training.fema.gov/.

g. Equipment. Damage assessment teams require adequate transportation, workspace, communications capabilities and capacity, and supplies in order to perform their assigned tasks as detailed in the applicable resource typing definitions.

h. Army resource typing definitions. As detailed in chapter 9, Army installations develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. The resource typing definitions for the damage assessment teams is under development by DAMO–ODP in coordination with resource and program sponsors.

19–12. Structural evaluation

a. Concept. Structural evaluation capabilities are the key to swiftly and safely authorizing reoccupation of facilities and buildings which may have been damaged during an emergency. The goal of any installation is to have the structural evaluation procedures executed by experienced structural engineers and/or building inspectors, but the reality is that few installations have qualified personnel available and/or require these limited resources to perform other assigned tasks, such as overall coordination of the damage assessment process as well as the structural evaluation process. The challenge of sharing this limited knowledge base across multiple engineering disciplines and inspectors has been addressed with regards to structural evaluation post-earthquake and post-tropical cyclone hazards through the development of evaluation procedures by the Applied Technology Council (ATC). ATC Guide 20–1 and ATC Guide 45 provide a recovery phase structural evaluation process, which identifies buildings by four classes: Class A: Safe, Class B: Safe for limited entry, Class C: Off-limits, or Class X: Uncertain (detailed investigation necessary). This process helps to quickly identify buildings for re-habitation to increase responder capabilities, such as re-habitation of the primary installation EOC, and decrease the load on mass care operations using a consistent, proven process. The structural evaluation process will begin as soon as possible after an incident occurs in order to identify building for rehabitation and continues throughout the recovery phase until all structures are either cleared for rehabitation or slated for demolition.

b. Requirement. All EM programs will coordinate with the DPW on the establishment, activation, and management of one or more structural evaluation teams on the installation when requested by the installation EOC or activated as identified in the installation EM plan. Task-organized structural evaluation teams will be typed through the resource typing system. Structural evaluation teams are usually activated immediately after an incident occurs in order to conduct initial and follow-on structural evaluation for the installation commander and the RWG. This requirement is considered a component of the overall damage assessment.

Note. DAMO–ODP will coordinate with USACE to standardize structural evaluation procedures.

c. Services. Structural evaluation teams will provide the following services tailored to the installation needs and the specific emergency being addressed:

(1) Conduct structural evaluation by installation zone.

(2) Classification of buildings and structures by installation zone.

(3) Geo-coding of building and/or structure classifications for entry by installation EOC GIS Manager.

(4) Conduct secondary structural evaluation by certified structural engineer and/or building inspector (as determined by the DPW) for all Class X and Class C structures.

d. Process. Structural evaluation teams will be activated by the installation EOC or as identified in the installation EM plan through the MWNS with a team-specific recall group assignment. Activation will detail when, where, and for how long the team is to be activated (which may be modified by the installation EOC's discretion). Upon assembly at their designated staging area, the structural evaluation team will conduct the initial structural evaluation process via

provided transportation or on foot, depending on local conditions. The initial structural evaluation process will be conducted by installation zone and consist of written worksheets for each evaluated structure with a recommended classification and digital imagery of the structure submitted to the installation EOC upon completion. The initial structural evaluation process should be initiated as soon as the hazardous conditions have passed or ended with a target completion of 48–96 hours post-incident (conditions permitting). After a rehabilitation period and augmentation of required specialists (to include a structural engineer and/or building inspector as directed by the DPW), the structural evaluation team then begins the secondary structural evaluation, which progresses from the Class X structures to the Class C structures and the Class B structures with selective sampling of Class A structures for quality control. Secondary structural evaluation results are submitted by the structural engineer (or team leader) to the installation EOC or the RWG as directed by the installation EM plan. Structural evaluation teams may be demobilized by the installation EOC when required.

e. Management. Structural evaluation teams consist of public works personnel, including one or more structural or civil engineers, building inspector(s) (if available), and additional duty public works personnel, as needed. The team organization and composition will be identified in the installation EM plan, will be categorized as Category 5 first responders, and will be issued appropriate identification regarding their assignment. It is the responsibility of the installation EMWG to ensure that issues regarding access control, transportation, pay, and/or compensation are addressed pre-incident during preparedness activities. The structural evaluation teams are typed resources as indicated below.

f. Training. All members of the structural evaluation teams are Category 5 first responders and are required to complete the NIMS requirements stated in tables 8–1 of chapter 8 and the relevant task-specific training necessary to perform their assigned functions.

g. Equipment. Structural evaluation teams require adequate transportation, workspace, communications capabilities, and capacity, and supplies in order to perform their assigned tasks as detailed in the applicable resource typing definitions.

h. Army resource typing definitions. As detailed in chapter 9, Army installations develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. The resource typing definitions for the structural evaluation teams is under development by DAMO–ODP in coordination with resource and program sponsors.

19–13. Debris management

a. Concept. Debris management is essential to expediting the recovery process and re-establishing the Army community during the recovery phase. Damage assessment results will guide the determination of debris management priorities. The debris management process will begin as soon as possible after an incident occurs in order to permit access to the incident site by designated personnel, remove life safety and environmental hazards, and mitigate further environmental contamination throughout the recovery phase. The debris management capabilities at an installation will be limited to providing the initial clearance operations and the consolidation of debris at one or more sites, with the concurrence of the DPW Environmental Office on site location(s).

b. Requirement. All EM programs will coordinate with Director of Public Works on the establishment, activation, and management of one or more debris management teams on the installation when requested by the installation EOC or activated as identified in the installation EM plan. Task-organized debris management teams will be typed through the resource typing system. Debris management 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 (for example, destructive weather, including ice storms, winter storms, sand storms, and tropical cyclones/hurricanes) with delayed onset known to generate significant debris management requirements.

Note. DAMO–ODP will coordinate with USACE to standardize debris management procedures and cost estimating process.

c. Services. Debris management teams will provide the following services tailored to the installation needs and the specific emergency being addressed:

(1) Establish one or more debris staging areas in coordination with the DPW Environmental Office and the identified property owner(s).
(2) Conduct initial debris management by installation zone.
(3) Completion of debris management reports by installation zone.
(4) Geo-coding of debris management reports for entry by installation EOC GIS Manager.
(5) Conduct follow-on debris management by installation zone (or as directed).

d. Process. Debris management teams will be activated by the installation EOC or as identified in the installation EM plan through the MWNS with a team-specific recall group assignment. Activation will detail when, where, and for how long the team is to be activated (which may be modified by the installation EOC's discretion). Upon assembly at their designated staging area, the debris management team will coordinate debris management requirements with the incident commander, the installation EOC, and the damage assessment team(s) depending on local conditions. The initial debris management should be conducted by installation zone and consist of written debris management reports and digital imagery of debris content (select examples at the discretion of the team leader) submitted to the installation EOC upon completion. The initial debris management should be initiated as soon as the hazardous conditions have passed or ended with an assigned target completion timeframe to be established by the installation EOC based upon local conditions. Initial debris management may require consolidation of debris at multiple collection points prior to the establishment of an approved debris staging area with the goal of eventual movement of debris to the debris staging area later in the recovery process. After a rehabilitation period and augmentation of required specialists and/or specialized equipment (if required), the debris management team then begins the follow-on debris management activities, which progresses as directed by the installation EOC in coordination with all stakeholders, especially the incident commander. Debris management teams may be demobilized by the installation EOC when required.

e. Management. Debris management teams consist of public works personnel, including equipment operators, environmental program liaison, additional duty personnel, and volunteers, as needed. The team organization and composition will be identified in the installation EM plan, will be categorized as Category 5 first responders, and will be issued appropriate identification regarding their assignment. It is the responsibility of the installation EMWG to ensure that issues regarding access control, transportation, and pay/compensation are addressed pre-incident during preparedness activities. Debris management teams are typed resources as indicated below.

f. Training. All members of the debris management teams are Category 5 first responders and are required to complete the NIMS requirements stated in chapter 8, tables 8–1 and the relevant task-specific training necessary to perform their assigned functions.

g. Equipment. Debris management teams require adequate transportation, workspace, communications capabilities and capacity, and supplies in order to perform its assigned tasks as detailed in the applicable resource typing definitions.

h. Army resource typing definitions. As detailed in chapter 9, Army installations develop, field, and maintain NIMS Tier Two assets (defined as local, non-EMAC resources) for their EM Program. The resource typing definitions for the damage clearance teams is under development by DAMO–ODP in coordination with resource and program sponsors.

19–14. Fatality management and mortuary affairs

a. Concept. Fatality management and mortuary affairs is primarily a logistics function regarding the management and, if necessary, temporary internment of human remains. Fatality management begins in the Response phase and continues into the recovery phase. Mortuary affairs is the larger function for recovering, identifying, and interring human remains. Casualty affairs is the process of notifying and assisting the family of the deceased and is not included with the scope of fatality management and mortuary affairs.

b. Requirement. All 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, DHR is the lead for casualty calls assignments, and the supporting MTF is responsible for those casualties who die once under their care, hospital morgue operations, public health aspects of fatality management and mortuary affairs, and assisting in identification of human remains through existing personnel and casualty registries.

(1) *Continuing development.* DAMO–ODP will coordinate with the Office of the Armed Forces Medical Examiner, the Joint Mortuary Affairs Center (JMAC), and appropriate HQDA and subordinated offices to standardize fatality management procedures for EM programs.

(2) *Mortuary affairs.* All mortuary affairs operations will be conducted in accordance with JP 4–06.

(3) *Contaminated human remains.* In the event a CBRN incident occurs resulting in contaminated human remains, specialized personnel will be required to recover and mitigate the hazards.

c. Training. All members of the FM and/or mission assignment team are Category 5 first responders and are required to complete the NIMS requirements stated in chapter 8, tables 8–1 and the relevant task-specific training necessary to perform their assigned functions. FEMA G386: Mass fatalities incident response course is recommended if available in the State or local area.

19–15. Decontamination

a. Requirements. Decontamination during the recovery phase is a long term, complex operation and must address resource management, safety, long-term health issues, environmental concerns, and effect on mission accomplishment. The DPW Environmental Office is responsible for coordinating decontamination activities carried out by the designated Federal, State, or private provider under 40 CFR 300 and applicable environmental laws. There are many methods for handling contaminated soil, water, and sediment in accordance with DODD 5030.41 and AR 200–1. Short-term recovery planning should concentrate on temporary containment of contamination (including used decontamination equipment and solutions) and isolation of contaminated items and areas.

b. Restrictions. Decontamination of equipment, terrain, or facilities contaminated with any HAZMAT (hazardous substances) identified in AR 200–1, supporting AR 50 series, 40 CFR 300, or the North American Emergency Response Guide, including contamination due to terrorism incidents, will not be performed by installation personnel. The DPW Environmental Office will coordinate with the appropriate Federal agencies, including, but not limited to, EPA, to effect decontamination and remediation of equipment or a site contaminated by HAZMAT (hazardous substances).

19–16. Remediation and retrograde operations

a. Remediation. Restoration begins upon completion of the initial damage assessment process. Remediation is a highly technical component of the overall restoration effort and consists of a detailed survey for potential contamination or pollution secondary to the incident and continues until all contamination or pollutants has been removed or remediated to an acceptable level as determined by competent authorities. The scope and duration of the remediation depends on the agent or material. Remediation is normally performed by civilian environmental consultant firms under contract to the Army and/or under the supervision of the EPA, depending on the nature of the incident. Funding for contract support would be provided through installation operations and maintenance accounts, unless special appropriations are received.

b. Retrograde movement. Retrograde movement consists of the redeployment of personnel and equipment and begins as soon as objectives are accomplished or the need for response resources diminishes. Pre-retrograde movement considerations include a review of the incident and identified and potential hazards to ensure that equipment and material to be moved are safe for unprotected contact by assigned personnel. If the spill or other release of HAZMAT (hazardous substances) were involved in the incident, then the safe retrograde and long-term disposition of equipment with potential or actual residual contamination from one or more hazardous substances requires a thorough understanding of the associated risks and the minimum time necessary to mitigate those risks. The significant time requirements for agent weathering must be addressed within retrograde planning. The safety of personnel is a significant concern during the retrograde of equipment with potential, residual, or low-level contamination. Any equipment present in the contamination control zones, including downwind hazard areas, should be assumed to possess residual contamination consistent with the nature of the agent or material used. Given the limitations of decontamination and detection technology at the installation level, neither process provides confirmation that equipment is safe for use without proper PPE, to include respiratory protection. As contamination cannot be ruled out, retrograde movement cannot extend outside the boundaries of the original hot zone without the potential spread of operationally significant contamination to additional locations. Most equipment will require extensive weathering, or even destruction, to be safe. Residual contamination risks include potential vapor and contact hazards, which increases as contaminated equipment is consolidated, maintained, or prepared for shipment, if required.

19–17. Housing recovery

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

b. Transition from safe havens. The role of the evacuation management team does not end until all personnel are at their final location, which may be temporary housing, permanent housing, or even a geographically remote designated place under JFTR. Local safe havens are only capable of providing temporary mass care for up to 5–7 days, as noted in chapter 12. After 72 hours (or less depending upon the incident and the preparedness of the community), these temporary safe haven residents are completely dependent upon mass care operations for feeding, emergency supplies, showers and sanitary facilities, laundry services, and even clothing. Remote safe havens vary significantly and the associated timeline for transition to temporary or permanent housing will depend upon the capabilities of the receiving DOD installation. During this period, it is imperative that installations quickly identify temporary housing, both on- and off-post as well as on nearby DOD installations (if available), in which to relocate safe haven residents.

Constant, honest engagement with safe haven residents on the process and the expected timeline is a key component of the ongoing EPI process.

c. Temporary housing. Temporary housing is where displaced personnel live from the time they leave a safe haven or civilian shelter until the time they return to their previous home or a new home. Temporary housing must be in a livable condition, with sufficient utilities and services, pest-/mold-/mildew-free, and properly prepared (ventilated, cleaned) prior to occupancy by safe haven residents. Prior to occupancy, personnel need to fully understand the rules, timeline, and responsibilities concerning the use of such temporary housing, such as the expected occupancy time, financial responsibilities (utilities, damages, supplies, appliances), general logistics (parking, utilities, supplies, quiet hours), and expected behavior. Examples of temporary housing include barracks, dormitories, bachelor quarters, visitors quarters, previously available family housing units, recreational lodging, hotels, rented apartments or homes in the local economy, mobile homes, or vacation properties. Coordination of temporary housing needs is the responsibility of the DPW Housing Office in support of the RWG.

(1) *Transportation needs population (Category 2TR).* Temporary housing for Category 2TR personnel will require access to temporary or pre-existing mass transit or bus routes.

(2) *Special needs population (Category 2SN).* Temporary housing for Category 2SN personnel may require ADA compliance and special modifications for even short term occupation.

(3) *Animal needs population (Category 2AN).* Temporary housing for Category 2AN personnel will require appropriate pet crates, carriers, and/or enclosures as well as access to additional potable water and animal food supplies. Best practices typically separate large pets and animals, such as dogs, into a specific area with access to pet areas and pet waste bins, in order to manage expectations and reduce noise complaints among non-dog owners.

d. Transient housing. Transient housing requirements for transient personnel (schools, courses, conferences, meetings), visitors, guests, and contractors (especially the large number of recovery contractors in some larger incidents) remain throughout the recovery phase and need to be accounted for in the allocation of temporary housing. Depending upon the incident and the resulting damage, transient housing requirements may be shifted to the local civil jurisdictions, but there is a financial and transportation burden associated with such a shift, which needs to be addressed. Coordination of transient housing needs is the responsibility of the DPW Housing Office in support of the RWG.

e. Long-term or permanent housing. Permanent housing is the responsibility of the DPW Housing Office. Best practices in this area suggests that installations should not rush into permanent housing solutions until a revised community profile has been completed and the installation has the infrastructure and services necessary to support the estimated population. It is important to address changes in the installation populace, especially designated place relocations, in this process.

19–18. 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 homeowners and renters insurance policies address personal property losses of installation residents and 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 headquarters.

Note. The growing use of public-private ventures arrangements to address on- and off-post housing, especially rental properties, changes some of the dynamics regarding the FEMA Individual Assistance Program as some public-private ventures locations have local civilian residents renting at the same property as members of the Army community. DAMO–ODP will coordinate with the appropriate Federal, DOD, and Army offices to identify specific requirements and address these issues in future policy revisions.

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 members of the Army community.

Chapter 20
Capability Assessment

20–1. Installation status report

All installations will provide input to the performance measures associated with Service Area 604 Army Emergency Management as a component of their normal ISR process in accordance with AR 210–14. DAMO–ODP serves as the

HQDA proponent for Service Area 604 and will support ISR Services in the development, review, and maintenance of assigned performance measures aligned with DODI 6055.17, AR 525–27, and this publication.

20–2. Readiness reporting

a. Requirement. Commanders at all levels will use the Defense Readiness Reporting System for reporting the readiness and ability to successfully conduct all assigned tasks in support of assigned missions in accordance with DODD 770.65 and AR 220–1. At the installation level, this reporting requirement is a consolidated process with the existing ISR data entry, which uses established business rules and performance measure prioritization, weighting, and alignment to translate existing Service Area 604 information into Defense Readiness Reporting System–Army readiness reporting without the burden of an additional reporting process.

b. Special facilities. Installations responsible for special weapons or other designated programs will use the reporting procedures and systems required by their combatant commander and/or Service as directed by higher headquarters.

c. Task alignment. Each Army installation will align its performance objectives with the applicable Army mission essential tasks which apply to their local conditions. The tasks must be complete with conditions and standards for each identified task.

20–3. Assessments

a. Requirements. All commands will participate in applicable assessments, to include the DOD IVA, FPATs, HHATs, and SAVs as directed. Higher headquarters and installations will integrate EM requirements and issues into the existing inspector general (IG) process, when appropriate. DAMO–ODP, through the Army EM Steering Group and the DOD EM steering group, are required to support and shape applicable EM benchmarks and other assessment criteria to ensure accurate, applicable, and measurable results.

b. Typed criteria. DAMO–ODP will lead the Army effort to provide criteria broken down by installation type designation as detailed in chapter 2.

c. Force protection assistance team, higher headquarters assessment team, staff assistance visit participation. DAMO–ODP will be represented on all FPAT, HHAT, and SAV assessments/visits as a HQDA, G–34 representative on all matters related to the capabilities identified in AR 525–27 and this publication.

20–4. Program accreditation

Installations are encouraged to seek EM Program accreditation through the EMAP available from the National EM Association. More information is available at https://www.emap.org/. The EMAP certification requires compliance with NIMS and NFPA 1600 as detailed in this pamphlet.

Appendix A

References

Section I

Required Publications

AR 525–2
The Army Protection Program (Cited in para 14–1*a*.)

AR 525–27
The Army Emergency Management Program (Cited in the title page.)

DODI 6055.17
DOD Emergency Management (EM) Program (Cited in para 1–10*g*.)

NFPA 1600
Standard on Disaster/Emergency Management and Business Continuity/Continuity of Operations Programs (Cited in para 2–4*c*.) (Available at https://www.nfpa.org/.)

NIMS
National Incident Management Systems (Cited in para 1–10*d*.) (Available at https://training.fema.gov/nims/.)

NRF
National Response Framework (Cited in para 2–4*d*.) (Available at https://training.fema.gov/nrfres.aspx.)

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 https://www.fema.gov. HSPD publications are available at https://www.nrc.gov. Public laws are available at https://www.congress.gov/public-laws/. United States code are available at https://uscode.house.gov/.

APCO 25
Association of Public-Safety Communications Officials International, Inc – Project 25 (Available at https://www.apcointl.org/.)

AR 11–34
The Army Respiratory Protection 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 40–4
Army Medical Department Facilities/Activities

AR 40–5
Preventative Medicine

AR 40–400
Patient Administration

AR 50 series
Nuclear and Chemical Weapons and Materiel

AR 50–1
Biological Surety

AR 50–5
Nuclear Surety

AR 50–6
Nuclear and Chemical Weapons and Materiel Chemical Surety

AR 50–7
Army Reactor Program

AR 71–32
Force Development and Documentation

AR 75–15
Policy for Explosive Ordnance Disposal

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 500–5
Army Mobilization

AR 525–13
Antiterrorism

AR 525–26
Infrastructure Risk Management (Army)

AR 600–20
Army Command Policy

AR 608–1
Army Community Service

AR 700–90
Army Industrial Base Process

AR 710–2
Supply Policy Below the National Level

AR 735–5
Property Accountability Policies

ARC 3030
American Red Cross (ARC) Standard 3030 Disaster Services Program

ARC 4496
Standards for Hurricane Evacuation Shelter Selection

Army Pandemic Influenza Planning Directive 2007
(Available at G–35 (DAMO–SSP) AKO site (registration required).)

ATC Guide 20–1
Post earthquake Safety Evaluation of Buildings (Available at https://www.atcouncil.org/.)

ATP 3–28.1
Multi-Service Tactics, Techniques, and Procedures for Defense Support of Civil Authorities (DSCA)

ATP 3–37.2
Antiterrorism

ATP 4–46
Contingency Fatality Operations

ATP 5–19
Risk Management

CJCSM 3150.05D
Joint Reporting System Situation Monitoring Manual (Available at https://www.jcs.mil/library/cjcs-manuals/.)

CPG 101
Comprehensive Preparedness Guide (CPG) (Available at https://www.fema.gov/media-library/assets/documents/184690.)

DA Pam 25–1–1
Information Technology Support and Services

DA Pam 25–1–2
Information Technology Contingency Planning

DA Pam 385–30
Mishap Risk Management

DA Pam 385–40
Army Accident Investigation and Reporting

DA Pam 385–61
Toxic Chemical Agent Safety Standards

DA Pam 385–69
Safety Standards for Microbiological and Biomedical Laboratories

DA Pam 708–3
Cataloging of Supplies and Equipment, Army Adopted Items of Materiel, and List of Reportable Items

DFAS–IN Manual 37–100
(Available at https://www.asafm.army.mil/.)

DOD Dictionary of Military and Associated Terms
(Available at https://www.jcs.mil/portals/36/documents/doctrine/pubs/dictionary.pdf.)

DOD 1400.25–M
DOD Civilian Personnel Manual (CPM)

DOD 3025.1–M
DOD Manual for Civil Emergencies

DOD 3150.8–M
Nuclear Accident Response Procedures (NARP)

DOD 4000.25–M
Defense Logistics Management System (DLMS)

DOD 4160.21–M
Defense Materiel Disposition Manual

DOD 5500.7–R
Joint Ethics Regulation (JER)

DOD 6055.6–M
Fire and Emergency Services Certification Program

DODD 1404.10
DOD Civilian Expeditionary Workforce

DODD 3020.26
Department of Defense Continuity Program

DODD 3020.40
Mission Assurance (MA)

DODD 3025.18
Defense Support of Civil Authorities

DODD 3150.08
DOD Response to Nuclear and Radiological Incidents

DODD 4715.1E
Environment, Safety, and Occupational Health (ESOH)

DODD 5000.1
The Defense Acquisition System

DODD 5134.08
Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs (ASD(NCB))

DODD 5158.04
United States Transportation Command (USTRANSCOM)

DODD 7730.65
Department of Defense Readiness Reporting System (DRRS)

DODI 1400.32
DOD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures

DODI 2000.12
DOD Antiterrorism 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 5000.02
Operation of the Defense Acquisition System

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 6055.05
Occupational and Environmental Health (OEH)

DODI 6055.06
DOD Fire and Emergency Services (F&ES) Program

DODI 6200.03
Public Health Emergency Management Within the Department of Defense

DODI 6205.4
Immunization of Other Than U.S. Forces (OTUSF) for Biological Warfare Defense

DODI O–2000.16
Volume 1 DoD Antiterrorism (AT) Program Implementation: DoD AT Standards

DODI O–2000.16, Volume 2
DoD Antiterrorism (AT) Program Implementation: DoD Force Protection Condition (FPCON) System

EO 12196
Occupational Safety and Health Programs for Federal Employees

EO 12699
Seismic Safety of Federal and Federally Assisted or Regulated New Building Construction

EPA 550–F–00–009
First Responders' Environmental Liability Due to Mass Decontamination Runoff (Available at https://www.epa.gov/sites/production/files/2013–11/documents/onepage.pdf.)

FEMA 386–1
Getting Started: Building Support for Mitigation Planning

FEMA 508 series
Typed Resource Definitions

FEMA 508–3
Typed Resource Definitions: Emergency Medical Services Resources

FEMA 508–4
Typed Resource Definitions: Fire and Hazardous Materials Resources

FEMA 508–6
Typed Resource Definitions: Law Enforcement and Security Resources

FEMA 508–7
Typed Resource Definitions: Generator Type Definitions

FEMA 508–8
Typed Resource Definitions: Search and Rescue Resources

FEMA Catalog
Flood and Wind Publications and Training Courses

FEMA ESF 6
Mass Care, Emergency Assistance, Housing, and Human Services Annex

FEMA IS–775
Emergency Operations Center (EOC) Management and Operations

FEMA L–122
Community Mass Care Management,

FEMA L–270.4
Recovery from Disaster: The Local Government Role

FIPS 201–1
Personal Identify Verification (PIV) of Federal Employees and Contractors

FM 3–11
Multiservice Doctrine for Chemical, Biological, Radiological, and Nuclear Operations

HLS ACT
(Available at https://www.dhs.gov/homeland-security-act-2002.)

HQDA EXORD 050–11
Army Emergency Management Initial Operational Capability Guidance (Available at https://www.us.army.mil/suite/group/23639.)

HQDA EXORD 202–09
ISO Family Readiness Support Assistants (FSRA)

HQDA EXORD 693–05
Plan of Action for Implementation of the National Response Plan and National Incident Management System

HSEEP, Volumes I, II, and III
Homeland Security Exercise and Evaluation Program (Available at https://www.fema.gov.)

HSPD 3
Homeland Security Advisory System

HSPD 4
National Strategy to Combat Weapons of Mass Destruction

HSPD 5
Management of Domestic Incidents

HSPD 7
Critical Infrastructure Identification, Prioritization, and Protection

HSPD 9
Defense of United States Agriculture and Food

HSPD 10
Biodefense for the 21st Century

HSPD 12
Policy for Common Identification Standard for Federal Employees and Contractors

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

JP 3–11
Operations in Chemical, Biological, Radiological, and Nuclear Environments (Available at https://www.jcs.mil/portals/36/documents/doctrine/pubs/jp3_11.pdf.)

JP 3–28
Defense Support of Civil Authorities (Available at https://www.jcs.mil/portals/36/documents/doctrine/pubs/jp3_28.pdf.)

JP 3–68
Noncombatant Evacuation Operations (Available at https://www.jcs.mil/portals/36/documents/doctrine/pubs/jp3_68pa.pdf.)

JP 4–0
Joint Logistics (Available at https://www.jcs.mil/portals/36/documents/doctrine/pubs/jp4_0ch1.pdf?ver=2019–05–10–120259–860.)

JTR
Joint Travel Regulations (Available at https://www.defensetravel.dod.mil/site/travelreg.cfm.)

MEDCOM OPLAN 13–01
U.S. Army Medical Command All Hazards Preparedness (Available at https://medcomsafety.amedd.army.mil/regulations.html.)

MEDCOM OPORD 16–26
Public Health Emergency Management and Health Protection (Available at https://medcomsafety.amedd.army.mil/regulations.html.)

MEDCOM OPORD 17–26
Traumatic Event Management Coordination for Army Emergency Management Implementation (Available at https://medcomsafety.amedd.army.mil/regulations.html.)

MEDCOM Regulation 525–4
U.S. Army Medical Command and Office of the Surgeon General Emergency Preparedness and Response (Available at https://medcomsafety.amedd.army.mil/regulations.html.)

NFPA 1
Fire Code (Available at https://www.nfpa.org.)

NFPA 101
Life Safety Code (Available at https://www.nfpa.org.)

NFPA 471
Recommended Practice for Responding to Hazardous Materials Incidents (Available at https://www.nfpa.org.)

NFPA 472
Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents (Available at https://www.nfpa.org.)

NFPA 473
Standard for Competencies for EMS Personnel Responding to Hazardous Materials/Weapons of Mass Destruction Incidents (Available at https://www.nfpa.org.)

NFPA 1061
Professional Qualifications for Public Safety Telecommunications Personnel (Available at https://www.nfpa.org.)

NFPA 1500
Standard on Fire Department Occupational Safety and Health Program (Available at https://www.nfpa.org.)

NFPA 1561
Standard on Emergency Services Incident Management System and Command Safety (Available at https://www.nfpa.org.)

NFPA 1991
Standard on Vapor-Protective Ensembles for Hazardous Materials Emergencies (Available at https://www.nfpa.org.)

NIMS Guide 0001
NIMS Guide 0001: National NIMS Resource Typing Criteria (Available at https://www.nfpa.org.)

NIMS 5–year Training Plan
Five-Year NIMS Training Plan (Available at https://www.nfpa.org.)

NIPP
National Infrastructure Protection Plan (Available at https://www.nfpa.org.)

NSP
National Search and Rescue (SAR) Plan (Available at https://www.dco.uscg.mil/portals/9/cg-5r/manuals/national_sar_plan_2016.pdf.)

NUREG/CR–6864, Volume 1
Identification and Analysis of Factors Affecting Emergency Evacuations (Available at https://www.nrc.gov.)

OSHA 3151–12R
Personal Protective Equipment (Available at https://www.osha.gov/pls/publications/publication.html.)

PL 93–288
Disaster Relief Act of 1974

PL 93–523
Safe Drinking Water Act of 1974

PL 100–707
Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988

PL 103–160
National Defense Authorization Act for Fiscal Year 1994

PL 104–191
Health Insurance Portability and Accountability Act (HIPPA) of 1996

PL 104–321
Emergency Management Assistance Compact

PL 106–390
Disaster Mitigation Act of 2000

PL 107–56
Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act

PL 107–188
Public Health Security and Bioterrorism Preparedness and Response Act of 2002

PL 107–296
Homeland Security Act of 2002

PL 109–295
Post-Katrina Emergency Management Reform Act (PKEMRA)

PL 109–308
Pets Evacuation and Transportation Standards Act of 2006

PL 109–417
Pandemic and All-Hazards Preparedness Act

PPD 8
National Preparedness (Available at https://www.dhs.gov/.)

STANAG 2984
Graduated Levels of NBC Threat and Associated Protection

TB MED 507
Heat Stress Control and Heat Casualty Management

TB MED 508
Prevention and Management of Cold Weather Injuries

UFC 4–010–01
DoD Minimum Antiterrorism Standards for Buildings (Available at https://www.wbdg.org/.)

UFC 4–021–01
Design and O&M Mass Notification Systems, with Change 1 (Available at https://www.wbdg.org/.)

USPS Publication 166
Guide to Mail Center Security (Available at https://pe.usps.com/.)

3 CFR
The President (Available at https://www.ecfr.gov/.)

6 CFR
Homeland Security

29 CFR 1910
Occupational Safety and Health Administration, particularly 1910.38 (Emergency Action Plans)

29 CFR 1910.32–39
Exit Routes and Emergency Planning

29 CFR 1910.38
Emergency Action Plans

29 CFR 1910.120Q
Hazardous Waste Operations and Emergency Response

29 CFR 1910.134
Respiratory Protection

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 809
Installation Entry Policy, Civil Disturbance Intervention and Disaster Assistance

33 CFR
Navigation and Navigable Waters

33 CFR 203
Emergency Employment of Army and other Resources, Natural Disaster Procedures

40 CFR 68/112.20/300/372
Environmental Protection

40 CFR 266.202
Definition of solid waste

40 CFR 300
National Oil and Hazardous Substances Pollution Contingency Plan

42 CFR
Public Health

44 CFR
Emergency Management and Assistance

44 CFR 201
Mitigation Planning

49 CFR
Transportation

10 USC
Armed Forces

10 USC 278
Nonpreemption of other law

10 USC 371
Use of information collected during military operations

10 USC 372
Use of military equipment and facilities

10 USC 373
Training and advising civilian law enforcement officials

10 USC 374
Maintenance and operation of equipment

10 USC 375
Restriction on direct participation by military personnel

10 USC 376
Support not to affect adversely military preparedness

10 USC 377
Reimbursement

10 USC 379
Assignment of Coast Guard personnel to naval vessels for law enforcement purposes

10 USC 380
Enhancement of cooperation with civilian law enforcement officials

10 USC 381
Procurement by State and local governments of law enforcement equipment suitable for counter-drug activities through the Department of Defense

10 USC 382
Emergency situations involving chemical or biological weapons of mass destruction

10 USC 3013
Secretary of the Army

14 USC
U.S. Coast Guard

14 USC 1401–1455
Defense Against Weapons of Mass Destruction Act of 1996

18 USC 175
Prohibitions with respect to biological weapons

18 USC 229
Prohibited activities

18 USC 1385
Use of Army and Air Force as posse comitatus

29 USC 651–678
Occupational Safety and Health Act of 1970

31 USC 1342
Limitation

31 USC 1535
Agency agreements

32 USC
National Guard

33 USC 701n
Flood control generally

42 USC 4321–4347
National Environmental Policy Act (NEPA)

42 USC 5121
Congressional findings and declarations

42 USC 11001
Establishment of State commissions, planning districts, and local committees

42 USC 13101
Findings and policy

43 USC 9601
Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA)

50 USC 797
Penalty for violation of security regulations and orders

50 USC 1522
Conduct of chemical and biological defense program

50 USC 1631
Declaration of national emergency by Executive order; authority; publication in Federal Register; transmittal to Congress

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 https://armypubs.army.mil/. DD forms are available on the Office of the Secretary of Defense (OSD) website https://www.esd.whs.mil/directives/forms/.

DA Form 2028
Recommended Changes to Publications and Blank Forms

DA Form 3161
Request for Issue or Turn-In

DD Form 1150
Request for Issue/Transfer/Turn-in

DD Form 1348–1A
Issue Release/Receipt Document

Appendix B

Capability Matrix

B–1. General

This appendix provides a summary of the three capabilities-based installation type designations identified in chapter 2.

B–2. Details

Tables B–1 through B–3 identify (left to right) the installation type, the capability level (technician, operations, awareness) aligned to DODI 3020.52, the required EM capabilities associated with that type, the supporting training required for that type, and the supporting equipment required for that type. The term "appropriate" is meant to refer the reader to the relevant chapter within the publication (for example, see chapter 13 for training and chapter 14 for equipment) as identified in the notes below each table. See tables B–1 through B–3 for details.

Table B–1
Type I Installation Capability Mat

Type	Capability level	Emergency management capabilities	Supporting training	Supporting equipment
I	Technician	Technician-level competency in accordance with NFPA 472 plus: - Recognize any potential hazard or emergency condition - Issue Protective Action Recom-mendations to protected populace - Coordinate evacuation, mass care, and response with C3 capa-bility - Sustain critical operations dur-ing and post-incident - Conduct defensive and offensive operations to save lives and pro-tect property (conduct offensive operations in a contaminated en-vironment) - Perform casualty decontamina-tion operations - Perform team (responder) de-contamination operations - Preserve evidence and conduct sampling operations with pre-sumptive level of detection - Coordinate with response part-ners for confirmatory testing ca-pabilities - Perform casualty and fatality management - Restore essential operations post-incident - Restore headquarters func-tions post-incident	- Appropriate training and certification for all designated Category 1 personnel - Ready Army Commu-nity Preparedness training for entire pro-tected populace - Appropriate training and certification for all designated Category 5 personnel including: - Technician-level competency in ac-cordance with NFPA 472 for identified Fire and ES HAZMAT re-sponse personnel - Operations-level competency in accord-ance with NFPA 472 for remaining Fire and ES personnel - Awareness-level competency in accord-ance with NFPA 472 for Army LE personnel plus Operations-level competency in accord-ance with NFPA 472 for designated Army LE personnel employing Personal Protective Equipment (PPE) and/or supporting de-contamination opera-tions	Appropriate C3 equipment including: - Supporting Dispatch Center - Mass Warning and Notification System - Installation EOC and supporting Departmental Ops Centers - Emergency Communications Appropriate equipment for designated, trained, and certified Category 5 personnel including: - Mass Care equipment - Casualty and Fatality Management equipment - Team and Casualty Decontamination Systems - Appropriate PPE up to Level A PPE - Appropriate Presumptive Detection capabilities * Not all Category 5 personnel receive above equipment Appropriate reference materials

Notes:

[1] See chapter 2 for detailed descriptions of EM capabilities for each installation type designation.

[2] See chapter 13 for detailed training requirements for all Category 1–5 personnel (list above provided as an example only).

[3] See chapter 14 for detailed equipment requirements for all Category 1–5 personnel (list above provided as an example only).

Table B–2
Type II Installation Capability Matrix

Type	Capability level	Emergency management capabilities	Supporting training	Supporting equipment
II	Operations	Operations-level competency in accordance with NFPA 472 plus: - Recognize any potential hazard or emergency condition - Issue protective action recommendations to protected popu-lace - Coordinate evacuation, mass care, and response with C3 capability - Sustain critical operations dur-ing and post-incident - Conduct defensive operations to save lives and protect property - Coordinate SAR operations - Perform casualty decontamination operations - Perform casualty and fatality management - Restore essential operations post-incident - Restore headquarters func-tions post-incident	- Appropriate training and certification for all designat-ed Category 1 personnel - Ready Army Community Preparedness training for entire protected populace - Appropriate training and certification for all designat-ed Category 5 personnel including: - Operations-level compe-tency in accordance with NFPA 472 for all Fire and ES personnel - Awareness-level competency in accordance with NFPA 472 for Army LE per-sonnel plus Operations-level competency in accord-ance with NFPA 472 for des-ignated Army LE personnel employing PPE and/or sup-porting decontamination operations	Appropriate C3 equipment includ-ing: - Supporting dispatch center - MWNS - Installation EOC and supporting departmental Ops centers - Emergency communications Appropriate equipment for desig-nated, trained, and certified Catego-ry 5 personnel including: - Mass care equipment - Casualty and fatality manage-ment equipment - Casualty decontamination systems - Appropriate PPE no greater than Level C PPE * Not all Category 5 personnel receive above equipment Appropriate reference materials

Notes:

[1] See chapter 2 for detailed descriptions of EM capabilities for each installation type designation

[2] See chapter 13 for detailed training requirements for all Category 1–5 personnel (list above provided as an example only)

[3] See chapter 14 for detailed equipment requirements for all Category 1–5 personnel (list above provided as an example only)

Table B–3
Type III Installation Capability Matrix—Continued

Type	Capability Level	Emergency management capabilities	Supporting training	Supporting equipment
III	Awareness	Awareness-level competency in accordance with NFPA 472 plus: - Recognize any potential hazard or emergency condition - Issue protective action recommendations to protected populace - Coordinate operations with C3 capability - Request and manage external assistance - Conduct and coordinate evacuation and mass care of populace - Conduct and coordinate response operations - Restore essential operations post-incident - Restore headquarters and staff functions post-incident - Conduct and coordinate recovery operations	- Appropriate training and certification for all designated Category 1 personnel - Ready Army Community Awareness training for entire protected populace Appropriate training and certification for all designated Category 5 personnel including: - Operations-level competency in accordance with NFPA 472 for all assigned Fire and ES personnel - Awareness-level competency in accordance with NFPA 472 for assigned Army LE personnel	Appropriate C3 equipment including: - Supporting dispatch center - MWNS - Installation EOC and supporting departmental Ops Centers - Emergency communications Appropriate equipment for designated, trained, and certified Category 5 personnel including: - Mass care equipment ** Not all Category 5 personnel receive above equipment* Appropriate reference materials

Notes:

[1] See chapter 2 for detailed descriptions of EM capabilities for each installation type designation.

[2] See chapter 13 for detailed training requirements for all Category 1–5 personnel (list above provided as an example only).

[3] See chapter 14 for detailed equipment requirements for all Category 1–5 personnel (list above provided as an example only).

Appendix C

Performance Objective Matrix

This appendix provides a complete list of performance objectives for the Army EM Program. Each performance objective is identified with a functional area lead and a Development Lead in addition to the reference chapter(s) which provide the supporting details regarding each performance objective. This list serves as the task basis for the TRADOC Doctrine, Organization, Training, Material, Leadership, Personnel, and Facilities Analysis of the Army EM Program and should serve as the basis for program review and evaluation at the headquarters and installation levels. See table C–1 for details.

Table C–1
Performance objective matrix

#	Performance objectives	Functional area lead	Development lead	Reference chapter
1	Preparedness Phase Activities			1–15
1.1	Coordinate program development and implementation	Installation EM	IEM	1–3
1.1.1	Appoint IEM	Installation commander	Installation commander	3
1.1.2	Appoint installation PHEO	Installation commander	Installation commander	3
1.1.3	Appoint medical emergency manager	MTF commander	MTF commander	3
1.1.4	Appoint EM program coordinator at installation-owning commands	Higher headquarters commander	Higher headquarters commander	3
1.1.5	Establish a force modernization proponent for Army EM Program	DAMO–ODP	TRADOC	3
1.1.6	Appoint tenant EM coordinators	Tenant organizations	Tenant organizations	3
1.2	Establish and manage installation EMWG	Installation EMWG	Installation commander	3
1.2.1	Synchronize and integrate EM-related committees	Installation EMWG	Installation EMWG	3
1.2.2	Establish and manage Ready Army committee	Installation EMWG	Installation EMWG	3
1.2.3	Establish and manage the RWG	Installation EMWG	Installation EMWG	19
1.3	Develop and manage community profile	Installation EMWG	Installation EMWG	2,4
1.3.1	Conduct and maintain installation typing	Higher headquarters	Higher headquarters	2
1.3.2	Conduct and maintain personnel categorization	Installation EMWG	Installation EMWG	4
1.3.3	Conduct and maintain installation zoning	Installation EMWG	Installation EMWG	4
1.4	Conduct and maintain risk management process	Installation EMWG	Installation EMWG	5
1.4.1	Criticality assessment	Installation EMWG	Installation EMWG	5
1.4.2	Hazard assessment	Installation EMWG	Installation EMWG	5
1.4.3	Threat assessment	Installation EMWG	Installation EMWG	5
1.4.4	Vulnerability assessment	Installation EMWG	Installation EMWG	5
1.4.5	Consequence assessment	Installation EMWG	Installation EMWG	5
1.4.6	Capability assessment	Installation EMWG	Installation EMWG	5
1.4.7	Needs assessment	Installation EMWG	Installation EMWG	5
1.5	Develop and maintain installation EM plan	Installation EMWG	Installation EMWG	6
1.5.1	Develop and maintain basic plan	Installation EMWG	Installation EMWG	6
1.5.2	Develop and maintain support annexes	Installation EMWG	Installation EMWG	6
1.5.3	Develop and maintain FAAs	Installation EMWG	Installation EMWG	6
1.5.4	Develop and maintain HSA	Installation EMWG	Installation EMWG	6
1.5.5	Develop and maintain SOPs	All functional areas	All functional areas	6

Table C–1
Performance objective matrix—Continued

#	Performance objectives	Functional area lead	Development lead	Reference chapter
1.5.6	Develop and maintain tenant EAPs	All tenant organizations	All tenant organizations	6
1.5.7	Integrate installation EM with existing EM-related supporting plans	Installation EMWG	Installation EMWG	6
1.5.8	Develop and maintain higher headquarters EM plans, policy, and procedures	Higher headquarters	Higher headquarters	6
1.5.9	Develop and maintain mitigation plan	Installation EMWG	Installation EMWG	6
1.5.10	Develop and maintain communication plan	Installation EMWG	Installation EMWG	6
1.5.11	Develop and maintain EPI plan	Installation EMWG	Installation EMWG	6
1.5.12	Conduct annual review and update of EM plan and supporting plans	Installation EMWG	Functional area leads	6
1.6	Conduct Interagency Coordination	Installation EMWG	Installation EMWG	7
1.6.1	Develop and manage support agreements	Installation EMWG	Installation EMWG	7
1.6.2	Develop and manage support Contracts	Installation EMWG	Installation EMWG	7
1.6.3	Coordinate with Federal, State, local, Tribal, NGO, other Services, private sector, and HN agencies	IEM	Installation EMWG	7
1.6.4	Coordinate with critical infrastructure owners	IEM	Installation EMWG	16
1.6.5	Coordinate with utility providers	IEM	Installation EMWG	16
1.6.6	Coordinate with local emergency planning committee	IEM	Installation EMWG	3, 6, 16
1.7	Coordinate and support continuity programs	Installation EMWG	Installation EMWG	10
1.7.1	Develop and maintain COOP plans	All mission owners with MEFs	All mission owners with MEFs	10
1.7.2	Develop and maintain business continuity plans	All business owners	All business owners	10
1.7.3	Coordinate and integrate continuity plans into EM	IEM	Installation EMWG	10
1.8	Implement Ready Army Community Preparedness Campaign	Installation EMWG	IEM	7
1.9	Organize, man, train, equip, exercise, evaluate, maintain, and sustain capabilities	All functional areas	Installation EMWG	7–15
1.9.1	Establish an installation EOC and supporting MACS, to include higher headquarters operations centers	Installation EMWG (Higher headquarters, when applicable)	Installation EMWG (Higher headquarters, when applicable)	11
1.9.2	Integrate FPCON measures into EM	Installation EMWG	Installation EMWG	7
1.9.3	Ensure NIMS implementation	Installation EMWG	Installation EMWG	8
1.9.3.1	Establish and ensure execution of Basic NIMS training requirements (initial & recurring)	All functional areas	Training program POC	8
1.9.3.2	Conduct NIMS Phase II with supporting agencies/departments	Installation EMWG	Installation EMWG	8
1.9.3.3	Conduct NIMS Phase III with supporting agencies/departments	Installation EMWG	Installation EMWG	8
1.9.3.4	Establish and ensure execution of NIMS Phase IV training requirements (initial & recurring)	All functional areas	Training program POC	8
1.9.4	Conduct and maintain NIMS resource management with supporting agencies and/or departments	All functional areas	Installation EMWG	9

Table C–1
Performance objective matrix—Continued

#	Performance objectives	Functional area lead	Development lead	Reference chapter
1.9.5	Conduct resource identification and resource typing with supporting agencies	All functional areas	Installation EMWG	9
1.9.5.1	Ensure certification and credentialing of identified and typed resources	All functional Areas	Installation EMWG	9
1.9.5.2	Conduct and maintain Resource Inventory with supporting agencies	All functional areas	Installation EMWG	9
1.9.5.3	Establish procedures for identifying requirements, ordering/acquiring, mobilizing, tracking, reporting, recovering, demobilizing, and conducting reimbursement for resources during emergencies	All functional areas	Installation EMWG	9
1.9.6	Establish and ensure execution of EM Training program	Installation EMWG	Installation EMWG	13
1.9.6.1	Appoint a training program lead (POC)	Installation commander	Installation commander	13
1.9.6.2	Identify individual training requirements	All functional areas	Training program POC	13
1.9.6.3	Identify Collective Training Requirements	All functional areas	Training program POC	13
1.9.6.4	Ensure conduct and maintenance of training	All functional areas	Training program POC	13
1.9.7	Establish and ensure execution of EM exercise program	All functional areas	Training program POC	15
1.9.7.1	Appoint an exercise program lead (POC)	Installation commander	Installation commander	15
1.9.7.2	Identify, train, and employ installation exercise design and development team	Installation EMWG	Exercise program POC	15
1.9.7.3	Identify, train, and employ an IEET	Installation EMWG	Exercise program POC	15
1.9.7.4	Develop and execute multiyear exercise plan in coordination with FSLTOSP(HN) partners (exercise series of TTX, FEs, and FSE)	Exercise program POC	Exercise program POC	15
1.9.7.5	Develop and implement corrective action plan and improvement plan for each exercise conducted	Exercise program POC	Exercise program POC	15
1.9.8	Ensure management and sustainment of EM Equipment	Installation EMWG	Installation EMWG	14
1.9.8.1	Appoint a logistics lead (POC)	Installation commander	Installation commander	14
1.9.8.2	Ensure maintenance of assigned equipment utilizing TACOM Life Cycle Management	All functional areas	Logistics POC	14
1.9.8.3	Identify sustainment requirements to higher headquarters for EM equipment not covered by centrally-managed CBRNE logistics contract	Logistics POC	Logistics POC	14
1.10.	Conduct oversight of EM training and exercise programs at subordinate commands	Higher headquarters	Higher headquarters	13,15
1.11.	Conduct EM Program review	Installation commander	Installation commander	20
1.11.1	Conduct installation status reporting	IEM	IEM	20
1.11.2	Develop and manage related MDEP resources	DAMO–ODP	DAMO–ODP	20
1.11.3	Program and disburse financial resources to support EM Program execution	DAMO–FM	DAMO–FM	20
1.11.4	Integrate EM Program into inspector general (IG) priorities.	Inspector general	Inspector general	20
2	Mitigation phase activities			16

Table C–1
Performance objective matrix—Continued

#	Performance objectives	Functional area lead	Development lead	Reference chapter
2.1	Mitigate potential effects of identified hazards	Mitigation Committee	Installation EMWG	3, 16
2.2	Conduct and Maintain Mitigation Planning	Mitigation Committee	Installation EMWG	16
3	Prevention phase activities			17
3.1	Conduct and maintain prevention planning	Prevention programs: AT, Public Health, Medical, Information Assurance	Prevention programs: AT, Public Health, Medical, Information Assurance	17
3.2	Prevent potential hazards/threats	Prevention programs: AT, Public Health, Medical, Information Assurance	Prevention programs: AT, Public Health, Medical, Information Assurance	3, 17
3.3	Integrate threat working group information into EM operations	Installation EMWG	Installation EMWG	3, 17
3.4	Conduct terrorism prevention operations	AT program	AT program	3, 17
3.4.1	Integrate terrorism prevention operations into EM	Installation EMWG	Installation EMWG	3, 17
3.5	Conduct public health and preventive medicine operations	Public Health and Medical	Public Health and Medical	17, 18
3.5.1	Conduct syndromic surveillance	Public Health and Medical	Public Health and Medical	17, 18
3.5.2	Conduct medical surveillance	Public Health and Medical	Public Health and Medical	17, 18
3.5.3	Conduct preventive medicine operations	Preventive Medicine	Preventive Medicine	17, 18
3.5.4	Integrate public health and preventive medicine operations into EM	Installation EMWG	Installation EMWG	17, 18
3.6	Conduct information assurance operations	NEC	NEC	17
3.6.1	Integrate information assurance operations into EM	Installation EMWG	Installation EMWG	17
4	Response operations			11–12, 18
	Dispatch center operations			
4.1	Integrate EM operations with Dispatch Center operations	Installation Emergency Manager	Installation Emergency Manager	11
4.1.1	Notify the Dispatch Center	Ready Army + Dispatch Center	Installation EM + DES	7, 11
4.1.2	Notify Responders	Dispatch Center	DES	11
4.1.3	Establish Emergency Communications	Dispatch Center + Communications	DES (Dispatch) + NEC (Comms)	11
4.1.4	Manage Emergency Communications	Emergency Communications	NEC	11
4.1.5	Warn the Protected Populace (Initial)	Dispatch Center	DES	11
	Incident Site Operations			
4.2	Integrate EM operations with the following Inci-	Installation Emer-	Installation Emergency	11, 18
4.2.1	Establish Incident Command	DES/DPW	DES/DPW	11, 18
4.2.2	Conduct Initial Scene Assessment	Fire and ES/ Police/	DES/DPW	11, 18
4.2.3	Conduct LE operations	LE	DES LE	18
4.2.3.1	Manage Access Control	LE	DES LE	18
4.2.3.2	Support Evacuation Operations	LE	DES LE	18

Table C–1
Performance objective matrix—Continued

#	Performance objectives	Functional area lead	Development lead	Reference chapter
4.2.3.3	Establish and Maintain Incident Site Cordon	LE	DES LE	18
4.2.3.4	Preserve and Collect Evidence	LE	DES LE	18
4.2.3.5	Conduct Special Operations	LE	DES LE	18
4.2.4	Conduct Environmental OHS Spill Response op-	Environmental OHS	DPW Environmental Of-	18
4.2.5	Conduct EMS Operations	EMS	DES – Fire and ES +	18
4.2.5.1	Conduct triage, treatment, and transport of casu-	EMS	DES – Fire and ES +	18
4.2.6	Conduct Firefighting Operations	Fire and ES	DES – Fire and ES	18
4.2.7	Conduct Technical Rescue Operations	Fire and ES	DES – Fire and ES	18
4.2.8	Conduct and Manage SAR Operations	Fire and ES	DES – Fire and ES	18
4.2.9	Conduct HAZMAT Response operations	Fire and ES	DES – Fire and ES	18
4.2.9.1	Assess a HAZMAT Incident	Fire and ES	DES – Fire and ES	18
4.2.9.2	Manage HAZMAT Response	Fire and ES	DES – Fire and ES	18
4.2.9.3	Rescue Victims	Fire and ES	DES – Fire and ES	18
4.2.9.4	Control the Hazard	Fire and ES	DES – Fire and ES	18
4.2.9.5	Decontaminate Casualties	Fire and ES	DES – Fire and ES	18
4.2.9.6	Conduct Monitoring and Sampling Operations	Fire and ES	DES – Fire and ES	18
4.2.10	Conduct EOD/Bomb Squad operations*	EOD/Bomb Squad	EOD/Bomb Squad	18
4.2.11	Conduct LE Investigations Post-Incident	Law Enforcement	DES – LE	18
4.2.12	Conduct Fire Investigation Operations	Fire and ES + Law	DES	18
4.2.13	Conduct Public Works Response Operations	Public Works	DPW	18
	Multi-Agency Coordination Systems			
4.3	Develop and Manage Multi-Agency Coordination	Installation Emer-	Installation Emergency	11
4.3.1	Activate the installation EOC and supporting	Installation EOC	Installation Emergency	11
4.3.2	Coordinate and manage response operations	Installation EOC	Installation Emergency	11
4.3.2.1	Coordinate and manage emergency cost ac-	Installation EOC	Installation EMWG	7, 11, 18, 19
4.3.3	Support and Coordinate with the Incident Com-	Installation EOC	Installation Emergency	11
4.3.4	Conduct Information Management Operations	Installation EOC	Installation Emergency	11
4.3.4.1	Develop COP	Installation EOC	Installation Emergency	11
4.3.4.2	Conduct dispersion and effects modeling	Installation EOC	Installation Emergency	11
4.3.4.3	Conduct and maintain Incident Reporting process	Installation EOC	Installation Emergency	11
4.3.5	Conduct Coordination Operations	Installation EOC	Installation Emergency	11
4.3.5.1	Coordinate with Federal, State, Local, Tribal,	Installation EOC	Installation Emergency	11
4.3.5.2	Execute public health emergency powers	Installation EOC	Installation Emergency	11
4.3.5.3	Manage ROM orders	Installation EOC	Installation Emergency	11
4.3.6	Conduct Communications Operations	Installation EOC	Installation Emergency	11
4.3.6.1	Warn the Protected Populace (Continual)	Installation EOC/ In-	Installation Emergency	11
4.3.6.2	Direct Protective Action Recommendations for	Installation EOC/ In-	Installation Emergency	11
4.3.6.3	Coordinate protection and restoration of Critical	Installation EOC	Installation Emergency	11
4.3.6.4	Conduct Warning Coordination	Installation Emer-	Installation Emergency	11
4.3.6.5	Ensure interoperable communications with local	DES	DES + Installation Emer-	11
4.3.7	Conduct Resource Management Operations	Installation EOC	Installation Emergency	11

Table C–1
Performance objective matrix—Continued

#	Performance objectives	Functional area lead	Development lead	Reference chapter
4.3.7.1	Direct and Manage Emergency Logistics	Installation EOC	Installation Emergency	11
4.3.7.2	Activate and Manage Support Agreements and	Installation EOC	Installation Emergency	11
4.3.7.3	Ensure reporting of information to higher head-	Installation EOC	Installation Emergency	11
4.3.7.4	Manage assigned resources.	Installation EOC	Installation Emergency	11
	Continuity Operations			
4.4	Integrate EM operations with Continuity opera-	Installation Emer-	Installation Emergency	10,11
4.4.1	Notify and Activate Continuity Teams	Dispatch Center	DES	11
4.4.2	Sustain MEFs	Continuity programs	Mission Owners	10
4.4.3	Maintain/restore Business Functions	Business Continuity	Business Owners	10
	Medical Response Operations			
4.5	Integrate EM operations with Medical Response	Installation Emer-	Installation Emergency	18
4.5.1	Notify and Activate Medical Response Plan	Dispatch Center	Medical Emergency Man-	18
4.5.2	Manage and Treat Casualties	Fire and ES + MTF	Medical Emergency Man-	18
4.5.3	Coordinate and integrate Medical Care to Casual-	Medical Emergency	Medical Emergency Man-	18
4.5.4	Conduct Laboratory operations	MTF	Medical Emergency Man-	18
4.5.5	Coordinate and integrate Mass Prophylaxis oper-	Public Health and	Medical Emergency Man-	18
4.5.6	Conduct and integrate Public Health operations	Public Health and	Public Health and Medi-	18
4.5.7	Manage Isolation	Public Health and	Public Health and Medcal	18
4.5.8	Plan for alternate medical facility location	MTF	Medical Emergency Man-	18
	Public Information Systems			
4.6	Integrate EM operations with Public Information	Installation Emer-	Installation Emergency	11
4.6.1	Activate and Manage the JIC	JIC	PAO	11
4.6.2	Conduct EPI operations	JIC	PAO	11
	Evacuation Management			
4.7	Integrate EM operations with Evacuation Man-	Installation Emer-	Installation Emergency	12
4.7.1	Issue Evacuation Orders	Installation Com-	Installation Commander	12
4.7.2	Manage evacuation of protected populace	Evacuation Manage-	LRC	12
4.7.3	Establish and operate collection points	Evacuation Manage-	LRC	12
4.7.4	Manage return of evacuees	Evacuation Manage-	LRC	12
	Mass Care Operations			
4.8	Integrate EM operations with mass care operations	IEM	IEM	12
4.8.1	Conduct rapid needs assessment	Rapid needs assessment team	DES/DPW	12
4.8.2	Conduct SIP operations	Protected populace	Ready Army	12
4.8.3	Conduct local safe haven operations	Local safe haven management teams	DFMWR	12
4.8.4	Coordinate with civilian Shelter operations	Installation EOC	Installation EOC	12
4.8.5	Conduct remote safe haven operations	Remote safe haven management teams	DFMWR	12
4.8.6	Conduct personnel accountability operations	Personnel accountability staff	DHR	12

Table C–1
Performance objective matrix—Continued

#	Performance objectives	Functional area lead	Development lead	Reference chapter
4.8.7	Activate and manage EFAC	EFAC Team	DFMWR	12
4.8.7.1	Assess and track family needs during the emergency.	EFAC Team	DFMWR	12
4.8.8	Conduct disaster mental health	Mental health	MTF	12
4.8.9	Conduct mass feeding operations	Mass feeding teams	LRC	12
4.8.10	Conduct bulk distribution operations	Bulk distribution teams	LRC	12
4.8.11	Conduct Pharmaceutical Distribution operations	Bulk Distribution Teams	LRC	12
4.8.12	Conduct call center operations	Call center team	DHR	12
4.8.13	Manage volunteers	Volunteer Management Team	DFMWR	12
4.8.14	Manage donations	Donations Management Team	LRC	12
4.8.15	Support special needs population	Special Needs Coordinators	DFMWR	12
4.8.16	Support transportation assistance population	Evacuation Management Team	LRC	12
4.8.17	Support school and childcare populations	School EM coordinators	School owner	12
4.8.18	Manage detainee populations	Prison and/or detainee EM coordinators	Mission owner	12
4.8.19	Support animal needs population	Small pet sheltering teams	Vet Services + NGO/ Private	12
5	Recovery operation			19
5.1	Integrate EM operations with recovery operation	Installation Emergency Manager	Installation Emergency Manager	19
5.2	Activate and Manage the Recovery Working Group	Recovery Working Group	DPW + Installation Emergency Manager	19
5.3	Conduct recovery planning	Recovery Working Group	DPW + Installation Emergency Manager	19
5.4	Conduct Damage Assessment Operations	Damage Assessment Team	DPW	19
5.5	Conduct Post-Incident Structural Evaluation	Structural Evaluation Team	DPW	19
5.6	Conduct Debris Management Operations	Debris Management Team	DPW	19
5.7	Conduct Fatality Management/Mortuary Affairs Operations	Fatality Management Team	LRC	19
5.7.1	Support Mortuary Affairs Operations	Mortuary Affairs	Mortuary Affairs	19
5.8	Support Mental Health, Counseling Operations, and Religious Support	Mental Health + Chaplain	Mental Health + Chaplain	19
5.9	Support Public Health Operations	Public Health and Medical	Public Health and Medical	19
5.10	Support environmental remediation operations	EPA	DPW - Environmental	19
5.11	Conduct Emergency Cost Accounting	Financial Resource Management	Financial Resource Management	11,19
5.12	Manage Support Agreements	Recovery Working Group	Installation EMWG	7,19

Table C–1
Performance objective matrix—Continued

#	Performance objectives	Functional area lead	Development lead	Reference chapter
5.13	Manage Support Contracts	Director of Contracting	Installation EMWG	7,19
5.14	Manage Financial Resources	Comptroller/Budget Office	Comptroller/Budget Office	18,19

Legend for Table C–1:
* Detailed performance objectives and criteria for each installation type to be provided upon completion of resource type definitions for each functional area.

Appendix D

Personnel Categorization Matrix

D–1. Category 1 personnel

a. Category 1 personnel. Category 1 personnel are identified by their direct role in the provision of continuity capabilities for one or more MEFs to a given command. It is recognized that not all emergencies will require the execution on continuity plans and that the execution of such continuity plans are scalable depending upon the nature, scale, severity, and duration of the emergency. It is critical for continuity planning to consider all hazards identified in the risk assessment process detailed in chapter 5: Risk management and identify the actions for each continuity element during each hazard. Proper continuity planning will provide correct, actionable information for which to allocate limited resources, such as transportation, utilities, and security, as well as provide more refined access control information for the Army LE. See chapter 10 for more information.

b. Requirement. During the categorization process, Category 1 personnel must be designated, in writing, Category 1 personnel list by their supported commander. Designation of personnel will comply with all requirements identified in DODI 3020.37, DODD 1404.10, and DODI 1400.32. See chapters 5 and 10 for more information.

c. Scope. Category 1 personnel include all personnel supporting MEFs and identified in approved COOP plans.

d. Training and education. Category 1 personnel must be trained in accordance with chapter 13f necessary, equipped in accordance with chapter 14, to assess hazards, successfully execute relocation procedures, communicate the status of their team, protect themselves from expected hazards, and perform their assigned duties. All personnel will receive Ready Army Community Awareness training which prepares them to evacuate, shelter, or SIP as directed by the command. Category 1 personnel must understand the roles and potential actions of Category 5 response personnel. All Category 1 personnel require detailed task-specific training on those tasks assigned to the personnel during an emergency. See chapter 13: Education and training for additional information.

e. Protection strategy. Protection strategies will be dependent upon mission requirements, but will always consider movement to an ERF as the primary means of protection. See chapter 10 for additional information on continuity program requirements.

Table D–1
Category 1 personnel

Category	Personnel
Category 1	Military, DOD civilians, and DOD contractors supporting a MEF.
Category 1 (Continuity service providers)	Personnel (U.S. or non-U.S. citizens) providing continuity services to MEFs during emergency conditions and who require installation access during an emergency.

D–2. Category 2 personnel

a. Category 2 personnel. The protected populace is the key planning figure in resource management of evacuation and mass care operations. This planning figure provides installation commanders and installation EM personnel with a firm estimate of the number of personnel to be evacuated from the impacted area, which will assist in the determination of traffic flow, provision of vehicles for assisted transportations, and specialty vehicles for those with special needs or identified special populations within the installation community. This planning figure also assists in determining the proper amount of water, meals, beds, and supplies necessary to temporarily safe haven this population and the number of spaces to request should it be necessary to shift this population to civilian shelters or to a remote safe haven location.

b. Requirement. Category 2–4 personnel will be identified by an aggregate population number, which will serve as a planning figure for evacuation management, mass care management, and incident management purposes. The combined numbers of each of these categories (Category 2, 3, and 4) comprise the overall protected populace of the command. It is absolutely critical that this planning figure be as accurate as possible and be broken down into the appropriate subcategories in order to provide correct, actionable information.

c. Policy alignment. The above definition of Category 2–4 personnel meets the overarching definition of "other personnel" provided in DODI 6055.17 and DODI 2000.16. The delineation of Categories 2–4 is based upon FM 3–11. 34 and is due to the differing legal responsibilities held by the installation commander for non-U.S. citizens and for allied and/or coalition personnel.

d. Scope. Category 2 personnel include all U.S. personnel who do not perform (1) a MEF, (2) provide service support to continuity or response capabilities, or (3) provide response and recovery capabilities onboard the installation. As noted in the overview above, the number of Category 2 personnel may fluctuate depending upon the scope and severity of a given emergency. Not every individual or capability identified within Categories 1 and 5 is required for every emergency resulting from every hazard. Category 2 personnel include all other U.S. personnel, such as:

(1) U.S. military family members living on and off a military installation.

(2) Nonemergency-essential U.S. military personnel, DOD civilian employees, and other persons covered by DODI 1400.32.

(3) DOD Contractor (and subcontractor) employees other than those performing emergency-essential DOD contractor services.

(4) Employees of other USG agencies.

(5) Other USG contractor (and subcontractor) employees.

(6) State and local Government agencies and their contractors (ARNG installations).

e. Sub-categorization. Though Category 2 personnel are only required to be categorized by overall population numbers, the subcategories identified below may require additional details in order to support evacuation and mass care operations. The total Category 2 population includes all identified subcategories and is represented in the final Category 2 number. Only limited subcategories of Category 2 personnel need to be identified by name or position. However, each of the subcategories of Category 2 personnel require specific information related to the number of personnel, locations where these personnel are located, and pre-arranged collection points where such populations will board transportation for evacuation to civilian shelters, local safe havens, or remote safe havens. Installation commanders are encouraged to further subcategorize Category 2 personnel based upon their local environment and needs. Sub-categorization may also be performed by facility location, if multiple facilities exist under one installation. The GCCs are highly encouraged to standardize such subcategorization efforts within their area, especially overseas where similar conditions may exist.

Note. Category 2TR assisted transportation populations are best categorized by number within a specific area or assigned to a specific transportation assistance rally point or embarkation point. Category 2SN special needs populations may not be able to be identified by name based upon reference (HIPPA), but should be identified by number within a specific area or even within specific buildings in order to facilitate provision of services. Category 2SC schools, childcare, and daycare personnel and 2PR prison and detainee populations may be identified by existing rosters listing students (2SC) and detainees (2PR) and should be identified by number per location along with any special transportation or supervision requirements. Finally, Category 2AN animal needs populations should be identified by facility or location to ensure proper type and quantity of transportation assets are dispatched to each location based upon the type of animals present (for example, horse trailers for horses and animal carriers for small pets, such as dogs and cats).

(1) *Category 2TR (assisted evacuation population).* This subcategory includes all personnel who will require transportation assistance in order to evacuate beyond walking distance from the outer boundary of the affected area. This population may include personnel in transient and/or visitor quarters, transient students, recruits, transient commands, and/or ships, transient aircrews, personnel on temporary duty, and/or assignment, special event populations, some personnel living in a garrison environment or a homeported ship or expeditionary unit, and personnel in a similar transient or assigned status. The key question with this subcategory is whether such personnel do or do not have personal transportation and if use of such personal transportation is deemed sufficient for evacuation purposes. For example, bicycles on large installations, private automobiles on an island without direct vehicular access to the evacuation objective, and private boats when the evacuation objective is inland from the installation's location would not be deemed sufficient for specific evacuation purposes.

Note. This subcategory is often difficult to capture accurately due to its inherent transient nature and may include estimated numbers for planning purposes. When such estimated numbers are used, it is vital that installation commanders and installation EM personnel understand the limitations of such numbers and the increased need to communicate assisted evacuation procedures, especially pre-arranged rally points for transportation, limitations on transport of personal property (other than emergency supply kit) during assisted evacuation, and the methods for receiving EPI during and after the evacuation order has been issued, through an aggressive public awareness campaign. A potential offset for the weakness of estimated population numbers is to utilize average or maximum capacities based upon historical data. Examples include using the average occupancy rate for transient/visitor quarters, average number of students attending a specific school, and maximum number of civilian populace attending a specific type of special event.

(2) *Category 2SN (special needs population).* This subcategory includes all personnel who will require special transportation and/or assistance during an evacuation of any distance or duration due to their medical needs. This population may include inpatients and outpatients receiving medical care at MTFs or clinics, personnel receiving medical treatment/care at private residences on-base (and off-base, if overseas), members of the Wounded Warrior Program, members of the Exceptional Family Member Program, and other personnel with physical or mental disabilities preventing evacuation via normal means such as personal transportation or assisted evacuation (see Category 2TR). The key question with this subcategory is whether such personnel can or cannot be expected to (1) evacuate without assistance provided by the installation and/or (2) require special assistance outside the scope of assisted evacuation (see Category 2TR), such as provision of medical supplies, supportive care, definitive care, or specialized transportation (for example, ADA-compliant transportation). In the case of Category 2SN special needs population) personnel, it is critical that special needs (for example, medicinal requirements, wheelchairs, oxygen administration, and ventilators) be identified by person, by location, by individual quantity, and by total quantity whenever possible.

Note. Category 2SN special needs population may be difficult to capture accurately due to the restrictions on the collection and use of personal medical information, as detailed in reference HIPPA, and therefore may include estimated numbers for planning purposes. The use of a voluntary registry where this population may self-identify themselves to the command and request specific services and/or assistance without full disclosure of the type or extent of their medical condition or disability is the preferred method for offsetting this information management challenge. Another consideration is to transfer responsibility for the identification and provision of services for medical special needs populations under the care and/or treatment of the supporting MTF provider directly to the facility in question. Though this population is smaller onboard installations than in typical U.S. communities due to the younger, more active community and the lack of hospice or retirement facilities on the majority of installations, effective management of even this small population requires a great deal of pre-incident planning and coordination by all involved, both within the command and within the community, due to the legal and moral requirements within U.S. society.

(3) *Category 2SC (school and daycare population).* Category 2SC includes all members of the DOD school population, including all Category 2–4 personnel attending or providing school, childcare, or daycare services at a DOD School or other DOD-provided location located on or in the vicinity of a Army installation, to include DFMWR child and youth services facilities and activities, when the Army installation has jurisdictional responsibility for the DOD school or facility.

(4) *Category 2PR (prisoner needs population).* Category 2PR includes all DOD detainee and prisoner populations in prisons, brigs, or other detention facilities, including all Category 1–5 personnel assigned to, supporting, or incarcerated within such detention facilities. Category 2PR includes corrections officers, guards, administrative personnel, and specialized transportation services, which should not be double-counted with Category 5 first responder populations.

(5) *Category 2AN (animal needs population).* This subcategory includes all personnel who own or are responsible for animals as pets and those animals which are the property and responsibility of the USG or assigned personnel (both installation personnel and personnel assigned to all tenant organizations). These personnel and their animals will require transportation coordination, transportation assistance, and/or temporary care, feeding, or shelter during an evacuation. This subcategory includes all military working animals, including military working dogs (MWDs) and military working horses. These working animals are treated with the same consideration to life safety as military personnel and require significant pre-planning for safe evacuation prior to or during an emergency impacting their work areas and kennels, stables, and/or pens. This subcategory also includes all personnel and families that keep animals as personal/family pets onboard the installation or in housing areas retained within the installation's jurisdiction. Overseas locations must also account and prepare for the safe evacuation and care of all animals kept as personal/family pets, regardless of on- and off-base locations. This population may include dogs, cats, birds, aquarium fish, reptiles, amphibians, and other small animals, but does not extend to trees or plants of any type. Finally, this subcategory also includes all other domesticated animals, such as horses, cattle, sheep, and pigs, which are kept in established facilities such as barns or stables onboard the installation and which are the property of the USG or assigned personnel.

Note. Category 2AN animal needs population may be difficult to identify accurately due to lack of prior data capture, especially within the U.S., and may include estimated numbers for planning purposes. When such estimated numbers are used, it is vital that installation EM personnel understand the limitations of such numbers and the increased need to communicate animal care procedures, especially pre-arranged rally points for transportation, need to pre-identify special transportation requirements (for example, trailers), limitations on transport of additional personal property (other than emergency supply kits for both caretaker and animal) during an evacuation, and the methods for receiving EPI during and after the evacuation order has been issued, through an aggressive community awareness campaign.

The use of a voluntary registry where personnel responsible for such animals may self-identify themselves to the command and request specific services/assistance is the preferred method for offsetting this information management challenge. Another consideration is to transfer responsibility for identification and provision of such services for animal care management to subordinate activities responsible for a significant portion of the animal population, such as stables, or enlist the support of veterinary services to pre-identify animals within the community. It is important for commands to consult their legal counsel to understand their legal responsibilities under PL 109–308 and Animal Welfare Act.

Table D–2
Category 2 Personnel

Category	Personnel
Category 2	Other U.S. personnel, including: Family members living on and off-base Nonessential military, DOD civilians, DOD contractors, and USG personnel
Category 2TR	Assisted evacuation population, including all Category 2–4 personnel with transportation needs (for example, no access to personal vehicles for evacuation)
Category 2SN	Special needs population, including all Category 2–4 personnel with: Medical special needs Disability special needs
Category 2SC	DOD school population, including all Category 2–4 personnel attending or providing school, childcare, or daycare services at a DOD School or other DOD-provided location located on or in the vicinity of an Army installation, when the Army installation has jurisdictional responsibility for the DOD School or Facility.
Category 2PR	DOD detainee populations in prisons, brigs, or other detention facilities, including all Category 1–5 personnel assigned to, supporting, or incarcerated within such detention facilities. Category 2PR includes corrections officers, guards, administrative personnel, and specialized transportation services, which should not be double-counted with Category 5 first responder populations.
Category 2AN	Animal needs population, including personnel owning or responsible for: Military working animals, to include dogs and horses Animals as personal and/or family pets Animals onboard installations as livestock

D–3. Category 3 personnel

a. Category 3 Personnel. Category 3 personnel are part of the overall protected populace is the key planning figure in resource management of evacuation and mass care operations. The delineation of Categories 2–4 is based upon reference FM 3–11.34 and is due to the differing legal responsibilities held by the installation commander for non-U.S. citizens and for allied/coalition personnel.

b. Requirement. The total Category 3 population includes all identified subcategories and is represented in the final Category 3 number. Category 3 personnel do not need to be identified by name or position.

c. Scope. Category 3 personnel include other personnel supporting U.S. military operations, including:

(1) Personnel (non-US citizens) who are employees of DOD or a DOD contractor (or subcontractor), and who are not included in another category.

(2) Foreign military personnel employed by the HN government or by contractors of the HN government.

d. Protection strategy. Category 3 personnel are considered part of the overall protected populace for planning purposes. Commanders will confer with their supporting legal counsel for specific legal responsibilities for Category 3 personnel based upon existing laws, policy, regulations, contracts, and agreements governing each particular component of this rather broad category. Installation commanders may or may not have to extend certain benefits or options to components of this category.

e. Delineation. The key difference between Category 3 and Category 4 personnel is who employs the personnel. Category 3 personnel are employed directly by DOD or tenant organizations/units, such as DOD components and/or agencies, military Services, and/or another department or agency of the Federal Government, or employed directly by contractors directly supporting the DOD or tenant organizations and/or units. Category 4 personnel are employed directly by the HN, allied forces, or coalition forces, but may work on/in a U.S.-owned or U.S.-operated installation.

f. Sub-categorization. Installation commanders are encouraged to subcategorize Category 3 personnel based upon their local environment and needs. Subcategorization may also be performed by foreign language groupings to provide valuable program management, training, and exercise information for translating training and exercise materials.

Table D–3
Category 3 Personnel—Continued

Category	Personnel
Category 3	Other personnel supporting U.S. military operations, including the following: non-U.S. citizens employed directly by DOD, DOD contractor, or an agency/department of the U.S. Government (USG), if not in another category. Foreign military personnel employed by HN.

D–4. Category 4 Personnel

a. Category 4 personnel. Category 4 personnel are part of the overall protected populace is the key planning figure in resource management of evacuation and mass care operations. The delineation of Categories 2–4 is based upon reference FM 3–11.34 and is due to the differing legal responsibilities held by the installation commander for non-U.S. Citizens and for allied/coalition personnel.

b. Requirement. The total Category 4 population includes all identified subcategories and is represented in the final Category 4 number. Category 4 personnel do not need to be identified by name or position.

c. Scope. Category 4 personnel include allied and coalition forces personnel, including: HN personnel and third-country nationals provided by the HN, allied forces, or coalition forces that the U.S. may assist pursuant to an international agreement or as directed by the Secretary of Defense, such as allied/coalition forces, government officials, and tenant commands.

d. Protection strategy. Category 4 personnel are considered part of the overall protected populace for planning purposes. EM programs will confer with their supporting legal counsel or JAG representative for specific legal responsibilities for Category 4 personnel based upon existing laws, policy, regulations, contracts, and agreements governing the each particular component of this rather broad category. Installation commanders may or may not have to extend certain benefits or options to components of this category. Installation commanders are encouraged to subcategorize Category 4 personnel based upon their local environment and needs.

e. Delineation. The key difference between Category 3 and Category 4 personnel is who employs the personnel. Category 3 personnel are employed directly by the DOD or Tenant Organizations/Units, such as DOD components and/r agencies, Military Services, and/or another Department or Agency of the Federal Government, or employed directly by contractors directly supporting the DOD or tenant organizations and/or units. Category 4 personnel are employed directly by the HN, Allied Forces, or Coalition Forces, but may work on/in a U.S.-owned or U.S.-operated installation.

f. Subcategorization. Installation commanders are encouraged to subcategorize Category 4 personnel based upon their local environment and needs. Subcategorization may also be performed by foreign language groupings to provide valuable program management, training, and exercise information for translating training and exercise materials.

g. Aggregate population. The "aggregate population" term is meant to ensure that Category 4 personnel performing or supporting tasks within Categories 1 and 5 are captured in all applicable categories. For examples, the Category 5 designation captures the individuals training, certification, and equipment requirements while the Category 4 designation captures the organization responsible for resourcing the individual and managing the individual's human resources issues and/or needs.

Table D–4
Category 4 personnel

Category	Personnel
Category 4	Allied and/or coalition personnel, including HN and third-country nationals assisting U.S. operations in accordance with International Agreement

D–5. Category 5 personnel

a. Category 5 Personnel. Category 5 personnel are identified by their direct role in the provision of response and recovery capabilities to the given installation. It is recognized that not all emergencies will require the employment of all established response capabilities and that the execution of such emergency plans are scalable depending upon the nature, scale, severity, and duration of the emergency. It is critical for emergency planning to consider all hazards identified in the risk assessment process detailed in chapter 5dentify the actions for each response/recovery element during each hazard. Proper emergency planning as identified in chapter 6 will provide correct, actionable information for which to allocate limited resources, such as training and exercise resources, equipment, communications, and transportation as well as provide more refined access control information for LE.

(1) *Requirement.* Category 5 personnel will be designated by name and position in writing by their assigned installation commander. All designated Category 5 personnel must be clearly identified within the installation EM plan and be assigned their roles and responsibilities in the installation EM plan's FAAs.

Note. In cases where (1) DOD contractors provide specific first responder, first receiver, or emergency responder services and (2) the contract does not permit the identification of those personnel by name to the installation, facility, or activity receiving such services, then the installation is exempt from the requirement to designate these personnel by name.

(2) *Intent.* During the categorization process, all response assets must be identified and their current response capability assessed. If individual representatives are identified as Category 5 personnel, then these personnel must be assigned specific duties in writing. If entire departments, units, or teams (collectively known as "Departments") are identified as Category 5 assets, then these departments will be identified within the installation EM plan. It is vital that all designated Category 5 personnel have established access routes and the necessary permissions to freely access their designated installation(s) both prior to and during any emergency, including the capability to access the installation during FPCON Charlie and Delta as detailed in AR 525–13.

(3) *Scope.* Category 5 personnel include all personnel performing response and/or recovery operations as identified in the installation EM plan. These response and recovery operations range from first responder tasks at the incident scene, such as incident management, fire suppression, HAZMAT response, and emergency medical treatment and transport, to emergency responder tasks in support of these first responders and the Army community as a whole, such as C3 support, evacuation management, mass care management, and the provision of EPI. See the glossary for detailed definitions of relevant terms.

(4) *Access control.* The DOD EM Program integrates access control considerations and the need to allocate limited training, material, facilities, exercise, evaluation, and sustainment resources across a diverse and broad enterprise into the process of defining Category 5 personnel into their respective subcategories. The definitions provided below and detailed in Section II – Terms include all personnel identified in NRF, HLS ACT, AR 525–27, DODI 6055.17, DODI 2000.16, DODI 3020.52, and FM 3–11.34 while providing a clearer picture of the conditions in which these personnel perform their assigned tasks.

(5) *Protection strategy.* Protection strategies will be dependent on the tasking and responsibilities as well as the potential hazards faced by response personnel. Refer to chapters 7–8 and 11–19 for specific requirements to properly employ and protect Category 5 personnel.

(6) *Subcategorization.* Minimum subcategories include the following: first responders, first receivers, emergency responders, mass care providers, and responder service providers.

b. Category 5: First responders. Within the Army EM Program, the term "first responders" is defined as those personnel performing prevention, response, and/or recovery tasks at one or more incident scenes, to include the related ICP, mobile command post (MCP), staging areas, and, if established, entry and/or exit control points, contamination control zones (hot, warm, and cold zones in accordance with 29 CFR 1910.120Q and NFPA 471), aerial support sites (such as, helispots), and/or any other location or area directly related to incident site and therefore under the authority of the incident and/or unified commander. First responders are the most critical resource pool in the proper, effective, and sustainable response and recovery from any emergency and receive the most significant and intensive commitment of training, equipment, exercise, evaluation, and sustainment resources, to include the issue, maintenance, and sustainment of substantial material and transportation assets by their designated resource and/or program sponsors.

Note. First responders consist of personnel (U.S. or non-U.S. citizens) designated to perform as 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, to include: installation first responders, to include: F&ES, fire brigades, HAZMAT response teams, EMS, Army LE, EOD, pre-identified liaison officers to the ICP, MCP, or related areas (staging areas, base camp(s), heliports, aerial support sites), public works response and/or recovery personnel/teams, and environmental OHS spill response teams and designated response, monitoring, recovery personnel and/or teams.

c. Category 5: first receivers. Within the Army EM Program, the term "first receivers" is defined as those medical treatment and/or clinical personnel performing response tasks at a MTF, to include civilian and military hospitals and clinics, located outside the boundaries of the incident site and related areas as defined above under the definition of "first responders." For emergencies resulting from the intentional or accidental release/spill of HAZMAT, to include CBRNE terrorism incidents, first receivers are restricted to those MTFs: (1) greater than 10 minutes by vehicle from the incident site's outer contamination control zone (for example, the cold zone as defined by 29 CFR 1910. 120Q and NFPA 471); and (2) physically located upwind and upgrade from the incident site, based upon the determination

of the incident and/or unified commander having authority over the incident site. First receivers are an essential resource pool in the successful resolution of any emergency resulting in personnel injuries resulting from specific hazards and receive a significant and intensive commitment of training, equipment, exercise, evaluation, and sustainment resources, to include the issue, maintenance, and sustainment of substantial material assets by their designated resource and/or program sponsor.

Note. First receivers consist of 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.

d. Category 5: emergency responders. Within the Army EM Program, the term "emergency responders" is defined as those personnel performing prevention, response, and/or recovery tasks in support of first responders at the incident site and related areas. Under most circumstances, emergency responders do not travel to the incident site or related areas until after the site and/or areas have been secured, evaluated, and deemed safe for personnel without specialized training and protective equipment.

Note. Emergency responders consist of personnel (U.S. citizens 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 the following:

(1) All installation EM staff installation C3 personnel.
(2) Installation EOC Staff, incident management teams (IMTs), crisis action teams (CATs), dispatch center staff, and staff of related/equivalent departmental operations centers.
(3) Pre-identified liaison officers to installation C3 locations.
(4) Evacuation Management Team.
(5) Technical specialists from Meteorological and Oceanographic METOC, OSH, Industrial Hygiene, and environmental offices and/or commands.
(6) Public health emergency officers (PHEOs).
(7) Designated liaison officers.
(8) Other supporting emergency responders, to include: Fatality management personnel, mortuary affairs personnel, designated public affairs personnel, and designated supply/logistics personnel.

e. Category 5: Mass care providers. Within the Army EM Program, the term "mass care providers" is defined as those personnel performing or directly supporting mass care operations as detailed in chapter 12 in support of displaced personnel who have been directed to evacuate or have self-evacuated one or more installation zones. Under most circumstances, mass care providers do not travel to the incident site or related areas until after the site/areas have been secured, evaluated, and deemed safe for personnel without specialized training and protective equipment.

Note. Mass care personnel and/or teams, to include: EFAC team, SIP wardens/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/teams, small pet sheltering team, and designated supporting personnel from DFMWR, LRC, and related directorates and offices.

f. Category 5: responder services. Within the Army EM Program, the term "responder services" is defined as those personnel providing technical support services in support of prevention, response, and/or recovery tasks in support of first responders, first receivers, and/or emergency responders. Responder services personnel may be required only for specific emergencies, for emergencies in excess of a specific duration, and/or during emergencies occurring after normal working hours. Responder services personnel may require installation access to travel to their designated locations, which may or may not include the incident site or related areas depending upon their task assignment(s).

Note. Responder services consist of personnel (U.S. or non-U.S. citizens) providing responder services to other Category 5 personnel during emergency conditions and who require installation access during an emergency, to include the following:

(1) IT providers.
(2) Power and/or utility providers.
(3) Emergency generator operators.
(4) Transportation operators.
(5) Equipment operators.
(6) Other skilled support personnel.

Table D–5
Category 5 personnel

Category	Personnel
Category 5 (first responders)	Personnel (U.S. or non-U.S. citizens) designated to perform as 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.
Category 5 (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.
Category 5 (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.
Category 5 (mass care providers)	Personnel (U.S. or non-U.S. citizens) designated to provide or support mass care operations prior to, during, or after an emergency resulting from one or more identified hazards and who require Installation access during an emergency.
Category 5 (responder service providers)	Personnel (U.S. or non-U.S. citizens) providing responder services to other Category 5 personnel during emergency conditions and who require installation access during an emergency.

Appendix E

Installation Functional Area Support Requirements

E–1. Installation functional areas

This appendix provides general functional area responsibilities for the EM Program. Each identified functional area should be identified by name in the installation EM plan along with a FAA to identify who will perform the assigned functions, how and when these supporting personnel will be activated during an emergency and demobilized post-incident, how the functions will be performed, and the necessary resources required to execute these functions. Table E–1 lists the core functions applicable to all functional areas and the remaining tables identify specific requirements.

E–2. Installation organization

a. Organic capabilities. The standard installation organization detailed in chapter 3 is meant to provide a common frame of reference for functional alignment. Additional information of directorate and office responsibilities is included below to assist commands in proper alignment of capabilities to required functions necessary to execute the EM Program.

b. Directorates. The following services are provided by the identified directorates. Only programs or services applicable to the EM Program have been identified in the summary below.

(1) Directorate of Human Resources.

(a) Military personnel services: Casualty assistance calls officer (CACO), Defense Enrollment Eligibility Reporting System enrollment, common access card identification card services, personnel actions, employment opportunities, and veteran assistance programs.

(b) Administration services: Army Records Information Management System, mail services, Army privacy and FOIA programs, printing, and publications.

(c) Army Career Education Services. Testing, counseling, education, leader development, and workforce development.

(d) Army Substance Abuse Program. Substance abuse testing, suicide prevention, and Employee Assistance program.

(2) DFMWR.

(a) Nonappropriated fund support management. Financial management, commercial sponsorship, property management, warehouse operations, public-private ventures, information technology, and contracting.

(b) Child and youth services: Child development centers, youth/teen centers, sports and fitness centers, educational services, school liaison services, and outreach services.

(c) Recreation services: Sports and fitness centers, entertainment, automotive repair, parks and picnic areas, library services, community activity centers, swimming pools, mobile/motorhomes, and trailers, outdoor recreation, aviation clubs/Services, marinas, stables, recreational lodging, and leisure travel.

(d) Business services : Clubs, golf courses, dining facilities (not operated by AAFES), bowling, restaurants, rod and gun clubs, lodging operations, and recycling program.

(e) Army community service: The EFAC, Soldier-Family assistance, financial readiness, Family Advocacy Program, relocation services, Family readiness group and deployment training, Exceptional Family Member Program, emergency placement care service, employment assistance, volunteer services, Army Family team building , , survivor outreach, and Army Emergency Relief.

(3) Directorate of Plans, Training, Mobilization, and Security.

(a) Plans and operations: EM Program, AT program, CS, installation EOC manager, critical infrastructure risk management (CIRM), continuity programs, mobilization, stationing, force development, and ceremonies.

(b) Training: Range operations, training support, simulation programs, distance learning, ammunition management, military schools, and museum services.

(c) Security and intelligence: Personnel security, information security, security awareness, and industrial security.

(d) Airfield operations (when assigned): Air traffic control, USAF Weather Squadrons/Detachments/Operating Location (when assigned), airfield services, and airfield safety.

(4) Directorate of Emergency Services.

(a) Provost marshal and police: Police services, physical security, security guard program, access control, traffic management, special reaction team, dispatch operations (911), military working dogs, special incident reporting, customs, game warden, coordination with USACIDC detachment, Antiterrorism, and Homeland Security task execution.

(b) Fire protection and prevention: Fire suppression, HAZMAT response teams, emergency medical services (EMS) (if not performed by Medical Treatment Facility), airfield crash rescue and firefighting, fire prevention training, fire alarm planning and inspection, and MILCON review.

(5) LRC.

(a) Logistics plans and operations: Logistics planning and HAZMAT management plan.

(b) Supply services: Ammunition supply, packing and crating, HAZMAT management, property book operations, food service, laundry and dry cleaning services, class III support, warehouse operations, and furniture repair services (some or all of these functions may be performed by AMC or its agents).

(c) Maintenance: Base operations management and maintenance programs.

(d) Transportation: Central travel office, household goods and personal property, cargo movement, non-tactical vehicle support, transportation motor pool, movement planning, railhead operations, licensed equipment operators, and HAZMAT shipping and receiving.

(6) DPW.

(a) Operations and maintenance.

1. Operations, maintenance, and minor repairs of: facilities, buildings, grounds, bridges, dams, levees, utility plant and systems, water treatment plants, and wastewater treatment plants.

2. Utility usage and payments, snow and sand removal, pest control, recycling programs, supply operations, self-help operations, nonhazardous waste management, and energy management.

(b) Environmental. Conservation program, restoration operations, compliance programs, pollution prevention program, environmental audits, forestry management, agricultural management, and hunting and fishing programs.

(c) Housing. Family and bachelor housing operations, housing services office, single Soldier housing, housing inventory, housing referral service, and housing furnishings and appliances.

(d) Engineering. Facility engineering services, contract quality assurance, GIS, and computer-aided design programs, custodial services, minor construction, military construction, protection engineering, and engineering procurement.

(e) Master planning. Master planning, GIS Services, real property management, architectural design, Installation Design Guide, and real estate services, and leases.

(f) Business operations. Activity based costing, ISR parts I–III, common levels of support accountability, A–76 Contract Quality Assurance, and work planning and reception.

(7) NEC.

(a) Service management. Spectrum management, architecture services, continuity management, configuration management, service desk, security manager, communication security, asset management, property book operations, and IT acquisition and contract management.

(b) Information technology systems support. Non-secure internet protocol router network, secure internet protocol router network, continuity program implementation, internet access, communications support, telephone management, phone system operations, firewall management, database services, e-mail services, web services, system administration, cable installation and repair, LMR services, paging services, satellite services, military amateur radio system, GPS, and visual information service.

(c) Information assurance. Training, DOD information assurance certification and accreditation process, firewall management, intrusion detection, Public Key Infrastructure, antivirus systems, and incident management.

c. Installation support offices. The following services are provided by the identified support offices. Only programs or services applicable to the EM Program have been identified in the summary below.

(1) *Public affairs office.* Public affairs support, community relations, media facilitation, liaison between tenants/garrison and public, legislative liaison, media operations, and newspaper operations.

(2) *Religious support office.* Religious services, pastoral care and counseling, religious education, community and/or family ministry, and humanitarian support.

(3) *Consolidated legal office.* Claims, notary services, tax support, and legal counsel and/or assistance in operational, international, civil, environmental, and contract law.

(4) *Installation contracting office.* Contract preparation and administration, purchase card program, small business advocacy, and contingency contracting officer.

(5) *Equal employment office.* Affirmative action program and regulation compliance.

(6) *Internal review, audit, and compliance office.* Audit coordination, annual financial statement, risk mitigation assessments, and audit Services and compliance.

(7) *Installation safety office.* OSH, radiation protection, accident investigation, range safety, aviation safety, workplace safety, accident prevention, risk management training, and review MILCON projects.

d. Garrison management and control offices. The following services are provided by the identified offices. Only programs or services applicable to the EM Program have been identified in the summary below.

(1) *RMO.*

(a) Budget and accounting: Budget preparation and execution, reporting, and accounting.

(b) Manpower and agreements: Personnel requirements, TDA, future year manpower, support agreement management, and management control program.

(2) *PAIO.*

(a) Management analysis: ISR, cost management, and process management.

(b) Planning integration: Strategic planning, organizational performance, stationing, analysis support, and base realignment and closure actions.

(3) *Headquarters:* Garrison commander, garrison command sergeant major, supply officer, arms room, training officer, and military oversight.

(4) *Administrative staff:* Administrative tasking control, correspondence, master calendar, and personnel actions.

E–3. Core installation functions

Table E–1 provides notional core assignments applicable to all directorates and offices and should be aligned to local conditions and availability by the installation commander within the installation EM plan.

Table E–1
Core installation functions (common to all functional areas)

Function	Description	Notes
1	Supports implementation of the EM Program	See entire publication for more information.
1A	Complies with all applicable Federal laws, DOD policy, and Army regulations.	See chapter 1 for more information.
1B	Provides input to the Service Area 604 ISR.	See chapter 20 for more information.
2	Provides representative to installation EMWG, as directed.	Representatives must be knowledgeable about entire functional area and be empowered to commit resources assigned to functional area.
3	Contributes to community profile development.	See chapter 4 for more information.
4	Contributes to risk management process.	See chapter 5 for more information.
5	Contributes to development of installation EM Plan	See chapter 6 for more information.
5A	Provides FAA for the installation EM plan	Subordinate branches and divisions support overall directorate FAAs, as directed.
5B	Supports development of HSAs, as assigned.	See chapter 6 for more information.
5C	Supports development of individual support annexes (SAs), as assigned.	See chapter 6 for more information.
5D	Develops SOPs for assigned tasks and functions, as directed.	See chapter 6 for more information.
5E	Develops and supports tenant EAPs for assigned facilities.	See chapter 6 for more information.
6	Supports Ready Army campaign for all assigned personnel.	See chapter 7 for more information.
7	Supports NIMS implementation.	See chapter 8 for more information.
7A	Ensures Basic NIMS training is completed for designated Category 1 – 5 personnel.	See chapter 8 for more information.
7B	Ensures NIMS Phase IV training is completed for designated Category 1 – 5 personnel.	See chapter 8 for more information.
7C	Supports resource inventory, typing, and management procedures.	See chapter 9 for more information.
8	Develops continuity program for assigned missions, as directed.	See chapter 10 for more information.
9	Integrates with established C3 capabilities and employs ICS, MACS, and/or	See chapter 11 for more information.

Table E–1
Core installation functions (common to all functional areas)—Continued

	public information system as directed by the installation EM plan.	
9A	Ensures that MWN signals can be heard and recognized by assigned personnel.	See chapter 11 for more information.
9B	Supports assigned incident commander, as directed.	See chapter 11 for more information.
9C	Provides minimum of 2 personnel to the installation EOC team (one per shift), as directed.	See chapter 11 for more information.
9D	Establishes, staffs, and operates supporting facilities, as directed.	See chapter 11 for more information.
10	Supports evacuation management requirements, as directed.	See chapter 12 for more information.
11	Supports mass care requirement, as directed.	See chapter 12 for more information.
11A	Develops and supports SIP programs for assigned facilities.	See chapter 12 for more information.
11B	Promulgates personnel accountability information to assigned personnel.	See chapter 12 for more information.
12	Ensures compliance with applicable training, equipping, and exercise standards.	See chapters 13 – 15 for more information.
12A	Participates in training and exercise planning and development conferences.	See chapters 13 and 15 for more information.
12B	Ensures that assigned Categories 1 and 5 personnel are trained and certified, as directed.	See chapter 13 for more information.
12C	Ensures that personnel employing respiratory protection are enrolled in and participate in the RPP in accordance with AR 11 – 34.	See chapter 13 for more information.
12D	Ensures that personnel employing PPE are trained and certified in the use of their assigned PPE.	See chapter 13 for more information.
12E	Ensures that assigned equipment is accurately accounted for, as directed.	See chapter 14 for more information.
12F	Participates in EM exercise program (TTX, FE, FSE), as directed.	See chapter 15 for more information.
12F	Provides lessons learned and implements corrective actions, as directed.	See chapter 15 for more information.
13	Supports mitigation and prevention activities, as directed.	See chapters 16 – 17 for more information.
14	Supports and executes applicable response procedures, as directed.	See chapter 18 for more information.
15	Participates in the RWG, as assigned.	See chapter 19 for more information.
15A	Supports and executes the recovery plan, as directed.	See chapter 19 for more information.

E–4. Directorate and Office Installation Emergency Management functions

The following tables provide notional assignments and should be aligned to local conditions and availability by the installation commander within the installation EM plan.

Table E–2
Installation commander

Function	Description
1	Leads EM Program implementation.
2	Chairs installation EMWG (may designate representative for routine execution).
3	Approves risk management results, installation EM plan, and applicable support agreements, as required.
3A	Approves support agreements with the State EM agency and/or public health agency for the coordinated delivery and distribution of SNS items, as directed.

Table E–2
Installation commander—Continued

4	Directs tenant organization compliance with installation EM plan, tenant EAP planning, continuity program, and training and exercise requirements.
5	Supports Ready Army campaign with public events and speaking engagements.
6	Approves supporting training and exercise plans, as required.
7	Reviews and approves corrective action plans, as required.
8	Approves mitigation and prevention plans, as required.
9	Designates representatives for installation EOC command section.
9B	Establishes the appropriate FPCON based upon local conditions, as required.
9C	Issues ROM orders, as required.
9D	Issues evacuation orders, as required.
9E	Supports incident commander with resources, information, and strategic objectives.
10	Ensures personnel accountability of assigned personnel.
11	Leads installation recovery through active participation in Recovery Working Group and Recovery Planning process.
12	Reviews and approves Service Area 604 ISR input.
13	Conducts annual program review.

Table E–3
Director of Human Resources

Function	Description
1	Advises the installation EMWG and assigned committees on manpower and personnel issues, especially pay, compensation, position description and scope of work limitations and negotiations, as required.
2	Manages all manpower and personnel (S1) staff, as assigned.
3	Establishes personnel availability and strength reporting for emergencies, as required.
4	Establishes the augmentation duty program, if required, to identify personnel by contingency tasking and manage the mobilization of the civilian work force.
5	Ensures the manpower and personnel issues, including overtime compensation, hazardous working conditions, and personnel issues related to PPE and respiratory protection are addressed in the installation EM plan, as required.
5A	Leads development of the manpower and personnel and personnel accountability FAAs, as assigned.
5B	Supports development of the noncombatant evacuation operations, evacuation management, personnel accountability, and other support annexes, as required.
6	Approves supporting training and exercise plans, as required.
7	Ensures that subordinates comply with all training, equipment, and exercise standards, including NIMS implementation.
8	Supports Ready Army Campaign with consistent, positive messaging.
9	Designates representatives for installation EOC command section.
9A	Designates representative for second shift installation EOC finance and administration section chief, as required.
9B	Designates staff to support the compensation/claims unit and time unit within the installation EOC finance and administration section, as assigned.
10	Directs the activation, staffing, and management of the personnel accountability staff, as directed.
11	Reports personnel accountability information to the installation commander and via the ADPAAS, as required.
12	Reviews and approves Service Area 604 ISR input.

Table E–4
Director, Family, Morale, Welfare, and Recreation

Function	Description

Table E–4
Director, Family, Morale, Welfare, and Recreation—Continued

1	Advises the installation EMWG and assigned committees on community service issues and mass care operations, as required.
2	Supports identification of Category 2 – 4 personnel, especially subcategories 2SN, 2TR, 2SC, and 2AN.
3	Manages all community service and MWR staff, as assigned.
4	Supports identification of Category 2 – 4 personnel, especially Category 2SN, 2TR, 2SC, and 2AN populations.
5	Ensures that community service issues and mass care operations are addressed in the installation EM plan, as required.
5A	Leads development of the community service, EFAC, call center, and local and remote safe haven management team FAAs, as assigned.
5B	Leads development of all mass care SAs, as assigned.
5C	Supports development of refugee/migrant operations HSA, as assigned.
5D	Supports development of the special events SA with other functional areas, as assigned.
6	Ensures that subordinates comply with all training, equipment, and exercise standards, including NIMS implementation.
7	Supports Ready Army Campaign with consistent, positive messaging and Ready Army presentations and materials at all indoctrination presentations, town hall meetings, and other public engagements.
8	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, Local, NGOs, and FBOs (or HN) providing mass care services.
8A	Serves as the mass care branch director in the installation EOC operations section, as assigned.
9	Designates representative for second shift mass care branch director in the installation EOC logistics section.
10	Directs the activation, staffing, and management of the personnel accountability staff, as directed.
11	Directs the activation, staffing, and management of local safe haven management teams, mass feeding teams, and the call center team, as directed.
12	Directs the activation, staffing, and management of remote safe havens management teams forward deployed to the geographically remote location ahead of the evacuees, as directed.
13	Supports the staffing and operations of bulk distribution teams and evacuation management teams in coordination with Director of Logistics, as assigned.
14	Coordinates with housing office on the assignment of temporary housing for displaced personnel, as required.
15	Coordinates with mental health organizations, Chaplain, and supporting MTF on the provision of counseling services for all Category 1 – 5 personnel.

Table E–5
Director, Plans, Training, Mobilization, and Security

Function	Description
1	Advises the installation EMWG and assigned committees on DPTMS issues, as required.
1A	Appoints representatives to the installation EMWG and supporting committees, as required.
2	Manages the installation Emergency Manager, installation EOC Manager (if assigned), ATO, and supporting staff.
3	Supports identification of Category 5 personnel, especially Category 5FR, 5ER, and 5RS populations.
4	Ensures DPTMS issues are addressed in the installation EM plan, as required.
4A	Leads development of the DPTMS FAA and supporting installation EOC FAA.
4D	Supports development of the Cyber component of criminal incidents HSA with NEC, as required.
4E	Supports development of the special events SA with other functional areas, as assigned.

Table E–5
Director, Plans, Training, Mobilization, and Security—Continued

5	Leads development of continuity program and associated plan for the installation headquarters functions.
6	Leads EM training and exercise planning conferences.
6A	Integrates installation EM plan training requirements into the installation training program and associated plans.
6B	Integrates installation EM plan exercise requirements into the installation exercise program and associated plans.
6C	Ensures that subordinates comply with all training, equipment, and exercise standards, including NIMS implementation.
6D	Ensures that the installation EOC team complies with all training, equipment, and exercise standards, including NIMS implementation.
6E	Ensures that JPM–IPP and AEFRP equipment is inventoried as required.
7	Supports Ready Army Campaign with consistent, positive messaging concerning installation operations.
8	Maintains contact with appropriate DOD, other Service, and Army operations officers and staffs.
9	Serves as the installation EOC director, as assigned.
9A	Designates representative for second shift installation EOC director assignment.
9B	Designates representatives for installation EOC planning section chief, as assigned.
9C	Designates staff to support the situation unit, documentation unit, and demobilization unit within the installation EOC planning section, as assigned.
9D	Designates staff to support the LE branch, airfield operations branch, and/or port operations branch within the installation EOC operations section, as assigned.
9E	Designates staff to serve as the installation EOC information section chief, as assigned.
9F	Designates staff to support the installation EOC information section, as assigned.
10	Appoints subordinate representatives to the RWG, as required.

Table E–6
Installation emergency manager

Function	Description
1	Manages the EM Program.
2	Serves as principal advisor to installation commander regarding EM requirements.
3	Serves as the principal action officer for the installation EMWG and assigned committees, as required.
4	Leads development of the community profile.
5	Leads execution of the risk management process, including the coordination with existing risk management products provided by other functional areas, if available.
6	Coordinates development of the installation EM plan by the installation EMWG.
6A	Coordinates installation EM plan requirements with installation functional areas and external providers, as required.
6B	Leads development of the EM FAA, as assigned.
6C	Supports development of all other annexes and appendices to the installation EM plan, as required.
6D	Supports development of all supporting standard operating procedures (SOPs) and related guides, checklists, and procedures necessary for the successful execution of the installation EM plan, as required.
6E	Coordinates and supports tenant organizations and commercial businesses on the installation in development of tenant EAPs, as required.
7	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or HN) EM agencies and organizations.
7A	Establishes or coordinates establishment of support agreements and/or support contracts for identified resources, as required.
7B	Collaborates and coordinates with Federal, DOD, Tribal, State, regional, local, private, NGOs, and FBOs (and Host Nation, as

Table E–6
Installation emergency manager—Continued

	required) to achieve the highest possible level of integration and interoperability for multi-agency, multijurisdictional emergencies and ensure that EM plans are mutually supporting and properly aligned and/or integrated.
7C	Coordinates with the MTF to develop the installation EM plan and coordinate and integrate medical response and recovery capabilities to the greatest extent possible.
7D	Attends the LEPC and other applicable EM-related committees and working groups in the local geographic area, as assigned.
8	Ensures that installation functional areas comply with all training, equipment, and exercise standards, including NIMS implementation.
8A	Leads and coordinates NIMS implementation.
8B	Ensures installation EM training is occurring across the spectrum of installation stakeholders.
8C	Advocates for the development and approval of an installation EM TDA.
8D	Coordinates the fielding of JPM – IPP, AEFRP, and other directed capability development projects and/or programs, as required by higher headquarters.
8E	Ensures that JPM – IPP and AEFRP equipment is identified by the cognizant functional area and inventoried as required.
9	Leads and coordinates resource management efforts, including the resource typing initiative.
10	Ensures the execution of the Ready Army Campaign across all Category 1 – 5 personnel within the Army community.
11	Ensures that an individual and alternate are designated as the EOC manager, if available. (installation emergency man-ager may be assigned as EOC manager based upon local conditions.)
11A	Ensures that the installation EOC and associated installation EOC team is organized, manned, trained, equipped, exercised, evaluated, maintained, and sustained as directed by this publication.
12	Ensures that MWNS capabilities are established, maintained, and coordinated between all identified control points (dispatch center(s) and primary and alternate EOCs), as required.
13	Serves in the installation EOC command section as the principal advisor to the installation commander and the installation EOC team regarding EM.
14	Serves as the principal advisor to the chair of the RWG.
15	Ensures the annual maintenance of installation risk management results, the installation EM plan, and all associated documentation and publications, as required.
16	Periodically assess installation EM capabilities.
16A	Conducts self-inspections and supports program reviews, Joint Service Installation Vulnerability Assessment visits, HHAT, and FPAT assessments, and SAVs, as directed.
16B	Conducts Service Area 604 ISR reporting, as required.
17	Integrates installation EM requirements into resource planning (POM process) in coordination with installation staff, higher headquarters, and Army guidance.
18	Seeks individual professional education and certification, as required.
19	Seeks program accreditation through the EMAP, if available.

Table E–7
Installation antiterrorism officer

Function	Description
1	Advises the installation EMWG and assigned committees on AT issues, as required.
1A	Supports prevention and mitigation committee regarding AT requirements, as assigned.
2	Serves as principal advisor to installation commander regarding AT requirements.

Table E–7
Installation antiterrorism officer—Continued

3	Conducts the terrorism risk management process in accordance with AR 525–13.
4	Supports identification of Category 5 personnel, especially Category 5FR, 5ER, and 5RS populations.
5	Ensures that AT issues are addressed in the installation EM plan, as required.
6	Updates AT plan to align with core common components addressed in EM plan, as required.
6A	Leads development of the AT FAA, as assigned.
6B	Leads development of the terrorism (except biological terrorism FAA led by PHEO) HSAs.
6C	Supports development of the electromagnetic and/or cyber terrorism HSA with NEC, as required.
6D	Supports development of the special events SA with other functional areas, as assigned.
7	Ensures that subordinates comply with all training, equipment, and exercise standards, including NIMS implementation as directed by functional area regulations.
8	Supports Ready Army Campaign with consistent, positive messaging concerning terrorism hazards and utilize Ready Army process and materials to address Joint Service Installation Vulnerability Assessment requirements regarding community awareness.
9	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or HN) AT, Information Sharing, Counterterrorism, Homeland Security, and LE agencies and services, especially the supporting USACIDC detachment, as required.
10	Supports the installation EOC operations section chief during terrorism incidents as the AT branch director or as assigned during non-terrorism-related incidents.
10A	Supports the information section in the installation EOC, as required.

Table E–8
Installation Public Health Emergency Officer

Function	Description
1	Advises installation EMWG and assigned committees on public health issues and requirements.
2	Assesses risks, capabilities, and capacity to adequately respond to a potential public health emergency, including a terrorist attack using biological agents, in conjunction with the supporting MTD, DOD, and/or Army reachback offices.
3	Ensures measures to address a public health emergency are incorporated into the installation EM plan.
3A	Develops the PHEO FAA.
3B	Leads development of the pandemic and/or epidemic disease and biological terrorism HSAs.
3C	Supports development of the agricultural incident and agricultural terrorism HSAs in coordination with veterinarian services and applicable external agencies.
4	Supports Ready Army Campaign with consistent, positive messaging concerning public health management, especially preventive health measures.
5	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or HN) public health agencies and laboratories.
6	Supports prevention planning regarding FHP public health requirements, as required.
7	Participates in installation EOC command section, as assigned.
7A	Advises installation commander and the installation EOC team on public health issues.
7B	Serves as the central POC and clearinghouse for health-related information during a suspected or declared public health emergency.
7C	Reports public health emergency declaration through assigned channels via medical report for emergencies, disasters, and contingencies and to the CDC and appropriate State and local public health agencies as directed by OASD(HA) and MEDCOM.

Table E–8 Installation Public Health Emergency Officer—Continued	
7D	Advises installation commander and the installation EOC team on rules and requirements for ROM orders, to include isolation of patients and quarantine measures.
8	Advises the RWG on public health issues, as required.

Table E–9 Director, Emergency Services	
Function	**Description**
1	Advises the installation EMWG and assigned committees on AT and F&ES issues, as required.
1A	Chairs the prevention committee.
1B	Appoints representative to the mitigation committee.
2	Manages LE and F&ES functional areas.
3	Supports identification of Category 5 personnel, especially Category 5FR, 5ER, and 5RS populations.
4	Ensures that DES issues are addressed in the installation EM plan, as required.
4A	Leads development of the DES FAA and supporting F&ES and HAZMAT response FAAs.
4B	Supports development of the EMS FAA in coordination with the medical treatment facility or contract provider(s).
4C	Leads development of the fire, HAZMAT spill/release, nuclear reactor accident, nuclear weapon accident, and terrorism (except biological terrorism FAA led by PHEO) HSAs.
4D	Supports development of the electromagnetic and/or cyber terrorism HSA with Director NEC, as required.
4E	Supports development of the special events SA with other functional areas, as assigned.
5	Ensures that subordinates comply with all training, equipment, and exercise standards, including NIMS implementation as directed by appropriate functional area regulations.
5A	Ensures that JPM – IPP and AEFRP equipment is identified in inventoried as required.
6	Supports Ready Army campaign with consistent, positive messaging concerning installation DES operations.
7	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or HN) F&ES agencies.
8	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or HN) AT, information sharing, counterterrorism, homeland security, and LE agencies and services, especially the supporting USACIDC detachment.
9	Serves as the installation EOC operations section chief, as assigned.
9A	Designates representative for second shift installation EOC operations section chief, as assigned.
9B	Designates staff to support the fire suppression branch, HAZMAT response branch, search and rescue branch, and EMS branch within the installation EOC operations section, as assigned.
9C	Designates staff as technical specialists within the installation EOC plans section, as assigned.
9D	Designates staff as liaison officers to supporting and/or supported EOCs, JFO, MCP, unified command post, and/or area commands, as required.
9E	Designates staff to support the information section in the installation EOC, as required.
10	Appoints subordinate representatives to the RWG, as required.

Table E–10 Installation law enforcement and physical security	
Function	**Description**

Table E–10
Installation law enforcement and physical security—Continued

1	Advises the installation EMWG and assigned committees on LE and physical security issues, as required.
1A	Supports prevention and mitigation committee LE and physical security requirements, as assigned.
2	Serves as principal advisor to installation commander regarding LE and physical security requirements.
3	Conducts the risk management process in accordance with AR 190 – 13.
4	Supports identification of Category 2 and 5 personnel, especially Category 2PR, 5FR, 5ER, and 5RS populations.
5	Ensures that LE and physical security issues are addressed in the installation EM plan, as required.
6	Updates LE and physical security plans to align with core common components addressed in EM plan, as required.
6A	Leads development of the LE and physical security FAA, as assigned.
6B	Leads development of the criminal incidents and civil disturbance HSAs, as assigned.
6C	Supports development of the special events SA with other functional areas, as assigned.
6D	Establishes support agreements for LE and physical security requirements, as required.
7	Ensures that subordinates comply with all training, equipment, and exercise standards, including NIMS implementation.
7A	Ensures that patrol officers and posts receive and maintain DOD IFSAC–compliant HAZMAT Awareness training and certification, as required.
7B	Ensures that personnel assigned duties at the decontamination stations or the security cordon for a HAZMAT incident receive and maintain DOD IFSAC-compliant HAZMAT operations training and certification, as required.
7C	Ensures that personnel issued respiratory protection are enrolled and actively participate in the RPP, as required.
7D	Ensures that personnel issued respiratory protection are enrolled and actively participate in the RPP, as required.
8	Supports Ready Army Campaign with consistent, positive messaging concerning terrorism hazards and utilize Ready Army process and materials to address LE and physical security requirements regarding community awareness.
9	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or HN) LE, information sharing, and homeland security agencies and services, especially the supporting USACIDC detachment, as required.
10	Designates representatives to serve as LE branch director, as assigned.
10A	Supports the information section in the installation EOC, as required.
10B	Designates staff as technical specialists within the installation EOC plans section, as assigned.
10C	Designates liaison to the evacuation management and mass care branch directors in the installation EOC.
11	Directs the activation, staffing, and management of LE and physical security capabilities, as directed.
11A	Conducts and manages dispatch operations, as assigned.
11B	Assumes incident command for all LE and physical security incidents, to include bomb threats, as directed.
11C	Designates staff as liaison officers to supporting/supported EOCs, JFO, MCP, unified command post, and/or area commands, as required.
11D	Establishes and maintains security cordon, entry/exit control points, and security of ICP, assigned staging areas, installation EOC, JIC, medical treatment facility, supported mass care locations, and other areas and facilities, as directed.
11E	Supports evacuation of populations-at-risk as directed by incident commander or installation EOC with traffic management, access control, and other support, as directed.

Table E–10
Installation law enforcement and physical security—Continued

11F	Provides military working dogs in support of counter-explosive and counter-narcotic operations, if available.
11G	Provides explosive detection equipment and trained users, if available.
11H	Conducts evidence preservation (through security cordon) during HAZMAT incidents and evidence collection during non-HAZMAT incidents, as directed.
12	Supports LE and physical security requirements throughout response and recovery operations, as directed.

Table E–11
Logistics Readiness Center

Function	Description
1	Advises the installation EMWG and assigned committees on supply and logistics issues, as required.
1A	Manages the contracting officer, property book officer, and other staff, as assigned.
2	Ensures that LRC issues are addressed in the installation EM plan, as required.
3	Leads development of the logistics, transportation, evacuation management, and fatality management FAAs, as assigned.
3A	Leads development of the logistics, transportation, evacuation management, and fatality management FAAs, as assigned.
3B	Leads development of the bulk distribution, evacuation management, and inventory management support annexes, as assigned.
3C	Leads development of the transportation accident HSA in coordination with airfield operations, if assigned.
4	Manages all support contracts and emergency contracting requirements, as required.
5	Supports transportation, contracting, supply, and logistics functions for all continuity programs, as required.
6	Ensures that subordinates comply with all training, equipment, and exercise standards, including NIMS implementation.
6A	Ensures that JPM–IPP and AEFRP equipment is inventoried, as required.
7	Manages PBL, equipment accountability, and annual inventory functions.
8	Supports Ready Army Campaign with consistent, positive messaging concerning installation logistics operations.
9	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or HN) supply and logistics agencies, especially with regard to contracting offices and emergency logistics capabilities.
10	Serves as the installation EOC logistics section chief, as assigned.
10A	Designates representative for second shift installation EOC logistics section chief.
10B	Designates staff to support the supply unit, logistics readiness unit, and contracting unit within the installation EOC logistics section, as assigned.
10C	Designates staff to support the resources unit within the plans section of the installation EOC, as assigned.
10D	Designates staff to support the evacuation management branch within the installation EOC operations section, as assigned.
10E	Designates staff to support the fatality management unit within the installation EOC logistics section, as assigned.
10F	Designates staff to support the procurement unit within the installation EOC finance and administration section, as assigned.
10G	Directs the activation, staffing, and management of the logistics staff, as directed.
11	Organizes and manages distribution management teams and associated PODs, as directed.
12	Organizes and manages evacuation management team, as directed.
13	Organizes and manages the installation fatality management team, as directed.
14	Support transportation, contracting, supply, and logistics functions for response and recovery operations.

Table E–12
Director of Public Works—Continued

Function	Description
1	Advises the installation EMWG and assigned committees on public works and civil engineering issues, as required.
2	Chairs the mitigation committee.
3	Manages all public works staff, environmental officer, and supporting utility and power service providers (directly or via contract), as assigned.
4	Ensures that DPW issues are addressed in the installation EM plan, as required.
4A	Leads development of the DPW, environmental, and utility provider FAAs, as assigned.
4B	Leads development of the water and/or flood hazards, environmental pollution and/or contamination, structural failure and/or collapse, and infrastructure, utility loss, and/or interruption HSAs, as assigned.
4C	Supports development of the HAZMAT spill and/or release FAA in coordination with DES, as assigned.
5	Manages all public works and utility contracts, to include emergency power generator contracts, as required.
6	Supports utility and power requirements for all continuity programs, as required.
7	Ensures that subordinates comply with all training, equipment, and exercise standards, including NIMS implementation.
8	Supports Ready Army campaign with consistent, positive messaging concerning installation logistics operations.
9	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or HN) public works and civil engineering agencies, especially with regard to emergency power and utility capabilities.
10	Serves as the public works branch director in the installation EOC operations section, as assigned.
10A	Designates representative for second shift public works branch director in the installation EOC logistics section.
10B	Designates staff to serve as the environmental branch director in the installation EOC operations section, as assigned.
10C	Designates staff to support the ground support unit, facilities unit, engineering support unit, transportation services unit, utility and/or fuel unit within the installation EOC logistics section, as assigned.
10D	Directs the activation, staffing, and management of the public works staff, as directed.
11	Ensures environmental permitting and compliance regarding response and recovery operations.
12	Chairs the RWG.
13	Organizes and manages damage assessment teams and debris management teams, as directed.

Table E–13
Network Enterprise Center

Function	Description
1	Advises the installation EMWG and assigned committees on IT/IS issues, as required.
2	Manages all IT/IS and communications staff.
3	Ensures that IA, IT/IS, and communications requirements, including use of amateur radio resources, are identified and addressed within the installation EM plan.
3A	Leads development of NEC and amateur radio (HAM radio) FAAs, as required.
3B	Supports development of the cyber elements of the infrastructure, utility loss, interruption, electromagnetic, and/or cyber-terrorism, and criminal incidents HSAs, as assigned.
4	Manages all IT/IS and communications contracts, as required.
5	Supports IT/IS and communications requirements for all continuity programs, as required.
6	Ensures that subordinates comply with all training, equipment, and exercise standards, including NIMS implementation.
7	Supports Ready Army Campaign with consistent, positive messaging and IT/IS services, including website management, as required.
8	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or HN) IT/IS and communications providers, especially with regard to emergency power for IT/IS, radio, and cellular communications.

Table E–13 Network Enterprise Center—Continued	
8A	Maintains contact with DOD, State, regional, other Service, Army, local, and volunteer (or HN) amateur radio organizations/clubs, such as radio amateur civil emergency service, amateur radio emergency service, and MARES as alternative communication providers.
9	Serves as the communications branch director in the installation EOC logistics section, as assigned.
9A	Designates representative for second shift communications branch director in the installation EOC logistics section.
9B	Directs the support of IT/IS and communications support for the installation EOC, supporting DOCs, dispatch center, JIC, ICP, and all other Cat 5 personnel, as required.
10	Ensures sustained access or quick restoration of IT/IS and communications services, to include cellular towers and responder communications, during all response and recovery operations.

E–5. Support office installation emergency management functions

The following tables provide notional assignments and should be aligned to local conditions and availability by the installation commander within the installation EM plan.

Table E–14 Public Affairs Office	
Function	**Description**
1	Ensures EPI incorporation in installation EM plan.
2	Develops EPI FAA.
3	Supports Ready Army Campaign with media involvement, regular news stories, and speaking engagements.
4	Engages in active hazard communication effort with Army community pre- and post-incident.
5	Participates in installation EOC command section, as assigned.
6	Activates, staffs, and manages the JIC, as directed.
6A	Provides EPI during response and recovery operations, as directed.
6B	Handles media requests for information and imagery, as required.

Table E–15 Religious Support Office	
Function	**Description**
1	Ensures that spiritual care and counseling services are incorporated into the installation EM plan.
1A	Develops the chaplain services FAA, if required.
1B	Ensures that FBOs are identified to support mass care operations, if available.
3	Supports Ready Army Campaign with consistent, positive messaging to the Army community.
4	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or HN) religious organizations, FBOs, and charitable agencies.
5	Participates in installation EOC operations section, as assigned.
6	Ministers to the Army community during the response and recovery phases, especially in support of displaced personnel and/or evacuees, family members of casualties and fatalities, and responders.
7	Supports Casualty Assistance Calls Officer (CACO) in family notifications, as required.

Table E–16 Consolidated Legal Office	
Function	**Description**

Table E–16
Consolidated Legal Office—Continued

1	Provides legal counsel to the installation commander and installation EMWG concerning legal requirements and issues regarding the EM Program, including compliance with environmental, occupational safety, and CS (including Posse Comitatus Act) law, regulations, and policy.
2	Initiates the processing of legal claims, when required.
3	Reviews installation EM plan for legal compliance.
3A	Reviews support agreements and contracts for legal compliance.
3B	Reviews tenant EAPs for legal compliance, upon request.
4	Maintains contact with appropriate DOD, other Service, Army, State, and local attorneys and LE officials.
5	Participates in installation EOC command section, as assigned.
5A	Provides legal counsel to the installation EOC team, as requested.
6	Reviews recovery plan(s) for legal compliance, as requested.

Table E–17
Installation Safety Office

Function	Description
1	Advises installation EMWG and assigned committees on OSH requirements.
2	Ensures OSH requirements are incorporated into the installation EM plan.
2A	Develops the OSH FAA.
3	Supports Ready Army Campaign with consistent, positive messaging concerning OSH initiatives and results, especially the RPP.
4	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or HN) OSH agencies.
4A	Coordinates with OSH, preventive medicine, and/or industrial hygiene offices, if available.
5	Manages the RPP in coordination with the supporting MTF. May be managed by preventive medicine as detailed in AR 11–34.
6	Participates in installation EOC command section, as assigned.
6A	Advises installation commander and the installation EOC team on OSH issues.
7	Advises the RWG on OSH issues, as required.

E–6. Garrison management and control offices installation emergency management functions

The following tables provide notional assignments and should be aligned to local conditions and availability by the installation commander within the installation EM plan.

Table E–18
Garrison Resource Management Office

Function	Description
1	Advises the installation EMWG and assigned committees on emergency cost accounting procedures, procedures for contingency contract funding, procedures for reimbursable materials and services, and DOD PPBES process, as required.
2	Leads development of emergency accounting SA, as assigned.
3	Address emergency accounting for assigned units regarding continuity programs, as required.
4	Ensures that subordinates comply with all training, equipment, and exercise standards, including NIMS implementation.
4A	Provides cost estimation training to damage assessment team members, as required.
5	Supports Ready Army Campaign with consistent, positive messaging.
6	Serves as cost unit leader within the installation EOC logistics section, as assigned.

Table E–18 Garrison Resource Management Office—Continued	
6A	Develops, promulgates, and manages emergency CACs for response and recovery costs.
6B	Coordinates with command that manages the installation for emergency funding line authorization, as required.
6C	Consolidates costs from response and recovery operations, including activation of support agreements, contracts, and cost estimation results from damage assessment teams, under one or more emergency CACs.
6D	Reports costs assigned to emergency CACs to higher headquarters, as directed.

E–7. Medical treatment facility

The following table provides notional assignments and should be aligned to local conditions and availability by the installation commander within the installation EM plan.

Table E–19 Medical treatment facility commander	
Function	**Description**
1	Advises the installation EMWG and assigned committees on MTF issues, as required.
2	Provides the installation PHEO, as directed.
3	Manages all MTF staff and healthcare providers, as assigned.
3A	Designates all Category 5 first receiver personnel.
4	Ensures that medical response and recovery issues are addressed in the installation EM plan, as required.
4A	Leads development of the MTF and Category 5 first receiver FAAs, as assigned.
4B	Supports development of the EMS FAA in coordination with DES, as assigned.
4C	Leads development of the mass casualty support annex, as assigned.
4D	Supports development of the special events support annex with other functional areas, as assigned.
5	Manages all TRICARE services, as required.
6	Ensures that subordinates comply with all training, equipment, and exercise standards, including NIMS implementation.
6A	Coordinates and/or provides first aid and CPR courses for safe haven management teams, CERT and/or SERT, and members of the Army community, if required.
6B	Ensures that JPM – IPP and AEFRP equipment is inventoried as required.
7	Supports Ready Army Campaign with consistent, positive messaging concerning preventive medicine.
8	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or HN) healthcare agencies, especially with regard to syndromic surveillance operations and surge capacity.
8A	Develops support agreements and/or support contracts with local healthcare providers to include psychological counselors to support medical response and recovery operations, as required.
9	Conducts Federal Coordinating Center duties and supports NDMS, as assigned.
10	Conducts syndromic surveillance of Army community in coordination with local healthcare providersto include psychological counselors, and public health agencies for early detection of biological incident.
11	Conducts medical surveillance of assigned Category 1 and 5 personnel employing PPE pre- and post-incident.
11A	Conducts medical screening and surveillance of assigned Category 1 and 5 personnel enrolled in the RPP.
11B	Coordinates with occupational health, preventive medicine, and/or industrial hygiene offices, if available.
12	Appoints representatives as the medical branch director in the installation EOC operations section, as assigned.

Table E–19
Medical treatment facility commander—Continued

12A	Designates PHEO in support of the installation commander, as required.
13	Directs the activation, staffing, and management of the MTF EOC and supporting teams, as directed.
14	Provides medical care for all casualties transported to the MTF, as required.
14A	Conducts casualty management at the MTF (or clinic) location.
14B	Manages self-referred casualties arriving via non-EMS transport, as required.
14C	Conducts EMS transports from the incident scene(s), if not provided by DES or external provider.
14D	Receives EMS transports for the incident scene(s), as required.
15	Supports medical requirements during response and recovery operations, as required.
15A	Provide mental health support as part of mass care operations.
15B	Provides pharmaceutical management during receiving and distribution of stockpile or cache assets.
15C	Provides pharmaceutical management for the Chemical Pharmaceutical Countermeasures program.

Table E–20
Medical emergency manager

Function	Description
1	Coordinate and integrate functions essential to effective public health and medical EM (for example, NIMS, NRF).
2	Coordinate planning and preparedness, and assist in the execution of all-hazards EM activities on behalf of the MTF commander or OIC.
2A	Act as the primary POC with the IEM and serve as the MTF lead for military-civilian coordination as it relates to EM.
2B	Collaborate and ensure that threat information, vulnerability assessments, and all mitigating actions are considered in executing MTF EM activities.
2C	Support the MTF commanders or OICs in the coordination and integration of EM-related training and exercises.
2D	Serve as the primary advocate to ensure that appropriate resource needs are identified to execute mission requirements.
2E	Coordinate and integrate MTF emergency planning and for coordinating public health and medical support to installation, local, or regional emergency response requirements.
2F	Coordinate closely with functional subject matter experts through the MTF and installation emergency preparedness committees or working groups, the PHEO(s), and the installation EMWG to ensure plans are adequate, supportable, coordinated, and synchronized.
3	Ensure Regional Health Command (RHC) and MTFs support and participate in EM Program exercises.
4	Develop risk communications and public health information products to support EM Program requirements.
5	Ensure medical support requirements synchronization and integration with the EM Program requirements.
6	Develop and resource requisite training to meet EM Program requirements, including any specialized CBRNE medical training.
7	Ensure MTF Commanders nominate and submit appropriately qualified candidates for appointment by installation commanders as the PHEO or assistant PHEO.
8	Participate in working groups for long-term planning and sustainment of the EM Program.
9	Ensure RHCs provide guidance to MTFs and supported reserve component units and/or activities participating in the emergency planning process and are included in EM plans.
10	Ensure medical emergency manager coordinate health service support for emergency planning with the local Director of Health

Table E–20
Medical emergency manager—Continued

	Services and that EM is addressed in the installation public health emergency SA and MTF FAA.
11	Provide a seamless continuum of care in accordance with established policies and guidance for standards of triage, as well as, primary, secondary, and tertiary care (incorporating first responder and first receiver standards, respectively).
12	Coordinate and include plans for civil support activities.
13	Adopt the hospital incident command system as the ICS process in MTFs to ensure medical interoperability.
14	Assist installation development of supporting concepts of operations (CONOPS) for CBRN chemical pharmaceutical countermeasures, including training, distribution, security, storage, accountability, and sustainment.
14A	Coordinate and ensure emergency responders are protected against the effects of CBRNE by having appropriate access to chemical pharmaceutical countermeasures, the installation will coordinate a Chemical Pharmaceutical Countermeasures program and CONOPS with their servicing MTF to integrate policy, planning, and preparedness activities both pre- and post-incident/exposure. This integration and coordination include the development of local SOPs, as well as the following:
14B	Collaborate and coordinate policy for emergency access to stocks of Medical Chemical Biological Defense Materiel, other DOD contingency stockpiles, or SNS if warranted.
14C	Ensure RHCs monitor the MTF customer relationship with the local supporting Installation Medical Supply Activity (IMSA) for replenishment/sustainment of chemical pharmaceutical countermeasures for installation Category 1 and 5 personnel, as appropriate.
14D	Develop training on security, storage, administration, and handling of chemical pharmaceutical countermeasures.
14E	Maintain rosters of emergency first responder personnel.
14F	Develop and coordinate policies for providing chemical pharmaceutical countermeasures to first responders and other identified personnel.
14G	Assist and coordinate the development of policy in the use and distribution of chemical pharmaceutical countermeasures.
14H	Collaborate and coordinate provision of security for chemical pharmaceutical countermeasures, SNS, or related health care operations.
14I	Coordinate that installations will neither plan for nor rely on the SNS as part of an initial response capability. However, installations and MTF must coordinate with local planners and identify potential support requirements for distribution of or access to SNS in coordination with state plans.

Appendix F

Hazard Identification List

All natural, technological, and human-caused hazards contained within the hazard identification list in enclosure 4 of reference DODI 6055.17 are addressed in table F–1. Table F–1 provides additional subcategorization of hazards aligned to the target capabilities required to effectively manage the hazards and the responsibilities assigned to the respective installation departments.

F–1. Nothing

Else.

F–2. Something

Nothing.

Table F–1
Hazard identification list

Destructive weather	Tropical cyclones (hurricanes, typhoons), tornadoes (and water spouts), severe storms (wind, dust, sand, snow, ice, hail, sleet), lightning, extreme temperatures (hot, cold), droughts, climate change, geomagnetic storms, or other weather-related hazards.
Seismic and/or geological hazards	Earthquakes, tsunamis, volcanoes, lahars, landslides, mudslides, avalanches, or other seismic and/or geologic hazards.
Water and/or flood hazards	Coastal flooding, river flooding, tidal surges, seiches, or other water-related hazards.
Fire hazards	Structural, industrial, wildland, urban interface, aviation, and maritime fires.
Pandemic and/or epidemic disease	Naturally occurring contagious and noncontagious diseases, including Pandemic Influenza (all subtypes), Sudden Acute Respiratory Syndrome, Yellow Fever, West Nile Virus, and all other diseases identified by public health officials within this category.
Agricultural incidents	Crop and livestock diseases or environmental impacts, to include wheat blight, Bovine Spongiform Encephalopathy (Mad Cow Disease), Hoof and Mouth Disease, and all other livestock-, animal-, or agricultural-related diseases.
Technological (manmade) hazards	
Hazardous materials Spill or release	Unintentional spill and/or release of HAZMAT identified within reference 49 CFR.
Transportation accidents	Unintentional accidents involving vehicle, agricultural, rail, aviation, maritime, or space transportation systems.
Structural failure and/or collapse	Failure or collapse of physical structures, including buildings, tunnels, bridges, roads, runways, mines, trenches, dams, levees, towers, grain silos, or other manmade structures.
Infrastructure or utility loss and/or interruption	Loss, interruption, or resource shortage of critical, essential, and routine infrastructure or utilities, to include power generation and distribution, banking systems and services, network services, communications services, waste management, water/sewer processing distribution, and oil/refined gas/natural gas refining, storage, or distribution.
Environmental pollution/contamination	Environmental pollution or contamination resulting from intentional or unintentional spill or release of HAZMAT identified within reference 49 CFR and subject to remediation or management based upon NEPA, CERCLA, Resource Conservation and Recovery Act, EPCRA, and Safe Drinking Water Act.
Refugee and migrant operations	Refugee or migration of U.S. or non-U.S. citizens across State or National borders requiring DOD support to transport or provide mass care for by direction of the USG (DHS or DOS).
Nuclear reactor or radiological accidents	Nuclear reactor accidents or radiological accidents on DOD installations or impacting DOD installations by environmental dispersion (see DODD 3150.08).
Nuclear weapon accidents	Nuclear weapon accidents where the weapon is under DOD or Allied control at the time of the accident (see DODD 3150.05 and DOD 3150.8 – M).
Terrorism, intentional acts, and criminal incidents	
Terrorism incidents	Terrorism incidents involving the use, threatened use, or potential use of conventional force, to include incidents involving

Table F–1
Hazard identification list—Continued

	physical access, denial of physical access, firearms, or kidnapping, but excluding incidents involving CBRNE agents or materials where such incidents are targeted against personnel or facilities.
Chemical terrorism	Terrorism incidents involving the use, threatened use, or potential use of CWAs or toxic industrial chemicals against personnel or facilities.
Biological terrorism	Terrorism incidents involving the use, threatened use, or potential use of CWAs or toxic industrial biological organisms/toxins against personnel or facilities.
Radiological terrorism	Terrorism incidents involving the use, threatened use, or potential use of explosive-based or nonexplosive-based radiological dispersion devices against personnel or facilities.
Nuclear terrorism	Terrorism incidents involving the use, threatened use, or potential use of manufactured nuclear weapons or improvised nuclear devices against personnel or facilities.
Explosive or incendiary terrorism	Terrorism incidents involving the use, threatened use, or potential use of explosives or incendiaries, to include buried/emplaced, mail-, human-, vehicle-, water-, aviation-borne, or other improvised explosive devices, against personnel or facilities
Electromagnetic or cyber terrorism	Terrorism incidents involving the use, threatened use, or potential use of electromagnetic weapons or interference, including jamming, or cyber terrorism, to include denial of service, hacking, and malicious software and/or code, as part of a terrorist operation .
Agricultural terrorism	Terrorism incidents involving the use, threatened use, or potential use of conventional force, chemical, biological, radiological, explosive, or incendiary agents or weapons against U.S. crops, livestock, or agricultural infrastructure.
Criminal incidents	Criminal incidents resulting in an emergency on an installation, such as arson, active shooters, workplace, school violence, and cyber-crime (this hazard may overlap with other hazard areas).
Civil disturbance	Riots, strikes, protests, marches, mass panic/hysteria, vandalism, public unrest, or other event involving significant numbers of civilian personnel and causing or having the potential to cause disruption of services or utilities, denial of physical access, and/or media interest.

Appendix G

Installation Emergency Management Planning Guide

G–1. Installation emergency management plan

a. Planning process. In accordance with NIMS, CPG 101, NRF, AR 525–27, TM 3–11.42, and DODI 6055.17, 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. The focus of chapter 6 and this appendix is to ensure that the correct planning process is executed and does not mandate a specific planning format.

b. Developing capabilities. It is important to note that installation EM plans require the development of specific capabilities which may or may not currently exist on the installation or in the local community. Though these capabilities are not new requirements due to the Army EM Program, these capabilities may never have been developed to support the multitude of existing requirements due to the lack of a comprehensive, integrated EM Program necessary to identify the applicable resource needs and dependencies. These absent or inadequate capabilities may exist within the C3 and MWN components as well as the responder and mass care components.

c. Format. All installation EM plans will utilize the planning process described in CPG 101. The provided civilian installation EM plan format in this appendix is highly encouraged in order to ensure compatibility and interoperability with external response and recovery partners, such as local civil jurisdictions. Other format options are identified in chapter 6.

G–2. Cover instruction

a. Concept. The cover instruction will constitute the legal authority, mission assignments, summary of the relevant EM policy, and assignment of relevant roles and responsibilities associated with the EM Program as determined and signed by the installation commander. The target audience of the cover instruction is other commanders at above, equal to, and subordinate to the approving installation commander.

b. Development. The cover instruction is developed by the installation EMWG under the technical direction of the IEM for final approval by the installation commander.

G–3. Basic plan

a. Concept. The basic plan will establish the EM capabilities required in order to support the missions assigned by the cover instruction. The basic plan will (1) identify the protected populace, (2) determine which functional areas are assigned to the jurisdiction, (3) assign responsibilities for the development of target EM capabilities to assigned functional areas, (4) establish the prevention, response, and recovery operational concepts, and (5) determine and detail the linkage between the EM plan, supporting and/or supported plans, and programs.

b. Development. The basic plan is developed by the installation EMWG under the technical direction of the IEM for final approval by the installation commander.

c. Content. The basic plan should consist of the following:

(1) Authorities and references.
(2) Purpose, scope, applicability, and assumptions.
(3) Implementation process.
(4) Community profile.
(5) Installation typing (target capabilities).
(6) Personnel categorization results.
(7) Summary of risk management results.
(8) Preparedness strategy and requirements.
(9) Organization and assignment of responsibilities.
(10) Administration and finance.
(11) Ready Army Community Preparedness Campaign.
(12) Training, certification, and credentialing.
(13) Equipment and logistics.
(14) Exercise and evaluation.
(15) Resource management guidance.

(16) C3 capabilities.
(17) Information sharing, collection, and dissemination.
(18) Continuity strategy and continuity programs.
(19) Mitigation strategy and activities.
(20) Prevention strategy and activities.
(21) Response strategy and concept.
(22) Recovery strategy and concept.
(23) Plan management and maintenance.
(24) Supporting plans and programs.
(25) Installation AT plan, installation F&ES plan, MTF plan(s).
(26) SOP development assignments.
(27) Tenant EAP development assignments.
(28) Continuity planning assignments.

d. Development assignments. The installation EMWG representation identified in chapter 3s based upon upon the standard installation organization identified in appendix E. Not all identified representatives are present at each EMWG meeting and agendas should be tailored to address specific issues (for example, continuity, temporary housing) when the appropriate representatives are scheduled to attend the meeting. These assignments should be tailored by the installation commander and the EMWG to align with local conditions. See table G–1 for recommended assignments in developing the basic plan.

Table G–1
Basic plan development

Functional area	Implementation	Comm. profile	Risk mngmt	Prepared-	C3	Mitigation/	Response	Recovery	Supt. Pgrms
Installation commander	Approval	Approval	Approval	Approval	Approval	Approval	Approval	Approval	Approval
Garrison commander	Lead	Support	Support	Support	Support	Support	Support	Support	Support
Garrison RMO	Key	Support	Support	Support	Support	Support	Support	Support	SOP
Garrison PAIO	Support	—	—	—	—	—	—	—	—
DHR	Support	Critical	Support	Essential	Essential	Support	Essential	Essential	SOP
DFMWR	Support	Critical	Support	Essential	Support	Support	Essential	Critical	SOP
ACS	Support	Essential	Support	Essential	Support	Support	Essential	Critical	SOP
Command ombudsman	Support	Essential	Support	Essential	Support	Support	Support	Critical	SOP
NAF programs	Support	Essential	Support	Essential	Support	Support	Support	Essential	SOP
Recreation services	Support	Support	Support	Essential	Support	Support	Support	Essential	SOP
Business services	Support	Support	Support	Essential	Support	Support	Support	Essential	SOP
Child and youth services	Support	Essential	Support	Essential	Support	Support	Support	Essential	SOP
DPTMS	Essential	Lead	Lead	Lead	Critical	Essential	Lead	Critical	SOP
Installation emergency	Action Officer	Action Officer	Action Officer	Action Officer	Action	Action Officer	Action Officer	Action	SOP
Installation EOC manager	Essential	Support	Support	Support	Essential	Support	Critical	Essential	SOP
Installation PHEO	Essential	Support	Essential	Support	Support	Essential	Essential	Essential	SOP
Installation ATO	Essential	Support	Critical	Essential	Essential	Critical	Critical		SOP
Airfield operations*	Support*	Support*	Support*	Support*	Support	Support*	Support*	Support	SOP
USAF Weather units	Support*	Support*	Support*	Support*	Support*	Support*	Support*	Support*	SOP
DES	Essential	Critical	Critical	Critical	Essential	Prev. Lead	Critical	Essential	SOP

Table G–1
Basic plan development—Continued

LE	Support	Support	Critical	Essential	Support	Essential	Critical	Essen-	SOP
Physical security	Support	Support	Critical	Essential	Support	Critical	Critical	Essen-	SOP
F&ES	Support	Support	Critical	Essential	Support	Essential	Critical	Essen-tial	SOP
LRC	Essential	Essential	Support	Essential	Support	Support	Critical	Critical	SOP
Transportation office	Support	Support	Support	Support	Support	Support	Critical	Critical	SOP
Supply services	Support	Support	Support	Support	Support	Support	Support	Critical	SOP
DPW	Essential	Critical	Essential	Critical	Essen-	Mit. Lead	Essential	Lead	SOP
Opns and maintenance	Support	Critical	Essential	Essential	Essen-tial	Critical	Critical	Critical	SOP
Environmental office	Essential	Support	Essential	Essential	Support	Essential	Essential	Essen-	SOP
Housing office	Support	Support	Support	Support	Support	Support	Support	Essen-	SOP
Engineering office	Support	Support	Essential	Support	Essen-	Essential	Essential	Essen-	SOP
Master planning	Support	Support	Support	Support	Support	Support	Support	Essen-	SOP
NEC	Essential	Support	Essential	Essential	Lead	Essential	Essential	Essen-	SOP
IT systems support	Support	Support	Support	Essential	Essen-	Support	Critical	Critical	SOP
IA	Support	Support	Essential	Essential	Essen-	Essential	Essential	Support	SOP
Public affairs office	Support	Support	Support	Essential	Essen-	Support	Essential	Essen-	SOP
RSO (Chaplain)	Support	Support	Support	Support	Support	Support	Support	Essen-	SOP
ILO (legal)	Support	Support	Support	Support	Support	Support	Support	Support	Sup-port
ICO (contracting)	Support	Support	Support	Support	Support	Support	Essential	Critical	SOP
IRACO (audit)	Audit	—							Audit
ISO (safety)	Support	Support	Support	Support	Support	Critical	Support	Support	Sup-port
Medical emergency manager	Essential	Critical	Essential	Critical	Essen-tial	Essential	Essential	Essen-tial	Plan/ SOP
Tenant representatives	Essential	Support	Support	Support	Support	Support	Support	Support	EAP
Continuity programs (MEF own-	Essential	Critical	Essential	Essential	Critical	Essential	Critical	Critical	SOP
EOD and/or bomb squad*	Support*	Support*	Support*	Support*	Sup-port*	Support*	Essential*	Sup-port*	SOP
General tenants	Support	Support	Support	Support	Support	Support	Support	Support	EAP
ARNG tenants	Support	Support	Support	Support	Support	Support	Support	Support	EAP
Reserve component tenants	Support	Support	Support	Support	Support	Support	Support	Support	EAP
DOD School	Support	Support	Support	Support	Support	Support	Support	Support	EAP
AAFES and/or DeCA	Support	Support	Support	Support	Support	Support	Support	Essen-tial	EAP/ SOP
Utility providers	Support	Support	Essential	Support	Essen-tial	Support	Support	Essen-tial	EAP/ SOP
Commercial busi-	Support	Support	Support	Support	Essen-tial	Support	Support	Essen-tial	EAP/ SOP
Veterinarian ser-	Support	Support	Support	Support	Support	Support	Support	Support	SOP
Liaisons	Support	Support	Support	Support	Support	Support	Support	Support	SOP

Table G–1
Basic plan development—Continued

USACIDC detachment	Support	Support	Support	Support	Support	Essential	Essential	Essen-	SOP
ATWG liaison***	Support	Support	Support	Support	Support	Essential	Essential	Es- sen-	—
TWG liaison***	Support	Support	Support	Support	Support	Essential	Essential	Es- sen-	—
LEPC liaison	Support	Essential	Essential	Essential	Support	Support	Essential	Essen-	—
FSTLOSP (HN) liaisons	Support	Support	Support	Essential	Support	Support	Essential	Essential	SOP
NGOs and/or FBOs	Support	Support	Support	Essential	Support	Support	Essential	Critical	SOP
Citizen and/or community	Support	Support	Support	Essential	Support	Support	Essential	Critical	SOP
Humane Society liaison	Support	Support	Support	Support	Support	Support	Support	Support	SOP

Legend for Table G–1:
* If assigned.
** Regarding criminal and/or terrorism investigation requirements.
*** May be represented by installation ATO.

Notes:

[1] FSTLOSP(HN) - Federal, State, tribal, local, other Service, and/or private (to include NGOs/FBOs) (or HN) partners.

[2] NGO/FBO - Non-governmental organizations/faith-based organizations.

e. Process. The basic plan is developed by the installation EMWG. Drafts are usually prepared by a small subcommittee or development team and then reviewed by the entire membership on a regular basis, either virtually or during a physical meeting.

(1) *Summary content.* The community profile, personnel categorization, and risk management summary elements are usually tables or graphics representing the composite information. The results from each of these distinct efforts will be maintained by the IEM for a period of 3 years for reference and assessment purposes.

(2) *Detailed content.* Preparedness requirements include all organization, manning, and shift assignments including required training, certification, credentialing, equipment issue, exercise, evaluation, maintenance, and sustainment requirements and processes. The organizational requirements must be identified within the basic plan and approved by the installation commander when approving the installation EM plan. It is recommended that installation EM plans refer to manning and staffing documents as tabs or external, supporting documents that are not actually signed by the installation commander to ensure that updating these documents is not constrained by staffing requirements.

(3) *Operational concepts.* The concepts detailed in chapters 18–19 of this publication represent notional response and recovery operations based upon a series of assumptions, which may or may not represent the local conditions at the installation. These operational concepts establish the requirements and processes regarding the 6 common core components applicable to all emergencies regardless of cause: C3, MWN, community preparedness, first and emergency responders, public health and medical services, and mass care. The concepts should not detail procedures or processes specific to a particular hazard, as these issues are addressed in the HSAs.

G–4. Support annexes

a. Concept. Support annexes will be developed by the EMWG to support identified EM capabilities requiring detailed guidance for execution, especially in the development of capabilities not established by existing DOD programs. As support annexes consist of specific guidance on the TTPs necessary for the successful completion of complex tasks or functions required by the basic plan, support annexes may refer to established, published, and approved tactics, techniques, and procedures publications, modify existing TTPs based upon local conditions, or develop TTPs for tasks or functions not included in existing TTP publications.

b. Development. The SAs are developed by assigned functional areas in support of the installation EMWG for final approval by the installation commander as elements of the installation EM plan.

c. Content. Support annexes are developed based upon local conditions and requirements. Specific core Support Annexes are required for successful execution of assigned functions as identified below. DAMO–ODP will identify and leverage best practices regarding SA development by providing template examples on the Army EM AKO website

as they become available. Each SA has a recommended development matrix identifying lead and supporting functional areas assigned development responsibilities.

(1) *Resource management.* In support of NIMS, DODI 6055.17, and NFPA 1600, all Army installations will develop a support annex for resource management detailing the local procedures and processes for resource inventories, resource typing, and resource management across all phases of EM. This support annex will identify the procedures necessary to locate, acquire, store, distribute, maintain, test, and account for personnel, services, resources, materials, and facilities procured or donated to the EM Program. These procedures will establish the following: (a) processes for describing, requesting, tracking, and taking inventory of resources, (b) procedures for activating these processes prior to and during an incident, (c) procedures to dispatch resources prior to and during an incident, (d) procedures to demobilize, deactivate, or recall resources during or after an incident, and (e) establish contingency planning process for resource shortfalls in accordance with NFPA 1600. Development will be led by the IEM in coordination with the membership of the installation EMWG. See chapter 9 for additional information. See table G–2 for development assignments.

Table G–2
Resource management support annex matrix

Functional area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Key	PAO	Support
Installation EMWG	Support	DFMWR	Key	RSO	—
IEM	Lead	DPTMS	Key	ILO	Support
Installation EOC manager	Support	DES	Key	ICO	Support
MTF commander	Support	LRC	Key	Equal employment office (EEO)	—
Garrison RMO	Key	DPW	Key	IRACO	—
Garrison PAIO	—	NEC	Key	ISO	Support

(2) *Support agreements and support contracts.* In order to coordinate and standardize the development of support agreements and support contracts for EM Program capabilities in accordance with NIMS, DODI 6055.17, and NFPA 1600, all Army installations will develop one or more support annexes detailing the local procedures and processes for developing, coordinating, approving, and maintaining support agreements and support contracts with external partners, to include the review processes for the installation legal counsel and contracting officer. These support annexes will include installation-specific guidance on forwarding copies of applicable support agreements and support contracts to higher headquarters and incident reporting requirements for activation of such agreements and/or contracts. Copies of all approved support agreements are maintained by the applicable directorate, the garrison RMO, and a copy maintained by the IEM for a period of 3 years from expiration. Development will be led by the IEM in coordination with the membership of the installation EMWG with support from the ICO and garrison RMO. See chapter 7 for additional information. See table G–3 for development assignments.

Table G–3
Support agreement support annexes matrix

Functional area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Support	PAO	—
Installation EMWG	Support	DFMWR	Support	RSO	—
IEM	Lead	DPTMS	Support	ILO	—
Installation EOC manager	Support	DES	Support	ICO	Key
MTF commander	Support	LRC	Support	EEO	—
Garrison RMO	Key	DPW	Support	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	—

(3) *Ready Army Community Preparedness Campaign.* All Army installations will develop a support annex for the Ready Army Community Preparedness Campaign. This support annex will identify local opportunities and methods for engaging the Army community and developing a resilient community in an all-hazards environment and then

assign responsibilities to installation functional areas for campaign execution, assessment, and reporting. Development will be led by the Ready Army POC in accordance with reference HQDA EXORD 202–09. See chapter 7 for additional information. See table G–4 for development assignments.

Table G–4
Ready Army support annex matrix

Functional area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Key	PAO	Key
Installation EMWG	Support	DFMWR	Key	RSO	Support
IEM	Key	DPTMS	Support	ILO	—
Installation EOC manager	Support	DES	Support	ICO	—
MTF commander	Support	LRC	Support	EEO	—
Garrison RMO	Support	DPW	Support	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	—
Ready Army POC	Lead	—	—	—	—

(4) *Evacuation management.* In support of the DHS Plan Review and the DOT Catastrophic Evacuation Plan Review, all Army installations will develop a SA for evacuation management, including installation zone management, contraflow, reverselaning procedures, and assisted transportation procedures. Development will be led by the DPW in coordination with the membership of the installation EMWG with support from the IEM. See chapter 12 for additional information. Specific FAAs for employment of team capabilities are identified in the next section below. See table G–5 for development assignments.

Table G–5
Evacuation management support annex matrix

Functional area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Key	PAO	Support
Installation EMWG	Support	DFMWR	Support	RSO	—
IEM	Key	DPTMS	Key	ILO	—
Installation EOC manager	Support	DES	Key	ICO	—
MTF commander	Support	LRC	Key	EEO	—
Garrison RMO	Support	DPW	Lead	IRACO	—
Garrison PAIO	-	NEC	Support	ISO	Support

(5) *Mass care operations.* In support of NIMS, NRF, DHS plan review, DODI 6055.17, DODI 6200.03, and NFPA 1600, all Army installations will develop support annexes for mass care operations, specifically special needs management, animal care management, and volunteer and donations management. Development will be led by the DFMWR in coordination with the membership of the installation EMWG with support from the IEM. See chapter 12 for additional information. Specific FAAs for employment of team capabilities are identified in the next section below. See table G–6 for development assignments.

Table G–6
Mass care support annex matrix

Functional area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Support	PAO	Support
Installation EMWG	Support	DFMWR	Lead	RSO	Support
IEM	Support	DPTMS	Key	ILO	Support
Installation EOC manager	Support	DES	Key	ICO	Support
MTF commander	Support	LRC	Key	EEO	—
Garrison RMO	Support	DPW	Key	IRACO	—

Table G–6
Mass care support annex matrix—Continued

Garrison PAIO	—	NEC	Support	ISO	Support

(6) *Personnel accountability.* In support of 29 CFR 1910.32–39, DODI 3001.02, AR 600–86 and DODI 6055.17, all Army installations will develop a SA detailing the procedures and processes for conducting personnel accountability at their local installation. Procedures will include methods for establishing and maintaining correct community information in ADPAAS, methods for disseminating ADPAAS reporting procedures via Ready Army Community Preparedness Campaign, and responsibilities for conducting and/or managing personnel accountability during an emergency regardless of cause, including reporting requirements and deadlines established by higher headquarters. Development will be led by the DHR in coordination with the membership of the installation EMWG. See chapter 12 for additional information. See table G–7 for development assignments.

Table G–7
Personnel accountability support annex matrix

Functional area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Lead	PAO	Support
Installation EMWG	Support	DFMWR	Support	RSO	—
IEM	Key	DPTMS	Key	ILO	Support
Installation EOC manager	Support	DES	Key	ICO	Support
MTF commander	Support	LRC	Key	EEO	—
Garrison RMO	Support	DPW	Key	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	—

(7) *Special event management.* In support of NIMS, NRF, DODI 6055.17, DODI 2000.16, and NFPA 1600, all Army installations will develop a SA detailing procedures for special event management capitalizing on existing coordination processes and methods. Special events management will address coordination with local civil jurisdictions, additional installation zone assignment for large transient populations, unique training and/or exercises based upon event type, distribution of community preparedness information for visitors, sources of additional safe haven and SIP capacity, and additional MWN support for event locations. Development will be led by the IEM in coordination with the membership of the installation EMWG. See table G–8 for development assignments.

Table G–8
Special event management support annex matrix

Functional area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Support	PAO	Support
Installation EMWG	Support	DFMWR	Support	RSO	—
IEM	Lead	DPTMS	Key	ILO	Support
Installation EOC manager	Support	DES	Key	ICO	Support
MTF commander	Key	LRC	Key	EEO	—
Garrison RMO	Key	DPW	Key	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	Support

(8) *Chemical, biological, radiological, nuclear and high yield explosives-specific incidents.* In support of DODI 2000.16 and DODI 3020.52, all Army installations will develop support annexes with detailed, consistent, accurate, and actionable procedures for sample and evidence collection, presumptive detection, confirmatory testing, use of definitive analysis and confirmatory testing results, casualty decontamination, team (responder) decontamination, and any other CBRNE-specific task or procedure identified during the development of the installation EM plan and supporting HSAs. Development will be led by the installation F&ES* representative in coordination with the membership of the installation EMWG. See chapters 14, 18, and 19 for additional information. See table G–9 for development assignments.

Table G–9
Chemical, biological, radiological, nuclear and high yield explosives–specific support annexes matrix

Functional area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Support	PAO	Support
Installation EMWG	Support	DFMWR	Support	RSO	—
IEM	Key	DPTMS	Support	ILO	Support
Installation EOC manager	Support	DES	Lead*	ICO	Support
MTF commander	Key	LRC	Support	EEO	—
Garrison RMO	Support	DPW	Support	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	Support

(9) *Inventory management.* In support of NIMS, AR 525–27, DODI 6055.17, DODI 2000.16, DODI 3020.52, and NFPA 1600, all Army installations will develop a SA detailing the procedures and processes for conducting and maintaining inventory management of assigned EM equipment, including CBRNE–specific equipment issued under JPM–IPP and/or AEFRP.

Table G–10
Inventory management support annex matrix

Functional area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Support	PAO	Support
Installation EMWG	Support	DFMWR	Support	RSO	—
IEM	Key	DPTMS	Key	ILO	Support
Installation EOC manager	Support	DES	Key	ICO	Support
MTF commander	Key	LRC	Lead	EEO	—
Garrison RMO	Key	DPW	Support	IRACO	Support
Garrison PAIO	—	NEC	Support	ISO	—

(10) *Public health emergency.* In support of AR 525–27, DODI 6055.17, and DODI 6200.03, all Army installations will develop a SA for executing emergency health powers, specifically the use of ROM and quarantine authorities. Development will be led by the installation PHEO in coordination with the membership of the installation EMWG. See chapter 18 for additional information. See table G–11 for development assignments.

Table G–11
Public health emergency support annex matrix

Functional area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Support	PAO	Key
Installation EMWG	Support	DFMWR	Support	RSO	—
IEM	Key	DPTMS	Key	ILO	Key
Installation EOC manager	Key	DES	Key	ICO	Support
MTF commander	Key	LRC	Support	EEO	—
Garrison RMO	Support	DPW	Support	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	Support
Installation PHEO	Lead	—	—	—	—

(11) *Critical infrastructure risk management.* In support of AR 525–26, Army installations with identified critical infrastructure will develop a SA detailing procedures for protecting, sustaining, and restoring critical infrastructure based upon National, DOD, and Army requirements. Development will be led by the regional or installation CIRM

officer* (if assigned) or DPW** in coordination with the membership of the installation EMWG with support from the installation ATO and the IEM. See table G–12 for development assignments.

Table G–12
Critical infrastructure support annex matrix

Functional area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Support	PAO	Support
Installation EMWG	Support	DFMWR	Support	RSO	—
IEM	Key	DPTMS	Key	ILO	Support
Installation EOC manager	Support	DES	Key	ICO	Support
MTF commander	Support	LRC	Support	EEO	—
Garrison RMO	Support	DPW	Lead**	IRACO	—
Garrison PAIO	Support	NEC	Support	ISO	Support
Regional/Inst CIRM rep	Lead*	—	—	—	—

G–5. Functional area annexes

a. Concept. The FAAs will be developed for each assigned functional area with responsibilities in developing, fielding, employing, and/or sustaining EM capabilities. FAAs will consist of detailed guidance for each assigned functional area related to the development and execution of target EM capabilities. FAAs assign responsibility to the organization and individuals for carrying out specific actions at projected times and places in an emergency which exceeds the routine responsibility or capability of the functional area. These actions are not specific to a particular hazard, but rather focus on core common components supported by the functional area. FAAs also identify unmet needs of each Functional Area necessary for successful execution of assigned functions.

b. Functional area model. Services may use the ESF-based organizational model or a functional area-based organizational model for their installation EM plans. All Army installations are directed to use a functional area-based organizational model as described in this publication. Installation commanders should note that the use of functional areas (instead of ESFs) is in compliance with all DOD and Army policy.

(1) *Emergency support function–based model.* ESFs were designed by the Federal Government to address a problem associated with large, multi-departmental governments in that many of the same functions were performed by different departments (for example, Defense, Homeland Security, Interior, State, Commerce, and Treasury all have LE components) and so one Primary Agency was necessary to coordinate and synchronize the actions of multiple departments towards the goal of providing a single function or set of similar functions. Many State Governments have adopted this same model for organizing the provision of additional capabilities and capacity to local Governments requesting assistance. See chapter 18 for a listing of ESFs.

(2) *Challenge.* All installation EOCs need to plan for their interface with Federal, State, and possibly local operations centers utilizing ESFs in order to request and/or provide support under this model. However, the ESF concept was not designed to include all local government functions as required of an EM Program or address continuity programs. CPG 101 acknowledges this issue and identifies the need for additional "locally defined ESFs" when using an ESF-based format at the local level.

(3) *Functional area model.* Installations have the opposite challenge in that most existing functional areas provide multiple functions (for example, F&ES provides functions associated in part or all of ESF #4, #8 (with medical treatment facility), #9, and #10 (with environmental program)). The Army has determined that integrating existing functional areas is of greater importance and value to the EM Program than realigning resources to a Federal structure which was not designed for local execution.

c. Core requirements. All Army installations will develop, at a minimum, one FAA in accordance with functional area as defined in the table G–13.

Table G–13
Functional area annex development assignments

Functional areas	Development lead
Command, control, and communications	
Installation EOC (one FAA for entire function)	IEM

Table G–13
Functional area annex development assignments—Continued

Command section	Garrison commander with installation EM
Operations section	DES
Planning section	DPTMS
Logistics section	LRC
Finance and administration section	DHR
Information section (if established)	Installation ATO + USACIDC liaison
EOC manager	Installation EOC manager
IT/IS support	NEC
Installation dispatch center	DES
Emergency communications	NEC - IT support services
MWNS	IEM
JIC	PAO
Key personnel	
IEM	IEM
Installation EOC manager	Installation EOC manager
Installation PHEO	Installation PHEO
Installation ATO	Installation ATO
Continuity programs	
Supported continuity programs	Mission owner (one FAA pers mission)
Evacuation management	
Evauation management team	DOL
Mass care operations	
EFAC team	DFMWR (with IEM)
Local safe haven management team	DFMWR (with IEM)
Remote safe haven management team	DFMWR (with IEM)
Rapid needs assessment team	DFMWR (with IEM)
Mass feeding teams	DFMWR (with IEM)
Bulk distribution teams	LRC
Pharmaceutical distribution teams	LRC + PHEO + MTF + LE
Call center team	DFMWR (with IEM)
Volunteer management teams	DFMWR (with IEM)
Donations management teams	DFMWR (with IEM)
Critical incident stress management (CISM)	MTF mental health representative + RSO
Special needs management	
Special needs support team	DFMWR (with installation emergency manager)
Call center team	DFMWR (with IEM)
Volunteer management teams	DFMWR (with IEM)
Donations management teams	DFMWR (with IEM)
Critical incident stress management (CISM)	MTF mental health representative + RSO
Animal needs management	
Veterinarian services	Veterinarian representative and/or liaison

Table G–13
Functional area annex development assignments—Continued

Small animal sheltering team	DFMWR (with IEM)
Response capabilities	
LE	DES – LE
USACIDC detachment	USACIDC liaison
EOD and/or bomb squad	Service provider
F&ES	DES – F&ES
EMS	DES–F&ES (with MTF)
HAZMAT response **	DES – F&ES
Casualty decontamination teams	DES – F&ES
Environmental ODS spill response teams	DPW – environmental office
SAR	
Aviation SAR	Airfield + installation EM
Maritime SAR	Port operations + installation EM
Urban SAR	Installation EM + F&ES
Wilderness SAR	Installation EM + LE
MTF	Medical emergency manager
Hospital EOC	Medical emergency manager
First receivers	Medical emergency manager
Medical care providers	Medical emergency manager
Laboratory services	Medical emergency manager
Predesignated technical specialists****	IEM
Community emergency response teams*	CERT and/or SERT supporting directorate
School emergency response teams*	CERT and/or SERT supporting directorate
Recovery capabilities	
Damage assessment team	DPW
Structural evaluation team	DPW
Debris management team	DPW
Fatality management team	LRC (with CACO coordinator, mortuary affairs)
Liaisons	
FSTLOSP (HN) liaisons	IEM
LEPC liaison	IEM
AAFES	AAFES liaison
DeCA	DeCA liaison
Volunteer agency liaison	DFMWR (with IEM)
NGOs and/or FBOs	N/A
Citizen and/or community groups	N/A
Humane society liaison	N/A

Legend for Table G–13:
* If assigned.
** If development required independently by program/resource sponsor.
*** If available, may consist of METOC liaison (Air Force staff weather office (SWO)), U.S. Geological Survey (USGS) liaison, and U.S. Volcanic Observatory (USVO) liaison.

Notes:

[1] FSTLOSP(HN) - Federal, State, tribal, local, other Service, and private (to include NGOs and/or FBOs) (or HN) partners.

[2] NGO and/or FBO.

d. Additional requirements. Supporting functional areas are identified during the installation typing, personnel categorization, and resource inventory processes detailed in chapters 2, 4, and 9. All Army installations will include the additional mandatory FAAs for critical functions identified throughout this publication, when such capabilities are available organic to the installation. Commanders are encouraged to identify additional functional areas supporting their EM Program based upon local needs.

G–6. Hazard-specific appendixes

a. Concept. HSAs will be developed by the installation EMWG for each hazard identified in the risk management process. HSAs consist of detailed guidance specific to the prevention of, response to, and recovery from hazards identified during the risk assessment process. HSAs will direct the employment of the core EM capabilities mandated in the basic plan in a specific sequence or manner in order to prevent, respond to, and recover from a specific hazard. All duties and responsibilities of assigned functional areas for the management of an emergency resulting from a specific hazard will be summarized in each HSA. A list of standard hazards is included in chapter 5.

b. Core requirements. All installations will develop an HSA for each of the hazard categories identified in appendix F and as shown in chapter 5. The priority of development efforts, the scope and depth of each HSA, and specific functions and assignments are a combined result of the community profile (identifying needs), risk management (identifying relative risk across all hazards), and resource management (identifying available organic and external resources to meet needs and address hazards). The hazard categories in appendix F are broad-spectrum hazards, which are generally not isolated to specific Army installations based upon geopolitical, meteorological, or geological boundaries or conditions, but instead are inherent in the nature of being an Army installation in a developed nation.

c. Specific requirements. Certain hazards have additional requirements and resources to draw upon based upon the perceived or actual risk at the National level.

(1) *Terrorism.* In accordance with AR 525–27, DODI 6055.17, DODI 2000.16, and DODI 3020.52, the following hazards will be included as 7 independent HSAs within all installation EM plans: Terrorism incidents, chemical terrorism, biological terrorism, radiological terrorism, nuclear terrorism, explosive or incendiary terrorism, and electromagnetic or cyber terrorism. See appendix F for clarification on hazard categories. Development will be led by DES in coordination with the membership of the installation EMWG with the support of the installation ATO, installation PHEO (biological terrorism**), and the IEM. See table G–14 for development assignments.

Table G–14
Terrorism hazard-specific appendixes matrix

Functional area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Support	PAO	Support
Installation EMWG	Support	DFMWR	Support	RSO	—
IEM	Key	DPTMS	Key	ILO	Support
Installation EOC manager	Support	DES	Lead	ICO	Support
MTF commander	Key	LRC	Key	EEO	—
Garrison RMO	Support	DPW	Key	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	Key
Installation CBRNE Opns Spec	Key*	Installation PHEO	Key**	ATO	Key

(2) *Fire hazards.* In accordance with AR 420–1 and DODI 6055.6, fire hazards will be included in all installation EM plans, to include structural, industrial, aviation, and shipboard fires. See appendix F for clarification on hazard categories. Development will be led by the Directorate of Emergency Services (DES) in coordination with the membership of the installation EMWG with the support of the chief, F&ES. See table G–15 for development assignments.

Table G–15
Fire hazard-specific appendix matrix

Functional area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Support	PAO	Support
Installation EMWG	Support	DFMWR	Support	RSO	—

Table G–15
Fire hazard-specific appendix matrix—Continued

IEM	Key	DPTMS	Support	ILO	Support
Installation EOC manager	Support	DES	Lead	ICO	—
MTF commander	Support	LRC	Support	EEO	—
Garrison RMO	Support	DPW	Support	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	Support
Chief, F&ES	Key	—	—	—	—

(3) *Environmental.* In accordance with AR 200–1 and DODD 5030.41 will be included in all installation EM plans. This requirement exists to ensure coordination between existing the NCP terms and procedures with more recent changes in National policy, especially regarding NIMS and the NRF. See appendix F for clarification on hazard categories. Development will be led by DPW in coordination with the membership of the installation EMWG with the support of the environmental office. See table G–16 for development assignments.

Table G–16
Environmental oil and hazardous substances hazard-specific appendix matrix

Functional area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Support	PAO	Support
Installation EMWG	Support	DFMWR	Support	RSO	—
IEM	Key	DPTMS	Support	ILO	Support
Installation EOC manager	Support	DES	Key	ICO	Support
MTF commander	Support	LRC	Support	EEO	—
Garrison RMO	Support	DPW	Lead	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	Key
Environmental office	Key	—	—	—	—

(4) *Public health emergency.* In accordance with DODI 6200.03 and DODI 2000.16, details on the employment of emergency health powers by the installation commander will be included in all installation EM plans as a component of the required epidemic and/or pandemic disease HSA and the biological terrorism HSA. Non-hazard-specific details or procedures, such as the process for issuing and executing ROM orders should be consolidated in the public health emergency SA.

(5) *Pandemic influenza.* In accordance with DODI 6200.03, National Strategic Plan for Pandemic Influenza, and DOD Strategic Plan for Pandemic Influenza, Pandemic Influenza, as a component of the epidemic/pandemic disease HSA, will be included in all installation EM plans. See appendix F for clarification on hazard categories. Development will be led by the installation PHEO in coordination with the membership of the installation EMWG with the support of DPTMS, the MTF commander, and the IEM. See table G–17 for development assignments.

Table G–17
Pandemic and/or epidemic disease hazard-specific appendix matrix

Functional Area	Role	Functional area	Role	Functional area	Role
Installation commander	Approve	DHR	Support	PAO	Support
Installation EMWG	Support	DFMWR	Support	RSO	—
IEM	Key	DPTMS	Key	CLO	Support
Installation EOC manager	Support	DES	Support	ICO	Support
MTF commander	Key	LRC	Support	EEO	—
Garrison RMO	Support	DPW	Support	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	Support
Installation PHEO	Lead	—	—	—	—

d. Alignment. Installation EMWGs may consolidate hazards as shown in appendix F or may opt to breakout specific subtypes, such as breaking out tropical cyclones (hurricanes) from destructive weather as a separate HSA. This option does not eliminate the requirement for the overall destructive weather HSA to ensure coverage for severe storms, tornadoes, and other destructive weather events, but does provide a significant advantage in being able to quickly identify the specific hazard and go directly to the required HSA.

G–7. General appendixes

The general appendixes include definitions, list of acronyms used in the plan, and an index to the plan. The general appendixes may also include relevant forms and checklists common to the plan. The general appendixes are developed by the installation EMWG and approved by the installation commander as part of the installation EM plan.

G–8. Standard operating procedures

Though not included in the plan itself, SOPs will be developed at each organizational level based upon the installation EM plan in order to standardize the performance of identified common or specific tasks in order to employ EM capabilities prior to, during, or after an emergency. At a minimum, SOPs should be developed for each position in each installation EOC, ICP, JIC, and dispatch center, as well as, for the MWNS. SOPs are developed by the service or function owner and approved by the appropriate director or by the installation commander as stated in the installation EM plan.

Appendix H

Mutual Aid Agreement

This appendix provides a MAA for EM services and capabilities between a local civil jurisdiction (city, county, township) and a military jurisdiction (installation) within domestic locations. While most existing support agreements are specific to a single agency or capability, such as F&ES, this example provides the basis for sharing information, resources, and support for all-hazards EM capabilities.

H–1. Purpose for mutual aid agreement

a. This agreement establishes policy, responsibilities, and procedures between (insert installation title) and (insert civil parties) to prevent, protect against, mitigate the potential effects of, respond to, and recover from an emergency. An emergency might result from natural, technological, or human-caused causes and may be the result of a CBRNE incident. The event may take place on or off (insert installation title). The duration of this agreement will be for a period of (insert number of years) from (insert date) to (insert date). This agreement supports and will be executed in accordance with the NRF, the NIMS, and all Federal, DOD, Army, State, and local guidelines.

Note. This agreement is applicable to installations within the U.S., its territories and possessions, only.

b. This agreement is intended to establish a framework for cooperation and understanding between the parties and does not obligate the parties to provide support to and/or request support from each other. The parties acknowledge that legal and regulatory constraints, resource limitations, and mission requirements may limit the type of support provided and the manner in which it is provided.

H–2. Background

a. Coordinated mutual support and assistance provided by (insert civil parties) and (insert installation title) will undoubtedly be needed during emergencies of all scales and types, especially prior to the arrival of Federal assets in support of Presidentially declared disasters and other emergencies or domestic incidents. The NRF provides a mechanism through which (insert civil parties) and (insert installation title) may apply for Federal assistance if local resources are overwhelmed due to the scope, magnitude, or duration of the emergency. However, (insert civil parties) and (insert installation title) recognize that mutual support will be necessary during most incident types regardless of National interest or significance. The Secretary of Defense authorizes Defense Support of Civil Authorities (DSCA) for domestic incidents as directed by the President or when consistent with military readiness operations and appropriate under the circumstances and the law.

b. For these reasons, (insert civil parties) and (insert installation title) have entered into this agreement to establish a framework for providing mutual aid and support during localized emergencies that require immediate reaction to save lives, prevent human suffering, or mitigate great property damage under imminently serious conditions.

H–3. Civil authority

Signatory parties must ensure that (insert civil parties) have State or local authority to enter into this support agreement.

a. (Insert State, territory, county and civil authorities necessary to establish the legal basis for this support agreement).

b. (Insert State, territory, county and civil authorities).

H–4. Military authority

Signatory parties must ensure that (insert installation title) have authority to enter into this support agreement. See paragraphs (a) through (b) apply.

a. (Insert additional Service authorities necessary to establish the legal basis for this support agreement).

b. (Insert additional Service authorities necessary).

H–5. Assumptions

Any major area-wide emergency and/or disaster may affect some or all parties to this agreement. (Insert installation title) and (insert civil parties) will prioritize their needs and the utilization of available resources. The level of assistance provided to either party will be determined by resources available and the extent to which the supplier is affected by the emergency. Levels of assistance will comply with all applicable directives and laws. Assumptions within this agreement include:

a. The (insert installation title) will not provide assistance to (insert civil parties) if it could adversely affect national security or military preparedness.

b. Nothing in this agreement impairs or otherwise affects the authority of the Secretary of Defense over the DOD.

c. The Secretary of Defense will retain command of military forces providing CS.

d. Individuals within (insert component title) forces deployed during an initial response action will recognize their force presentation structure, understand their chain of command, know the source of their taskings and support, and be able to affect an efficient hand-off to follow-on forces.

e. All signing parties will develop pre-incident plans for training, mobilization, deployment and field operations in order to sufficiently execute aid and support.

f. All signing parties agree to implement and employ the ICS, Unified Command System, MACS, and PIS as stated in paragraph (d).

g. In large scale or cross-jurisdictional incidents the ICS process calls for the formation of a unified command. In incidents involving multiple jurisdictions a unified command allows agencies with different legal, geographic, and functional responsibilities to work together effectively. If such an incident occurs, (insert civil parties) and (insert installation title) will establish and act in accordance with a unified command.

h. An emergency involving a natural or technological hazard which is or may be communicable may require quarantine or ROM to prevent the spread of contamination.

i. If appropriate PPE and capabilities are not available and an area is determined to be contaminated by HAZMAT or disease agents, it is possible that response actions into a contaminated area may be delayed until the material has dissipated to a level that is safe for emergency response personnel to operate or until appropriate personal protective equipment and capabilities arrive, whichever is sooner.

j. NRF policies and procedures must be taken into account for all actual and potential incidents even prior to the arrival of Federal assets.

k. Agreements, other than for firefighting support, that require the Army to reimburse a nonprofit organization, city, county, or State government must be executed with a contract.

l. The (insert installation title) and (insert civil parties) will pre-establish procedures to allow civilian emergency authorities access to the installation during periods of restricted access, (including but not limited to times of heightened security or increased force protection conditions). These procedures will be included in this support agreement.

m. (Insert all additional assumptions necessary to execute aid and support identified in this support agreement).

H–6. Types of aid and support

This MAA contemplates the following types of aid and support. This list is provided as background and is not intended to assign responsibilities for the listed activities to the parties. Specific areas of responsibility are set forth in the subsequent sections of this agreement or functional area-specific MAAs. Types of aid and support may include:

a. Assistance in establishing situational awareness and a common operating picture.

b. Coordination of logistical support for (insert DOD installation title) and (insert civil parties) during field operations.

c. Coordination with appropriate NRF and NIMS elements to include the National Operations Center, JFO, and the appropriate FEMA Regional Resource Coordination Center.

d. Coordination with higher Army and DOD HQDA.

e. Development of a demobilization plan and exit strategy for withdrawing forces from an affected area.

f. Development of a mechanism for resupply of forces operating within an affected area.

g. Development of policies and procedures for the effective use and coordination of (insert installation title) and (insert civil parties) assets.

h. Evaluation of the incident to identify lessons learned; and development of initiatives to mitigate the effects of future incidents.

i. Management of deployment to, employment in, and redeployment from the affected area.

j. Management of pre-incident activities including training, equipment purchase, and evaluation of operational readiness.

k. Providing planning guidance and coordination assistance.

l. (Insert all types of aid and support covered by this agreement. This support should provide for a coordinated and effective response. Agreements should be established to augment all capabilities that the (insert installation title) does not possess or cannot sustain for up to 72 hours).

Note. Agreements, other than for F&ES, that require the Army to reimburse a nonprofit organization, city, county, or State government must be executed with a contract.

H–7. (Insert civil authorities) functions

(Insert civil authorities) will make all requests for regional, State, and Federal assets. (Insert civil authorities) will not request (installation title) to request assets from regional, State, and Federal authorities.(Insert civil parties) liaisons to the (installation title) EOC are responsible for all costs in requesting, processing, and maintaining a security clearance, if one is deemed necessary.

H–8. (Insert installation title) functions

a. In accordance with paragraphs (a) and (b), (insert installation title) will not procure or maintain any supplies, materiel, or equipment exclusively for providing DSCA in civil emergencies, unless otherwise directed by the Secretary of Defense. (Insert installation title) may provide immediate response to save lives, prevent human suffering, or mitigate great property damage under imminently serious conditions in accordance with paragraphs (a) and (b). (Insert installation title) will report to higher-headquarters the status of any involvement with DSCA.

b. (Insert military roles and responsibilities necessary to execute aid and support identified in this agreement).

H–9. Jurisdictional resolutions

Terms and conditions that resolve jurisdictional issues. Such issues are those that affect respective responsibilities for planning for and responding to incidents inside and outside the installation's jurisdiction. These may include but are not limited to: dual-use facilities and areas; DOD facilities and areas located on non-Federal property; DOD facilities and areas located on other Federal property (for example, Department of Energy (DOE)/National Nuclear Security Administration (NNSA) or the National Aeronautics and Space Administration); and, exclusive, proprietary, and/or concurrent jurisdictions).

H–10. General requesting procedures

a. Requesting support. When either (insert installation title) or (insert civil parties) is requesting assistance, they will provide the following:

(1) The name, title, and phone number(s) of the requesting officer or official.

(2) A brief assessment of the condition(s) that deem the request for aid. Include the cause of the event (if known); extent of damage; estimated number of dead, injured, and missing military and DOD civilian personnel as well as other civilian personnel; and an initial determination of the presence of any hazards. Provide an initial determination on whether "immediate response authority" conditions exist.

(3) A description of the type and amount of aid needed. Include quantity and types of equipment as defined by FEMA's National Mutual Aid Glossary of Terms and Definitions; description of how aid and/or equipment will be used; and, the expected duration of aid/participation in relief operations.

(4) An assessment of specific responding procedures, including any personal protective measures first/emergency responders must don due to the presence of CBRNE materials; the location to which the equipment and personnel are to be dispatched, and the name, title, and phone number(s) (cell or beeper/pager) of the person who is in charge at the incident site.

(5) Initial request for support may be oral (telephonic), but must be followed up in writing within (insert a mutually-agreed upon time frame within which a written request must be submitted).

(6) Additional procedures that all parties should adhere to when requesting aid and support under this agreement.

b. Requesting support from (insert civil parties). (Insert installation title) requests for assistance will be made to the (insert name of civil office/official), or their appointed representative, and must be authorized by the commander, (insert installation title), or their appointed representative and, with the exception of F&ES requests, must be executed by the installation title contracting officer if cost reimbursement is required.

(1) (Insert procedures military parties must follow when requesting CS for aid and support identified under this agreement).

(2) (Insert procedures military parties must follow).

Note. The Army may not provide reimbursement for police, fire, and emergency services that civil authorities are required to provide by law. For example, local police and firefighters are generally required to respond to off-post aircraft accidents.

c. Requesting support from (insert installation title). (Insert civil parties) requests for assistance will be made to the (insert installation title) EOC at (insert EOC commercial phone numbers) and must come from the (insert name of civil office/official), or their appointed representative.

(1) If "immediate response authority" conditions exist, (insert installation title) may respond immediately to assist in saving lives, prevent human suffering, or mitigate great property damage. (Insert civil parties) can request immediate support directly from the installation by contacting the (insert installation title) dispatch center or EOC at (insert dispatch and EOC commercial phone numbers).

(2) If "immediate response authority" conditions DO NOT apply, (insert civil parties) must first exhaust its available resources and request assistance from the county, State, and Federal Government. Army resources can only be provided when response or recovery requirements are beyond the capabilities of civil authorities (as determined by FEMA or another lead Federal agency for emergency response) and directed by the Joint Director of Military Support in accordance with paragraphs (e) and (f). (Insert procedures civil parties must follow when requesting military support for aid and support identified in this agreement).

(3) (Insert procedures civil parties must follow).

H–11. General response procedures

a. (Insert civil parties) entering (insert installation title) in support of this agreement will follow all installation entry procedures in accordance with the (insert installation title) EM plan and the (insert installation title) AT Plan.

b. (Insert installation title) forces deployed in support of this agreement remain under the ultimate control of the (insert installation title) commander or their appointed representative. However, they may be assigned to civilian authorities under the ICS for tactical purposes. If and when the (insert installation title) commander or authorized military representative recalls military personnel their redeployment will be immediate (insert general response procedures all parties must follow when providing aid and support identified in this agreement).

c. (Insert civil parties) response to (insert installation title) request. ON installation:

(1) (Insert civil parties) responding to (insert installation title) in support of this agreement will report directly to the staging area or other areas as directed or previously arranged (insert previously arranged locations) if necessary, await assignment from the incident commander, and will act under their control.

(2) Upon arriving at the appropriate entrance gate (insert the procedures outlined in the installation EM plan and the installation AT plan for installation access, identification requirements, and internal circulation control).

(3) (Insert response procedures that civil parties must adhere to when providing on base aid and support to military parties).

(4) OFF installation.

(a) Unless otherwise provided, (insert civil parties retain control of all incident sites off base. (Insert installation title) elements, when requested, will report to the staging area, other areas as directed, or to the ranking civil official at the scene, normally the incident commander. Responders from (insert installation title) will remain under the direct control of the (insert installation title) commander or their designees.

(b) Civilian responders will likely be the first responders to an incident off base. Civilian authorities will normally take charge of any incident site within their jurisdiction and (insert installation title) will deploy resources to the incident site to provide support to civilian responders, if requested.

(c) (Insert response procedures that civil parties must adhere to when providing off base aid and support to military parties).

d. (Insert installation title) response to (insert civil parties) request.

(1) OFF installation.

(2) (Insert installation title) will deploy requested assets as soon as possible after notification if immediate action is required to save lives, prevent human suffering, or mitigate great property damage. This element will support the civilian incident commander and provide any required military support within existing capabilities.

(3) When an incident occurs off base that does not involve a DOD asset, (insert installation title) military personnel will only provide assistance if such assistance is requested or is warranted under the DSCA umbrella. If (insert installation title) personnel, such as F&ES, emergency medical services, or others, are the initial responders to arrive on the scene, the (insert installation title) incident commander will take control of the incident site until appropriate civil authorities arrive and are briefed by the (insert installation title) incident commander, and assume control of the scene.

(4) (Insert response procedures that military parties must adhere to when providing off base aid and support to civil parties).

H–12. Plans

(Insert installation title) and (insert civil parties) will make unclassified plans, supporting regulations and guidance, statutes, resource lists, and other documents available to the other party upon request. This exchange of documents and information will be handled in accordance with DOD and Army regulations.

a. (Insert additional agreements regarding the use of plans necessary to provide aid and support identified in this agreement).

b. (Insert additional agreements).

H–13. Interoperability requirements

Paragraph (a) requires that preparedness organizations at all jurisdictional levels establish standards, guidelines, and protocols necessary to promote interoperability among member jurisdictions and agencies. (Insert installation title) and (insert civil parties) will act in accordance with the interoperability standards established by NIMS and the National Integration Center.

a. (Insert interoperability requirements necessary to provide aid and support identified in this agreement).

b. (Insert interoperability requirements).

H–14. Site visits

Site visits for (insert installation title) and (insert civil parties) are critical for development of site management procedures during an incident and gaining familiarity of emergency response plans. Additionally, site visits will facilitate familiarity with response assets belonging to other emergency response organizations that may be of potential use during a hazardous event. For these reasons, (insert installation title) and (insert civil parties) will annually conduct site visits and tours of—

a. (Insert a mutually-agreed upon destination, such as the (insert installation title) specified locations and facilities within the parties' areas of responsibilities (such as, chlorine storage tanks), and primary areas of operation (such as the county hospital)).

b. (Insert a mutually-agreed upon destination).

H–15. Liaison requirements

a. During emergencies in which this agreement is invoked, the (insert installation title) and (insert civil parties) will exchange a liaison officer between their EOCs. These personnel will be knowledgeable about the capabilities and limitations of their individual agencies and will be able to submit tasking requirements to the appropriate agency upon request.

b. Civil liaisons to (insert installation title) may be limited in their ability to participate in the (insert installation title) EOC due to security constraints. (Insert installation title) and (insert civil parties) will work together in advance of an incident to assist the (insert civil parties) liaison officer in obtaining a security clearance, if required. Civil parties are responsible for all costs in requesting, processing, and maintaining a security clearance.

(1) (Insert additional arrangements regarding the use of liaison officers necessary when providing aid and support identified in this agreement).

(2) (Insert additional arrangements).

H–16. Communications systems

(Insert civil parties) and (insert installation title) will work toward a common operating picture and develop plans and/or procedures to account for differences in communication capabilities and/or equipment. (Insert these plans and/or procedures) as follows:

a. (Insert communication systems requirements necessary to provide aid and support identified in this agreement).

b. (Insert communication systems requirements).

H–17. Public information

All off-base requests for information must go through the (insert installation title) JIC or PAO. Contact the (insert installation title) PAO at (insert commercial phone number).

a. (Insert additional arrangements regarding public information necessary when providing aid and support identified in this agreement).

b. (Insert additional arrangements).

H–18. Training and certification

(Insert installation title) and (insert civil parties) offering training and certification courses will make it available to the other party within the limits of budgets, regulations, or other constraints. Training representatives will provide schedules of applicable training and course descriptions upon requests. Regular participation in training will assist with the continued improvement of response efforts. (Insert additional training requirements and/or arrangements to ensure a more effective response when providing aid and support identified in this agreement).

H–19. Exercise and evaluation

Exercise planning officials at the (insert installation title) and (insert civil parties) will coordinate exercises that will allow interaction between all parties. They will notify each other of upcoming exercises and invite each other to participate, observe, and/or critique exercises of mutual interest. Regular participation in these exercises will assist with the continued improvement of response efforts.

a. (Insert additional exercise requirements and/or arrangements to ensure a more effective response when providing aid and support identified in this agreement).

b. (Insert additional exercise requirements and/or arrangements).

H–20. Contract services

(Insert civil parties) and (insert installation title) will make any emergency service contracts it has with private contractors available to each other when available. (Insert installation title)'s use of such contracts may be limited by Federal and State procurement laws and policies, budgetary constraints, and the ability of the (insert civil parties) contractors to perform acceptably for both the (insert civil parties) and (insert installation title) during an emergency.

H–21. Accounting and reimbursement

a. (Insert installation title) will not deny requests of an immediate nature solely due to the inability or unwillingness of the requestor to reimburse the Army. (Insert installation title) will ordinarily provide support on a cost-reimbursable basis and will comply with legal and accounting requirements for the loan, grant, or consumption of DOD resources under applicable authority.

b. Except for F&ES, (insert installation title) must separately contract for services that it requests from the local civil authority. (Insert installation title) must adhere to existing Army reimbursement policies and guidance.

c. (Insert accounting and reimbursement arrangements agreed to by all parties under this agreement. Include all terms and conditionals of financial relationships, procedures for record keeping, procedures for submitting and adjudicating disputes, and the use of fees. The agreement should also specify when expenditures will be authorized, what expenditures will be reimbursed, who can authorize expenditures, and how accounting for expenditures and reimbursement will take place).

H–22. Indemnity and liability

(Insert installation title) and (insert civil parties) waive all claims against each other for compensation for any loss, damage, personal injury, or death occurring as a consequence of the performance of this agreement. This provision does not waive any right to reimbursement the parties may otherwise have.

a. (Insert indemnity and liability provisions necessary to provide aid and support identified in this agreement. The (installation title) may not agree to the local civil authorities).

b. (Indemnity and liability provisions).

Note. Although the Army can agree to waive all claims that it has against the civil party, it cannot agree to waive claims that DOD personnel may have in their individual capacities nor agree to indemnify the local civil authorities in such cases.

H–23. Resolution of conflicts

(Insert mutually agreed upon procedures for resolving conflicts arising under this agreement).

H–24. Date effective

This agreement will be effective on (insert the date or conditions that render this agreement effective, such as the date that the last party signs the agreement).

H–25. Review and revision

This agreement will be reviewed and revised annually at a minimum. Changes in the national security and threat environment, updates to local planning documents, and other changes may necessitate out-of-cycle revisions.

a. (Insert mutually agreed upon procedures for submitting recommended revisions, adjudication of those recommendations, and incorporating the agreed upon revisions).

b. (Insert mutually agreed upon procedures).

H–26. Cancellation and termination

This agreement is nonbinding and may be canceled by either party upon giving at least (insert agreed to date, no less than 30 days and no more than 180 days) written notice to the other party. Notification procedures for agreement termination must be determined by both parties. Termination of the relationship affected by this agreement will not preclude future agreements for mutual support between the parties terminated hereunder.

a. (Insert additional conditions for cancellation and termination of this agreement, if necessary).

b. (Insert additional conditions for cancellation and termination of this agreement, if necessary).

Note. This provision is only applicable if there are more than 2 parties to the agreement. Termination of the agreement between the parties affected by such notification will not affect the continuation of the agreement as to any party not indicating an intention to withdraw.

H–27. Agreement exclusivity

This agreement is not intended to be exclusive between (insert installation title) and (insert civil parties). Any of the parties may, as they deem necessary or expedient, enter into separate support agreements with any other party or parties. Entry into such separate agreements will not, unless specifically stated, affect any relationship or understandings contained herein.

H–28. Attachments

The following attachments apply to this agreement:

a. Contact phone numbers for requesting assistance.

b. List of additional support agreements that the parties have entered into.

c. (Attach any other critical information this is necessary to execute the types of aid and support identified in this support agreement).

Glossary

Section I

Abbreviations

AAFES
Army Air Force Exchange Service

AAR
after action report

ACOM
Army command

ACS
Army Community Service

ADA
Americans with Disabilities Act

ADPAAS
Army Disaster Personnel Accountability and Assessment System

AEFRP
Army Emergency First Responder Program

ALS
advanced life support

AMC
U.S. Army Material Command

AO
area of operations

APR
air purifying respirator

APS
advanced professional series

ARC
American Red Cross

ARNG
Army National Guard

ASCC
Army service component command

AT
Antiterrorism

ATC
Applied Technology Council

ATO
antiterrorism officer

ATWG
Antiterrorism Working Group

BLS
basic life support

C3
command, control, and communications

CAC
cost accounting code

CACO
casualty assistance calls officer

CAP
common alerting protocol

CBD
chemical and biological defense

CBRN
chemical, biological, radiological, and nuclear

CBRNE
chemical, biological, radiological, nuclear and high yield explosives

CDC
Center for Disease Control

CERCLA
Comprehensive Environmental Response, Compensation, and Liability Act

CERT
Community Emergency Response Team

CFR
Code of Federal Regulations

CIKR
critical infrastructure and key resources

CIRM
critical infrastructure risk management

CLO
consolidated legal office

COA
course of action

COCO
contractor-owned, contractor operated

COOP
continuity of operations

COP
common operating picture

COTS
commercial-off-the-shelf

CP
Career program

CS
civil support

CWA
chemical warfare agent

DA
Department of the Army

DA Pam
Department of the Army pamphlet

DAMO–ODP
Headquarters, U.S. Army Operations, Protection Division

DCS
Deputy Chief of Staff

DeCA
Defense Commissary Agency

DES
Director of Emergency Services

DFMWR
Directorate of Family, Morale, Welfare, and Recreation

DHHS
Department of Health and Human Services

DHR
Director of Human Resources

DHS
Department of Homeland Security

DLA
Defense Logistics Agency

DOD
Department of Defense

DODD
Department of Defense Directive

DODI
Department of Defense Instruction

DOS
Department of State

DPTMS
Directorate of Plans, Training, Mobilization, and Security

DPW
Directorate of Public Works

DRMO
Defense Reutilization and Marketing Office

DRU
direct reporting unit

DSCA
Defense Support of Civil Authorities

DVA
Department of Veteran Affairs

EAP
emergency action plan

EAS
Emergency Alert System

EDXL
Emergency Data Exchange Language

EDXL – CAP
EDXL Common alerting Protocol

EEG
exercise evaluation guide

EEO
equal employment office
EFAC
Emergency family assistance Center

EM
emergency management

EMA
Emergency Management Agency

EMAC
Emergency Management Assistance Compact

EMAP
emergency management accreditation program

EMI
Emergency Management Institute

EMS
emergency medical services

EMSG
Emergency Management Steering Group

EMSG

EMT
emergency medical technician

EMWG
Emergency Management Working Group

EOC
emergency operations center

EOD
explosive ordnance disposal

EOP
Emergency Operations Plan

EPA
U.S. Environmental Protection Agency

EPCRA
Emergency Planning and Community Right-to-Know Act

EPI
emergency public information

EPW
Exercise Plan Workshop

ERF
emergency relocation facilities

ESF
emergency support function

EXORD
execute order

FAA
functional area annex

FAC
family assistance center

FBI
Federal Bureau of Investigation

FBO
faith-based organizations

FCC
Federal Communication Commission

FE
functional exercises

FEMA
Federal Emergency Management Agency

FHP
force health protection

FM
field manual

FOC
full operational capability

FOG
field operating guide

FPAT
Force Protection Assistance Team

FPCON
force protection condition

FSE
full-scale exercise

FSTLOSP (HN)
Federal, State, Tribal, Local, Other Service, and Private (to include NGOs/FBOs) (or Host Nation) partners

FY
fiscal year

GCC
geographic combatant command

GIS
Geographic Information System

GOCO
government-owned, contractor-operated

GOTS
government-off-the-shelf

GPS
Global Positioning System

HAZCOLLECT
All-Hazards Emergency Message Collection System

HAZMAT
hazardous materials

HAZUS–MH
Hazards, U.S.–Multi-Hazard

HAZWOPER
Hazardous Waste Operations and Emergency Response

HES
Hurricane Evacuation Studies

HHAT
higher headquarters assessment team

HQDA
Headquarters, Department of the Army

HSA
hazard-specific appendix

HSEEP
Homeland Security Exercise and Evaluation Program

HSPD
Homeland Security Presidential Directive

HURREVAC
hurricane evacuation

HVAC
heating, ventilating, and air conditioning

IA
information assurance

IAP
incident action plan

ICO
installation contracting office

ICP
incident command post

ICS
Incident Command System

IEMC
Integrated Emergency Management Course

IFSAC
International Fire Service Accreditation Congress

ILO
installation legal office

IMCOM
U.S. Army Installation Management Command

IMS
Incident Management System

IMT
Incident Management Team

IP
improvement plan

IPAWS
Integrated Public Alert and Warning System

IPE
individual protective equipment

IRACO
Internal Review and Audit Compliance Office

IS
independent study

ISO
Installation Safety Office

ISR
Installation Status Report

IT/IS
information technology/information systems

IVA
Integrated Vulnerability Assessment

JFO
Joint Field Office

JFTR
Joint Federal Travel Regulation

JIC
Joint Information Center

JP
joint publication

JPO
Joint Program Office

LCMC
life cycle management command

LED
light-emitting diode

LEPC
local emergency planning committee

LMR
land mobile radio
LRC
Logistics Readiness Center

MAA
mutual aid agreement

MACS
Multi-agency Coordination System

MCP
mobile command post

MDEP
management decision evaluation package

MEDCOM
U.S. Army Medical Command

MEF
mission essential function

METOC
Meteorological and Oceanographic

MEVA
mission essential vulnerable area

MILCON
military construction

MSEL
master scenario events list

MTF
medical treatment facility

MTT
mobile training team

MWR
morale, welfare, and recreation

NAF
non-appropriated fund

NCP
National Oil and Hazardous Substances Pollution Contingency Plan

NDMS
National Disaster Medical System

NEC
Network Enterprise Center

NECP
National Emergency Communications Plan

NEPA
National Environmental Policy Act

NETC
U.S. Naval Education and Training Command

NFPA
National Fire Protection Association

NGO
non-government organizations

NIC
National Integration Center

NIMS
National Incident Management System

NIOSH
National Institute for Occupational Safety and Health

NIPP
National Infrastructure Protection Plan

NOAA
National Oceanic and Atmospheric Administration

NPF
National Planning Frameworks

NPS
National Planning Scenarios

NRC
National Response Center, U.S. Nuclear Regulatory Commission

NRF
National Response Framework

NRS
National Response System

NSP
National Search and Rescue (SAR) Plan

NUREG/CR
U.S. Nuclear Regulatory Commission Regulation/Contractor Technical Report

NWEM
Non-Weather Emergency Message

NWS
National Weather Service

OASD(HA)
Office of the Assistant Secretary of Defense, Health Affairs

OASD(HD/GS)
Office of the Assistant Secretary of Defense for Homeland Defense and Global Security

OASD(PA)
Office of the Assistant Secretary of Defense for Public Affairs

ODP
Office of Domestic Preparedness

OEM
Office of Emergency Management

OHS
oil and hazardous substance

OIC
officer in charge

OP
operational period

OPLAN
operations plan

OPMG
Office of the Provost Marshal General

OPR
office of primary responsibility

OSC
on-scene coordinator

OSD
Office of the Secretary of Defense

OSH
Occupational Safety and Health

OSHA
Occupational Safety and Health Administration

OTSG
Office of the Surgeon General

PAIO
plans, analysis, and integration office

PAO
Public Affairs Office, Public Affairs Officer

PAPR
powered air purifying respirator

PAR
personnel accountability report

PASS
Personal Alert Safety System

PBL
performance-based logistics

PHEO
Public Health Emergency Officer

PKEMRA
Post Katrina Emergency Management Reform Act

PL
Public Law

PM
program manager

POC
point of contact

POD
point of distribution

POM
program objective memorandum

PPBES
Planning, Programming, Budgeting and Executing System

PPD
Presidential Policy Directive

PPE
personal protective equipment

RMD
Resource Management Directive

RMO
Resource Management Office

ROM
restriction of movement

RPP
Respiratory Protection Program

RSO
Religious Support Office

RSP
render safe procedures

RWG
recovery working group

SA
support annex

SAR
search and rescue

SAV
staff assistance visit

SCBA
self-contained breathing apparatus

SERT
School Emergency Response Team

SIP
shelter-in-place

SIPT
sustainment integrated process team

SNS
strategic national stockpile

SOFA
status of forces agreement

SOP
standard operating procedure

TAS
telephonic alerting systems

TCL
target capability list

TCP
traffic control point

TDA
table of distribution and allowances

TLCSM
total life cycle systems management

TRADOC
U.S. Army Training and Doctrine Command

TTP
tactics, techniques, and procedures

TTX
tabletop exercises

TV
television

TWG
Threat Working Group

UCMJ
Uniform Code of Military Justice

UFC
unified facilities criteria

US&R
Urban Search and Rescue

USACE
U.S. Army Corps of Engineers

USACIDC
U.S. Army Criminal Investigation Command

USAFMSA
U.S. Army Force Management Support Agency

USARC
U.S. Army Reserve Command

USC
United States Code

USCG
U.S. Coast Guard

USFA
U.S. Fire Administration

USG
U.S. Government

USGS
U.S. Geological Survey

VIPP
High Visibility Installation Protection Program

WMD
weapons of mass destruction

Section II

Terms

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 (see DODI 6055.17).

Army community
The term Army community includes all Army personnel, including Active component, ARNG, Reserve component personnel, DOD and DA civilians, DOD and DA families, DOD and non-DOD tenant commands and activities, transient DOD and USG personnel, NAF employees, and DOD contractors living and/or working on Army installations worldwide.

Business continuity
An 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 (see 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 installation 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.

Comprehensive Preparedness Guide 101
A guide designed to assist jurisdictions with developing operations plans. It promotes a common understanding of the fundamentals of planning and decision-making to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans (see NIMS).

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
An appraisal or determination of the effects of the incident on human, physical, operational, and economic characteristics and on the environment (see 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 (see NRF).

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 (see AR 525–27).

Emergency management program
Risk-based, comprehensive, and continual process to prevent, protect, mitigate, respond to, and recover from any multi-agency and/or multijurisdictional incident that threatens life, property, operations, or the environment regardless of cause: natural, technological, or human.

Emergency Operations Center
The 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 (see 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 (see 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 teams; technical specialists from Meteorological and Oceanographic, OSH, 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 (U.S. or Non-U.S. citizens) designated to perform as 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, to include: installation first responders, to include: F&ES, fire brigades, HAZMAT response teams, EMS, Army LE, EOD, pre-identified liaison officers to the ICP, MCP, or related areas (staging areas, base camp(s), helicopter landing zones, aerial support sites), public works response and/or recovery personnel/teams, and environmental OHS 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
Any actual or potential event or occurrence that has the potential to be the primary or secondary cause of an emergency.

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-based and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.

Incident
An occurrence or event, natural or manmade, which 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 (see DODI 6055.17).

Incident Command System
A 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 (see 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 readiness commands is, likewise, defined as a virtual installation under which Reserve centers are identified as sites (see AR 525–27).

International Fire Service Accreditation Congress
IFSAC is a peer-driven, self-governing system of both fire service certification programs and higher education fire-related degree programs. The IFSAC Certificate Assembly provides accreditation to entities that certify the competency of and issue certificates to individuals who pass examinations based on NFPA fire service professional qualifications and other standards approved by the Assembly. The IFSAC Degree Assembly accredits fire science or related academic programs at colleges and universities (Available at https://ifsac.org/).

Jurisdiction
A geographic location with political, legal, and/or physical boundaries established by law, policy, or written agreement within which a commander has specific responsibilities established by law or policy and is required by such laws or policy to provide specific services to assigned personnel.

Mass care
Mass care includes sheltering, feeding operations, emergency first aid, bulk distribution of emergency items, and collecting and providing information on victims to family members (see NRF).

Mass care providers
Personnel or teams providing mass care services, to include the following: Emergency Family Assistance Center Team, SIP 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), TAS, and CNS.

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 (see NIMS).

Mutual Aid Agreement
Written agreement, entered into pursuant to 42 USC 15 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 National Preparedness System and provides the template for the management of incidents and operations in support of all five National Planning Frameworks.

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

National Planning Framework

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 non-governmental organizations 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 (see AR 525–27 and 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 (see 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 (see 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 (see 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, or recover from an incident. Resource management under the NIMS includes MAAs and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols (see 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 (see NIMS).

Risk
The perceived or valued impact of an identified hazard upon the mission, personnel, and/or property within a jurisdiction in the context of the current capabilities of the jurisdiction.

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 (see DODI 6055.17).

Risk management
A 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 (see 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 or military agencies for security, intelligence analysis, and any emergency response. SAFs are not under the jurisdiction of a standard installation 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.

Typed resource
Resource typing is the categorization and description of resources that are commonly exchanged in disasters via 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.

Section III

Special Abbreviations and Terms

CARVER2(tm)
Criticality, Accessibility, Recuperability, Vulnerability, Effect, and Recognizability

Category 2AN
Animal Needs Population

Category 2PR
Detainee Populations

Category 2SC
School Population

Category 2SN
Special Needs Population

Category 2TR
Transportation Needs Population